MANAGEMENT SKILLS AND PERFORMANCE OF KIPEPEO HIV/AIDS PROJECT IN VIHIGA COUNTY, KENYA.

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2022

DECLARATION

I declare that this research project is my work and has not been presented award in any other academic institution.

Signature…… …… **Date**……September 19, 2023……

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This research project has been presented for examination with my approval as the supervisor

Signature…… …….. **Date**……19/09/2023……

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DEDICATION

This research project is dedicated to my father, Mr. Paul Mworia for persistently encouraging me to further my studies.

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I am much indebted to the University of Nairobi for according me the chance to pursue my Master of Arts degree in Project Planning and Management. Further appreciation also goes to University of Nairobi, my supervisor Dr Reuben Wambua Kikwatha, department of management science and project planning, faculty of business and management science, lecturers and others for the help they have accorded me through the entire project writing.

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ABSTRACT

The performance of many projects is one of the extreme problems facing organizations. As a result, skills of managing project are a vital resource for ensuring that community projects achieve the desired outcomes and have high success rates. The purpose of this research was to find out how management skills effect performance of Kipepeo HIV/AIDS project in the county of Vihiga. This research was steered by Katz's Talents Leadership skills Theory, theory of project management and decision Theory. The utmost suitable research design for this investigation was illustrative design. The sampling included the Project beneficiaries, Project officers and sub-county health officers. Sample size of at least 95 respondents from the project beneficiaries using simple random sampling, 2 samples from project officers and 1 sub-county health officers using purposive sampling technique was used. Self-administered questionnaires and a key informant interview guide was employed to meet the study's requirements. Because the research yielded both quantitative data and qualitative data for evaluation and triangulation, this was necessary. The pilot study was done in Sabatia sub-county which neighbors Emuhaya and Luanda sub counties. For the pilot project, the size of the sample was 10% of the entire sample was developed and used. Data was collected in a systematic way while adhering to agreed-upon study standards and ethical considerations. Data was collected and analyzed in both qualitative and quantitative formats. As a result, we adopted a hybrid manner of data analysis. To allow data entry and analysis, the data collected from respondents was sorted, cleaned, and coded appropriately. Clean data was loaded into the SPSS software, which was utilized to generate data outputs for analysis, presentation, and discussion. For data analysis, SPSS was used, with outputs such as Mean, Standard Deviation, Percentages, and Frequencies being created. Regression analysis was used to test hypotheses. The findings of the study was that leadership skills, technical skills, Project communication and Project Planning Implementation is aided by managerial expertise of Kipepeo HIV/AIDS project in Vihiga County, Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The management of projects is now suffering a crisis, despite the fact that this issue is, for the most part, disregarded and devalued. This is shown by the poor performance of projects, with 98.8 percent of them failing to meet their goals when measured against cost, time, value, scope, and customer satisfaction (The Standish Group, 2014b). Despite the fact that the professional standards have been formally established, projects continue to fail with terrifying occurrences (Kapsali, 2013). In general, and particularly in the public sector, the majority of projects can be labeled as failures due to the fact that on average, 45% of them have gone over their allotted budgets, and 70% of them have been delivered late, despite the fact that they have delivered less than 56% of their anticipated value (MCKinsey & company, 2012). A project's failure may be caused by a variety of factors, including unclear business goals, incompatible stakeholders, and extensive rework (Geneca, 2010-2011).

It is already common knowledge that non-governmental organizations, sometimes known as NGOs, are indispensable partners in the fight against HIV/AIDS on a worldwide scale. The Joint United Nations Program on HIV/AIDS (UNAIDS) serves as a guide and advocate for the global community in its efforts to achieve the objectives of zero discrimination, zero new HIV infections, and zero deaths caused by AIDS. UNAIDS brings together the activities of eleven different organizations in order to achieve the Sustainable Development Goal of ending the AIDS pandemic by the year 2030. These organizations include the UNCHR, UNICEF, UNDP, WFP, UNODC, UNFPA, UN WOMEN, UNESCO, ILO, World Bank, and WHO. Additionally, UNAIDS works in close collaboration with a wide variety of national and international partners (UNAIDS, 2017).

WHO is responsible for the direction and coordination of international health efforts that are carried out within the framework of the United Nations, as stated by World Health Organization (WHO, 2017). The World Health Organization's (WHO) primary objective is to work toward a world that is both better and healthier in the future. The World Health Organization (WHO) staff members cooperate with governments and other partners in more than 150 different nations to guarantee that everyone has access to the highest possible level of health care. WHO has a department dedicated to HIV/AIDS in order to provide a response to HIV/AIDS that is both comprehensive and sustainable. Within this department, WHO member states can receive

evidence-based technical support in order to coordinate treatment, care, and preventive services, and WHO can also provide drugs and diagnostics.

According to (UNAIDS, 2017), the observatory program in Congo collects and analyzes data to guide action to improve the quality of HIV services. This information is used to inform action. The program has contributed to the reduction of self-stigma as well as a reduction in the cost of access to healthcare in certain health facilities. This was accomplished by honoring people who use the system and included HIV patients in the national system. The Community Observatory Initiative has been included into the Global Fund to combat HIV/AIDS in the Democratic Republic of the Congo (DRC).

According to Khattak et al. (2019), the complexity of projects has evolved into a major cause for worry and a barrier to the effective completion of such projects. In order to triumph over this obstacle, it is now absolutely necessary to ascertain the proper management abilities that are required of project managers. Abilities in leadership and management, communication skills, effectiveness, and a focus on results are among the most important qualities that contribute to the successful completion of engineering projects in Pakistan. Due to the fact that different projects vary in cost, scope, and level of complexity, each one has its own individual needs for performance. Research on the assessment of the success of projects was carried out by Muller and Jugdev (2012). They came to the conclusion that an individual's personality, nationality, the kind of project being worked on, and the type of contract being worked on all have an impact on how they evaluate and perceive the success of a project. There are a variety of approaches that may be applied to appraise the output of a project and its consequences.

As projects continue to increase in both complexity and cost, the need of effective project management has grown across a variety of sectors. The ability to manage projects effectively has emerged as one of the most crucial factors influencing management efficiency. These abilities not only save costs and increase returns on assets, but also improve the overall quality of project delivery (Njakwe, 2012). Hwang and Ng estimate that between 2010 and 2020, a total of 15.7

million new wander organization positions formed worldwide across over wander raised ventures if the present growth trend continues (2013). Overarching industries including mining, business administration, computer systems, finance, security, and, utilities, and oil and gas will all need to fill these positions.

According to KPMG-New Zealand (2020), globally, 70% of firms have experienced project failure in at least one of their projects, whilst 50% of organizations have been unable to accomplish their goals. Large-scale engineering projects all over the globe have been having serious difficulties in terms of their performance, with an estimated cost of 985 million dollars (Miller & Lessard, 2021). According to Shanmugapriya and Subramanian (2018), over sixty percent of construction projects in India are struggling under the weight of both increased costs and extended completion times. When the seven Korean megaprojects were finally finished, the total cost of them was 122.4% more than the cost that had been originally estimated for them. It was anticipated that there would be a 32.5% cost overrun for the 29 medium-sized projects that were looked at within the same time period.

In Nigeria, the failure of projects has become a national epidemic (Okereke, 2017). According to the findings of a study by a government committee, out of 609 active projects, 285 projects were terminated at various stages of the completion process (Daily Times, 2013). Furthermore, according to Enagi and Ochoche (2017), even though the government of Nigeria has invested a significant amount of money, notable information technology projects such as the Abuja Investment and Property Development Company (AIPDC) have incurred a loss of approximately 3.8 billion naira, and the Energo Nigeria Limited transmission substation has failed to achieve even 5 percent implementation. This is despite the fact that the government of Nigeria has invested a significant amount of money. According to Ewa (2018), the majority of the projects that are carried out at Nigeria's higher institutions do not succeed in achieving the goals that they were intended to.

Despite the fact that project professionals in Kenya have received high-quality training, projects in the country continue to struggle with difficulties related to cost, schedule, and quality (Gwaya,

et al, 2017). On occasion, teams are reformed with new team leaders and project managers, although this does not always prove successful (Gwaya et al., 2017). Wanjohi (2013) conducted research on the viability of community-based projects in developing countries. He discovered that the history of Community Based Projects (CBPs) can be traced back to the time of the American Civil War, when charitable organizations were established in order to provide assistance to those who had become disabled, displaced, or impoverished as a result of the conflict. In the decades between the 1980s and the 1990s, community benefit programs (CBPs) expanded to the point that they were recognized as a movement, and the practice of community organizing expanded to include a growing number of community enterprises. At that time, the primary concern was the movement of power away from individual communities and toward larger geographic areas, national governments, and multinational corporations. Concerns about the ability of local groups to effectively address problems caused by large-scale financial pressures as a consequence of globalization led to the formation of national and international organizations as a response to those concerns.

The HIV/AIDS work being done in Kipepeo, which is located in Vihiga County, will be the primary focus of this project. 6.3 percent of Kenya's total population is made up of adults in the age range of 15 to 49. In spite of the fact that the frequency varies greatly throughout Kenya, the province of Nyanza has the highest prevalence, with 14 percent of people in the same age group having it. In this nation, the likelihood of infection among women is 16% higher than the likelihood of infection among males (11.4%) (KAIS, 2007).

1.1.1Kipepeo Community Empowerment Program

Kipepeo Community Empowerment Program (KCEP) is a community based non-governmental organization October 2009 to assist in the spearheading of community-led development initiatives and to enable needy community groups to allow facilitate in integrated activities in order to attain self-sufficiency and quality livelihood. KCEP's operations are carried out in our country using the power and spirit of volunteers to create sustainable communities, intercultural interchange as well as thriving villages. Projects by KCEP include HIV/AIDS awareness project which entails offering

psychological support to support persons infected with HIV, economic empowerment training in entrepreneurship, visiting health facilities for HIV/AIDS evaluation, visiting bedridden HIV patients and training for guardians of HIV patients from home, hospital visits and creation of HIV awareness through stone painting. Also, the program promotes youth employment and information exchange among international communities and Kenyans(short and long-term volunteering, voluntary work-camps), as well as social inclusion, youth mobility, community development and advocating for peace among our diverse communities.

In addition, KCEP offers services in information technology (ICT) empowerment, entrepreneurship development, education (Kipepeo Community Education Centre), health and education in malaria and tuberculosis awareness and advocacy, absolving street children, support for orphans and vulnerable children. The focus of efforts is on improving the lives of children aged 0 to 17 who are orphaned and vulnerable as a result of HIV/AIDS in a demonstrable way. Most of them have lost both parents to HIV/AIDS and are vulnerable as a result of the following HIV/AIDS-related factors: being HIV positive, living without enough adult support in a home with sick parents, recently deceased or one with a sick grandparent, and some households are headed by a child. The project gives children an opportunity to show off their abilities, skills, and talents by providing educational support and library services, which give them access to a wide range of materials that help them learn and perform better.

1.2 Statement of the Problem

The fruitful completion of a large number of projects is one of the most difficult difficulties that businesses must overcome. As a consequence of this, skills in project management are an essential asset for ensuring that community initiatives have a high rate of success and accomplish the results that were intended for them. The significance of good management abilities to the successful completion of a project is becoming more apparent. Management abilities have an impact on the project culture, the project strategy, and the dedication of the project team. Even though there have been advancements in the approaches for project management, a significant number of projects still end in failure. One of the primary reasons for this is poor leadership.

Alam et al. (2018) conducted study on the significance of human skills in successful project management and found that there is a need for ongoing professional development. This research is going to focus on project management skills such as communication skills, technical skills, project planning management skills, and leadership skills. The previous study focused on university education in the United Kingdom. This research is going to focus on those project management skills.

A research was conducted by Shair (2016) on the effect that the Employees' Capabilities in Project Management have on the outcomes of government spending in Kenya. The abilities of risk management, monitoring, and assessment were the primary focuses of this research along with those of human resource management. The research, however, did not adequately examine important factors including the impacts of leadership skills, planning skills of management, communication skills, and technical skills on how these factors affect the execution of projects, particularly community empowerment initiatives.

In her study, Nderitu (2020) emphasized on the project management skills that youth environmental initiatives should have, such as monitoring and evaluation methods, as well as marketing abilities. Despite this, her investigation was restricted to just these two facets. This research intends to concentrate on the performance of community empowerment programs and the ways in which performance is affected by skills such as communication skills, technical skills, leadership skills, and project planning management skills. Specifically, the research will investigate how these skills influence performance.

Mugo (2018) found that youth empowerment initiatives benefited from the incorporation of information technology, online marketing, online financing, internal controls, and entrepreneurship training. Her research focused on determining how the performance of youth empowerment initiatives is affected by the usage of various internet platforms. However, her research was only focused on information technology skills and did not address other skills of project management such as communication, technical skills, leadership skills, or planning

management skills. These are the topics that this research intends to investigate, as well as how the performance of community empowerment programs is affected by these skills.

This study set out to test the impact project management abilities have, which runs counter to these tenets such as communication skills, technical skills, leadership skills, project planning management skills impact on performance of community empowerment programs.

1.3 Purpose of the Study

The goal of this research was to determine how management skills affects performance of Kipepeo HIV/AIDS project in Vihiga County.

1.4 Research Objectives

The following goals served as the foundation for the study:

i. To determine the extent to which abilities in leadership have an impact on the level of success achieved by the Kipepeo HIV/AIDS initiative in Vihiga county, Kenya
ii. To determine whether or not a person's level of technical expertise has an impact on how well the HIV/AIDS initiative in Vihiga County, Kenya, is carried out.
iii. To determine how the Kipepeo HIV/AIDS project's performance in Vihiga County, Kenya is impacted by communication skills.
iv. To evaluate the effects of planning skills on performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

1.5 Research Questions

i. What effect does having strong leadership abilities have on how well the Kipepeo HIV/AIDS programme in Vihiga County, Kenya, is carried out?
ii. What kind of impact do people's technical abilities have on how well the Kipepeo HIV/AIDS programme operates in Vihiga County, Kenya?
iii. What effect do communication skills have on how well the Kipepeo HIV/AIDS programme in Vihiga County, Kenya, performs?

iv. How does the success of the Kipepeo HIV/AIDS initiative in Vihiga County, Kenya, depend on planning and management skills?

1.6 Research Hypothesis

H01 leadership skills have no significant relationship on Kipepeo HIV/AIDS project's performance in Vihiga County, Kenya

H02 Technical skills have no significant relationship on Kipepeo HIV/AIDS project's performance in Vihiga County, Kenya

H03 Communication skills have no significant relationship on Kipepeo HIV/AIDS project's performance in Vihiga County, Kenya

H04 Planning skills have no significant relationship on Kipepeo HIV/AIDS project's performance in Vihiga County, Kenya

1.7 Significance of the Research

The study is likely increase project managers 'understanding and appreciation of the importance of including project management abilities such as communication, technical, leadership, and planning. This would guarantee that their projects are efficient and effective in terms of output.

For policy makers, the study is likely to provide insights on management skills that can promote efficient project implementation and completion. This will therefore help policy makers such as Country Technical Advisors among others in the development and review of Country Work Plans to achieve synergy with existing circumstance.

The study might avail reference material for future researchers and academicians on the same topic. In addition, this study is likely to establish areas of further research since it only focuses on four areas of project management skills that is communication skills, leadership skills,planning management skills, technical skills and how they influence performance of community empowerment programs. As such there are other project management skills such as financial

management skills, risk management skills, problem solving skills that researchers can explore as research topics.

1.8 Assumptions of the Study

The survey participants' enthusiasm was assumed to be normal by the researcher. In addition, it assumed that the respondents were cooperative. This research also assumed that the findings were applicable to all other areas in the country.

1.9 Limitations of the Research

The research focused on four areas of project management abilities: technical skills, communication skills, project planning management skills, and leadership skills, as well as how they influence community empowerment program performance. However, there are other areas where further research is needed, such as risk management and financial management. These areas can be investigated further as study subjects in the future. Furthermore, the research was limited to one sector of the economy, namely community empowerment programs, although other industries such as banking and construction are available. As a result, the conclusions of this study may not be applicable to other industries.

1.10 Definition of Significant Terms

Project management

Project management is the process of establishing and maintaining the infrastructure necessary to execute a project in a manner that guarantees the achievement of its stated objectives and goals

Project performance:

Project performance denotes to a project's definite production or results as compared to its projected output (or objectives and goals)

Skills in project management:

Refers to project manager's capacity to predict and assess the chance of an unforeseeable event or condition occurring and having a favorable or negative influence on a project's goals.

Leadership skills:

Refers to a leader's ability to lead others without coercion into a decision or path that makes them feel empowered and accomplished. It's about being transparent, genuine, encouraging people, and working toward a common goal.

Technical skills: This relates to the capacity to manage a project's technical elements, which involves being aware of all the project's inputs and outputs in order to achieve the project's goals.

1.11 Organization of the Research

The investigation was broken up into five distinct parts. In the first chapter, there was an overview of the research proposal, which included the study's background, problem statement, goal and objectives, importance, as well as the constraints and delimitations of the study. In addition, the analysis contained the underlying assumptions as well as the explanations of key words. In the following chapter, a review of recent research that are pertinent was offered. This evaluation included local and overall purposes of such investigations, results, and suggestions. This chapter was significant to the investigation since it assisted in identifying the area's current shortcomings. In addition to this, it provided an overview of the conceptual model of the investigation by describing the link between the result of the study and the predictor components.

In this study's third chapter, the research design and methods were both offered for readers' perusal. Study methodology, sampling, population, data collecting, and analysis are all communicated in this format. This chapter also includes an evaluation of the research methodology' suitability for the purpose of accomplishing the goals of the study. In the fourth chapter, we looked at the results, as well as how they were presented and interpreted, in light of the objectives that the research set out to accomplish. A summary of the results, comments, recommendations, and the conclusion of the study were included in the fifth and final chapter of the report, along with propositions for more study in this space.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This paper concentrates on empirical research from earlier studies. This paper examines the existing literature on project management skills sand how they affect community project performance in Vihiga County. This research is supported by theories, which are discussed in this chapter under theoretical framework. Chapter 2 discusses the knowledge gap and the conceptual structure that comprises it. The framework demonstrates the relationships between the variables.

2.2. Project Performance

According to Shrenash, Pimplikar, and Sawant (2013), project performance guarantees that organizations maximize their revenues, reduce the impact of unpredictable and competitive events on project goals, and make the most of opportunities given by risky scenarios. The three most crucial project performance factors are cost, timeliness, and quality. These three factors also serve as the primary determinants of the likelihood that a project will succeed (KPMG, 2013).

When a product possesses all the traits required for it to satisfy the needs of both its intended usage and the desired need, it is of high quality. The specification of quality needs must be made in the papers relevant to the design and the contract in a way that is both clear and unambiguous in order to ensure efficiency and uniformity in quality performance.

The degree to which a program fulfills the predetermined objectives in terms of time, quality, spending plan, security, and overall customer satisfaction is referred to as the program's performance, per Harvey and Reed (2006). According to Antill (2014), one of the key elements that will determine whether or not the project is effective is the program's success.

A program can accomplish the objectives it has set for itself and is able to carry on after doing so, then it may be deemed successful. Numerous companies have expressed their displeasure with the varied program performances that fall short of the goal as well as the wasted money on a global scale (Chandra et al., 2012). The advantages to the business and the needs of the final clients must be balanced for a program to be effective. It is thought that achievement in program performance begins to get closer now when both the private and governmental sectors start to care about their customers.

Bass (2016) made the similar observation that time, budget, security, quality, and general customer satisfaction are among the indicators used to assess a program's effectiveness. Each of the performance criteria must be straightforward and feasible once they have been specified before attempting to use prioritization to create a hierarchy of importance for them. Considering that Everyone is participating, which ensures accountability, therefore it might act as a fundamental principle in a program's performance measurement framework. On the other hand, improbable criteria could result in disappointment for several projects due to measurements that are not realistic. This could encourage low team morale, which would have an adverse effect on program performance and ultimately result in stakeholder dissatisfaction.

According to KPMG's (2013) findings, 25 percent of the ongoing projects in India are running behind time because of poor planning and improper application of modern technology. Along with this, there has been a paucity of construction facilities and skilled labor, which has prolonged the time it takes to complete road projects.

Soderland (2012) asserts that the majority of South Africa's main road projects have been completed by foreign construction firms, despite the country's generally satisfactory performance in terms of road infrastructure projects. On the other hand, Soderland (2012) pointed out that local construction companies in South Africa have a range of challenges when it comes to finishing infrastructure projects within the projected time and cost.

The term "process of inputs into outputs" (Mourshed, Chijioke, and Barber, 2010) refers to measurements that shed light on the correlation between cost (economic) and cost (effectiveness), as well as cost efficiency and production efficiency. Additional studies on the success of revitalization initiatives employ a wide range of productive strategies. These metrics address issues like being done and delivered on time, being finished or delivered to or within budget, being finished to the recipients' satisfaction, and having happy stakeholders and beneficiaries.

2.2.1 Leadership Skills and Project Performance of HIV and AIDS Projects

A critical necessity for efficiently performing and successful health programs/projects is constructive and functional leadership. The presence of technically qualified health experts, cutting-edge facilities and supplies, and well-structured projects do not give an assurance of successful performance in the health sector which is the foundation of the implementation. Competent leadership cannot be quantified and hence more difficult to obtain than the other aspects which facilitate project delivery although leadership is still critical (Pecci et al,.2020).

According to a study by Junwei, Guangdong, and Hongtao (2017), there was a substantial differe nce between transformational and transactional leadership when it came to information sharing a nd project performance. The study recommended that for project organizations in the constructio n business, project managers should encourage a stronger stimulation behavior, knowledge and social capital.

The ideal leadership stance changes in response to unusual events and fashions. Therefore, the relationship between leaders and followers who fight for actual changes and outcomes that represent their shared commitments will depend on the various postulated leadership styles, just as there is no one single leadership style that exists(Vundi, 2018). The two most important integral types of leadership that this study looked at were transformational and transactional leadership. Additionally, according to (Laureani and Antony 2017), transformational leadership is centered on executives who excel at fusing the highly complicated requirements of their subordinates with the supervisor's goals. It is broken down into four categories: charisma (or the capacity of a leader to sway others), the failure of leaders to inspire, intellectual stimulation, and individual attention. Another example of conditional power is leaders that prioritize meeting the unrelated needs of their followers. As a result, their followers end up carrying out the duties that their leader demands. (Gambi, Barbosa, and Gerolamo, 2017)

In order to find out the impact of strategic leadership on congregation attendance, Muriithi (2018) reports that a study of teenagers at Gospel Celebration Church (GCC) was carried out. According to the research, participation in church programs, leadership ability, and adherence to moral principles all positively connected with teen retention. According to the study, teen retention was negatively impacted by church activities, leadership potential, and commitment to moral standards. This study found a mixed (good and negative) impact of church programming, leadership ability, and adherence to ethical practices on teenage retention, with the positive impact outweighing the negative.

2.2.2 Technical skills and project performance of HIV and AIDS Projects

This study focuses on three aspects of technical skills that is budgeting, monitoring and risk management. Medina (2010) defines a technical skill as a skill, technical competence or expertise needed to execute a particular job whether technical or engineering. Technical skills refer to the hard skills often that entail effective utilization of tools in technical areas.

Technical ability was shown to be a critical factor in the success of these undertakings by Wachira's (2019) investigation of the impact of management team abilities on the completion of constituency

development fund projects in public schools in the Kiharu constituency. The research also showed that the institution's management team's lack of technical knowledge made it difficult for infrastructure development projects at schools to be finished on time. In order to improve their technical competences, school management teams should be trained in areas like financial accounting and project management, according to the study. Additionally, the ministry of education should enlighten school principals and the board of management in technical expertise skills.

When elements, such as cost, quality and time, are adequately used, effective M&E execution improves project success. Planning is crucial in boosting project performance and success, according to Burton et al. (2016) M&E research. The method of M&E planning is claimed to be capable of resolving inherent issues such as project conceptual variations, especially when carefully thought out to encompass both economic and technical factors. Furthermore, M&E planning ensures that data is available and that it is used appropriately in project implementation. It's worth noting that timely M&E gives precise and dependable data that helps to support and improve the project's performance. It is vital to keep in mind that when conducting the M&E.It's worth noting that timely M&E planning gives precise and dependable data that helps to support and improve the project's performance. It's worth noting that when performing M&E planning, coordinating officers should make sure to document how verifiable measurements were assessed, the methods of verifying, and the personnel who were partially involved in gathering the data (Burton., 2016).

It should be mentioned that M&E planning improves accountability and compliance by demonstrating whether or not the work was completed according to the plan and whether or not the project met any defined requirements. It is important to highlight that M&E allows stakeholders to receive feedback and provide inputs into the implementation's perspective. It encourages the goodwill to pick lessons from the past and hence adjust to the project implementation process by modeling openness to criticism and modeling openness to criticism (Bank et al., 2018).

The farmers and extension officers in the same area with whom they may interact due to familiarity and veterinary officers are among them. Veterinary officers were aided in maintaining the chicken stock's health. It is critical to ensure that these are planned and virtualized in accordance with M&E planning. A report by the United Nations Food and Agriculture Organization (2019) indicates that M&E planning techniques share several commonalities.

As a result, there must be interdependence in order to ensure the long-term viability of agriculture enterprises, including indigenous chicken in this case. Planning for M&E is critical for development projects the thrive (FAO, 2019). Several international and multilateral organizations, including the World Bank and non-governmental organizations such as OXFAM, have endorsed the need of having a robust M&E planning framework to ensure agricultural project sustainability (FAO, 2019).

2.2.3 Project communication and Project performance of HIV and AIDS Projects

Project communication enhances cooperation and teamwork when it comes to monitoring progress and gaining contributor and institutional support. It also encourages group members to recognize critical concerns and find common ground on which to act. It also develops a sense of character and teamwork for them to carry out their decisions.

Women use their communication abilities to outperform males in management or on projects. The capability of the PMO to be powerful without being confrontational and to use a soft persuasive power when influencing the company's senior officials to embrace the company's aim are two factors that contribute to the PMO's strength. Additionally, it ensures team members' accountability and openness. Women in projects have shown they can effectively train and advise their colleagues, (Gikunda,2020)

According to (Gikunda, 2020), a team player's capacity to develop their teammates includes key competencies that foster personal development. If team members receive adequate training and have good leadership, the necessary abilities can be obtained. Collaboration endeavors often go down well with women for a number of reasons, including the fact that it is simple to get in touch

with other individuals and that they promote working together toward a specific goal. This translates into on-time project implementation and strong performance. Women are believed to have an advantage over men in project management due to the empathic nature of women.

Effective communication between a project manager and upper-level management, stakeholders, and the program and project teams is essential. Fundamentally, fluid and transparent communication must be carried out on both the vertical and horizontal levels (Juma, 2020)

According to Newton (2015), a detailed communication strategy is essential for the effective dissemination of data. In addition to counseling with the group, coordinating adjacent inclusion is an important part of completing the endeavor. Given Kenya's moderately high unemployment rates, residents must be considered. This could include using occupants and obtaining materials from nearby suppliers. Effective group representation enhances project success due to proper coordination between the administrator and the group.

The communication around the project need to be well-planned, consistent, coordinated, and instructional in the most suitable way. If communication actions are not well planned, it is simple to stray from the golden mean. Project management engages individuals to work on the project and fast track all project operations with a well-designed and implemented communication strategy.In project execution, effective communication creates a shared understanding, alters attitudes, and collects knowledge (Mugo, 2018)

2.2.4 Project Planning Management Skills and Performance of HIV and AIDS Projects

A project manager should perfect his or her knowledge in definition of project activities. Necessary activities should be put in place to ensure that the project objectives are attained. The activities enable the team to develop a work plan and schedule the programs accordingly and take care of factors that may extent the project beyond the stipulated durations (Lusei, 2019)

The foundation of leadership is planning strategy to concentrate on the strengths of the firm in prioritizing and utilizing existing gaps and opportunities within the environment. In the long run, organizations that adopt a strategy plan that acknowledges their internal flaws and purposefully

allocates resources to improve will perform better. To guarantee the organization's strategic objectives are met, a sizable expenditure is typically needed. Therefore, organizations must deploy their resources while taking into account the priorities they have established. Effective strategic planning has been shown to improve an entity's performance in this regard (Gichovi, 2019)

The development of the strategy and the assignment of accountability for execution both heavily rely on strategic planning techniques. These procedures offer a roadmap for the direction the business should take to accomplish its aims and objectives. The use of strategic planning tools and procedures, formality, management, and employee involvement are the most frequent strategic planning activities carried out by organizations. Strategic planning positively affects competitive advantage, according to theories and actual data, yet there is little emphasis on it in Kenya's banking sector. The objective of this investigation is to close the knowledge gap about how Family Bank's strategic planning processes effect competitive advantage (Gichovi,2019)

While engineering students gain technical expertise through undergraduate coursework, professional experience, and involvement in technical student organizations, it is crucial for students to also develop strong conflict resolution abilities for both their professional futures and personal wellbeing (Meredith et al., 2018). Additionally, these abilities are required when students.First, during the first two weeks of the semester, students in the Project Management course were evaluated on their ability to tolerate conflict, propensity to take it personally, and conflict negotiation abilities. Second, students took part in a course on conflict and methods for diplomatically resolving disputes with team members. Third, another assessment was made of the students' capacity for disagreeing, propensity for personalizing conflict, and conflict resolution abilities. The Capstone Projects Team served as the control group; they had the opportunity to operate as a team for a semester but had not been exposed to the newly designed Negotiating Conflict training materials. The training session on conflict resolution and additional resources created to fully acquaint pupils with the subjects (Meredith et al., 2018).

2.3 Theoretical Framework

2.3.1 Katz's Talents Theory/Leadership skills Theory

The leadership skills hypothesis and how transformational leaders influence the performance of community projects have a big influence on this study. This is because they use a diverse set of skills to accomplish their goals.

The first idea that influenced this research was the leadership skills theory. Katz's talents theory was the subject of this study (1974). What a leader can accomplish is determined on his or her skills. According to the skills hypothesis, a leader must have the necessary skills, knowledge, and talents in order to act effectively. The notion claims that the true solutions to leadership effectiveness are learned skills, a developed style, and gained information.

Wolinski (2010) was a promoter of the skills theory and stated that adequate effort and resources should be devoted to training managers and their subordinates. When selecting what to do to assure the attainment of certain organizational goals, leaders with human skills tend to be more sensitive and emphatic to what inspires followers which creates a favorable atmosphere (Katz, 1974). Conceptual talents assist a leader in considering concepts that contribute to the formation of a firm and its vision for the future knowledge and a signal of economic foundations which underpin an organization's effectiveness and capacity to translate verbal and written thoughts (Northouse,2010).

Studies such as Kartz (1974) have applied a skill model comprising interpersonal, strategic and business and cognitive skills (Mumford, Morgeson and Champion, 2007) and established that only cognitive and interpersonal skills are fundamental at lower levels of management as opposed to top level management where all the four leadership skills are crucial.

As a result, leadership abilities are required for project success, whereas management refers to the leader's position in general. The current study seeks to study how management skills such as leadership skills, technical skills, communication skills, planning management skills, and how they

influence the community's performance empowerment projects. This theory seeks to infuse the importance of leadership skills in performance of projects.

2.3.2 Theory of project management

Project management (PM) is a body of knowledge that explains how to plan and execute complex projects successfully. Tasks and their associated goals are mapped out in detail by project management theory, which provides guidance for practitioners. Project management is the process of leading and organizing a project's human and material resources to achieve the project's defined objectives regarding the extent, expense, timing, quality, and satisfaction of the stakeholders (Johann, 2005).

It has been said by Lauri and Gregory that (2009), there are two aspects to the philosophy of project management: Planning and Executing Successful Projects Scope management is the cornerstone of the philosophy of projects, with the overarching objective of getting the right amount of work done. The discipline of management of Project is best understood as a set of related theories and practices for handling complex projects.

Project management theory provides guidance by illuminating the connections between individual tasks and the overarching goals of the project. Project management's ultimate goal is to guarantee that objectives for the project's scope, budget, timeline, quality, and stakeholders' satisfaction are met during its duration (Johann,2005). Specifically, Lauri and Gregory (2009) state that there are two aspects to the philosophy of project management: Scope management, which evaluates whether or not enough work has been done, is an important concept in the philosophy of projects.

This theory is relevant to the study since project effectiveness depends on planned management skills such budgeting, risk management, monitoring, and assessment. This approach emphasizes how crucial planning is to effective project management.

2.3.3 Decision Theory

The famous enlightenment thinker Condorcet (1743-1794) put forward the first comprehensive explanation of the steps involved in reaching a decision, which he divided into three categories: (1) understanding the principle at hand, (2) forming an opinion, and (3) settling on a course of action. Project management is gaining popularity and support among professionals, academics, and public and private sector administrations (Fone and Youthful 2000).

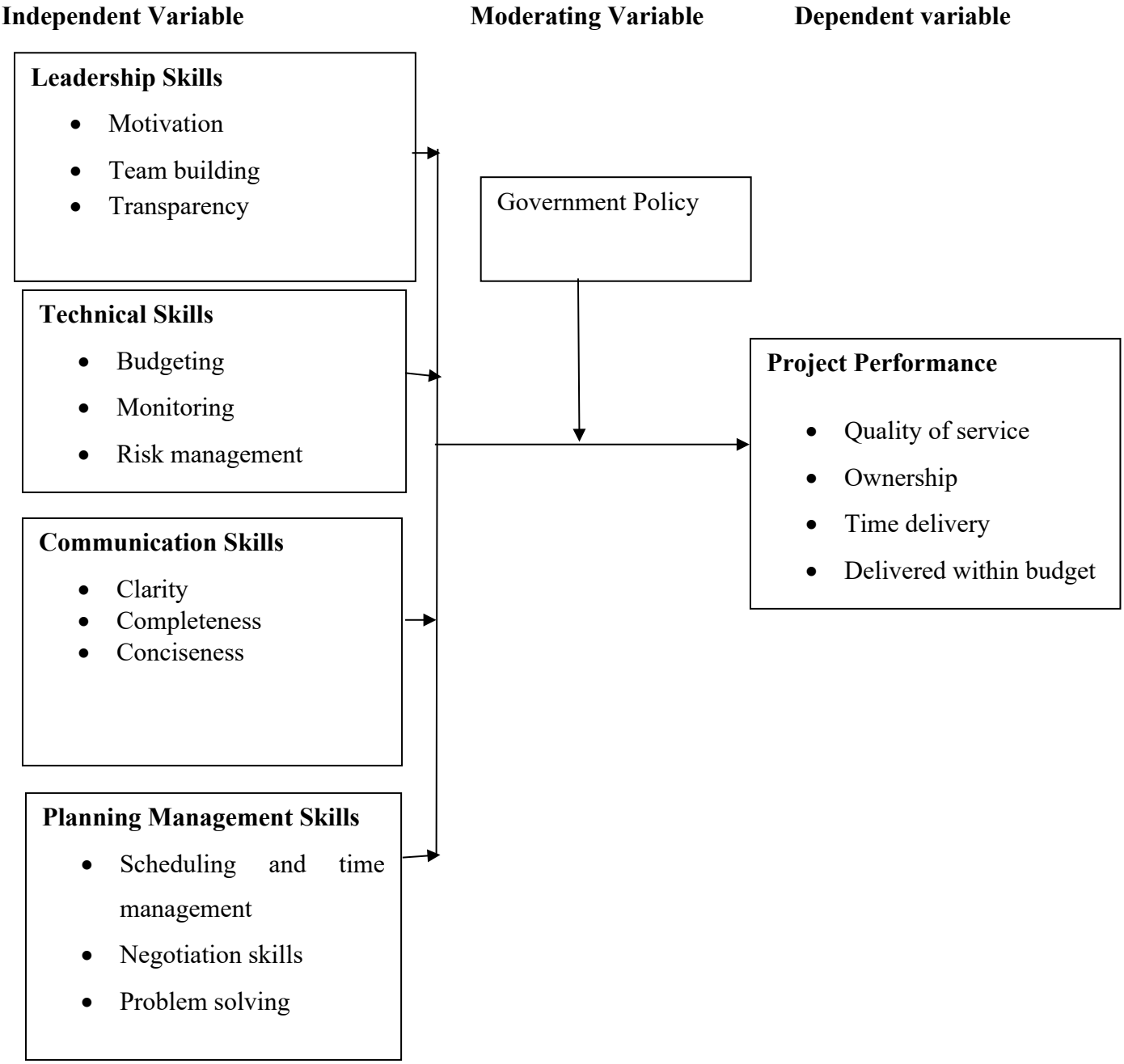
According to Boorsma (2006), there are plenty of reasons to use financial risk management, including the reduction of financial losses and time spent the foreseeing of losses to human lives, and the attainment of important goals. Additionally, financial risk management decisions are mostly concerned with one step in the project preparation process, namely choosing the methods or procedures that will be applied to the risks that have been identified and assessed.

This theory applies to the current research since it emphasizes the the critical role that risk management plays in project completion. The goal of the study is to determine how technical abilities like risk management affect how well projects turn out.

2.4 Conceptual Framework

According to Kothari (2004), Definition of Conceptual Framework: concepts, explanations, and suggestions that demonstrates a thorough perspective on ideas by creating linkages between variables." The relationship between the two categories of data, independent and dependent, is shown in the following diagram. The arrows indicate the direction of causation between the various explanatory variables and the outcome variable. While the project success of the Kipepeo HIV/AIDS project in Vihiga County is the endogenous variable, the predictor variables are leadership skills, technical skills, communication skills, and planning skills.

Figure 2.1: Conceptual Framework



2.5 Knowledge Gaps

Table 2.1: Knowledge Gaps

Gives a summary of earlier researchers and the found research gaps. Project management has been the subject of extensive scholarly study both globally and locally.

Author	Topic	Findings	Contribution of the current study
Shair(2016)	The instance of the Kazi Kwa Vijana Initiative in Kibera, Nairobi county, Kenya, is used to illustrate the influence that the project management abilities of personnel have on the performance of government-funded initiatives in Kenya.	According to the findings, the project's success was negatively impacted since personnel training was not conducted on a consistent basis. The research also found that there was no documentation of implementation timelines or routine project assessment.	The study focused on skills such as human resource management skills and evaluation skills. However, the study did not address itself on project management skills such as communication skills, leadership skills, Planning management skills which the current study seeks to address.
M.Alam et al (2018	Importance of human skills in project	The study established that there is need for continuous professional	The study however focused on University Education in United Kingdom and did not focus

	management success development.	development of employees working in Universities in the United Kingdom	on project management skills such as communication skills, technical skills, project planning management skills and leadership skills that this research intends to focus on.
Mugo (2018)	Skills in information technology play an important part in youth empowerment initiatives; a case study of Nakuru town in Kenya is shown here.	According to the findings of the research, factors that contribute to the long-term viability of youth empowerment programs include entrepreneurial skills, online funding, internal controls, and online marketing.	This study intends to focus on performance of community empowerment and how skills such as technical skills influence the performance of those projects.
Chepkemoi (2020)	The effect of competent project management on the successful completion of road development projects in the county of Machakos	According to the findings of the research, having strong abilities in contract management and procurement management has a good effect on the overall performance of road building projects.	The current study intends to focus on management skills in community projects and their influence on performance of projects.
Murithi (2018)	Impact of strategic leadership on	The study established that leadership ability and adherence to moral	This study intends to focus on HIV/AIDS project and how management skills such as

	congregation attendance, Nairobi county	principles has is positively connected to teen retention in the church.	communication, technical skills, project planning management skills influence performance of projects.
Wachira (2019)	Impact of management skills in the completion of constituency funded projects,Kiharu constituency	The study found out that school management teams should be trained in the areas of financial accounting and project management	The current study intends to focus on performance of community projects and how skills such as communication influence the success of such projects
Gichovi (2019)	Strategic change management and performance of commercial banks in Kenya	The study established that organizational culture, technology, organizational structure and leadership are positively connected to the performance of commercial banks in Kenya.	The goal of the current study is to emphasize community projects especially HIV/AIDS which is in the health sector. Also the study seeks to establish whether management skills such as communication, technical skills have influence on performance of these projects
Nderitu (2020)	Competencies in project management, monitoring and evaluation, and project outcomes among young people working on	Results showed that youth environmental project success was highly influenced by monitoring and assessment abilities and financial management.	The current study focuses on community empowerment project in Vihiga County, Kenya and how leadership skills, technical skills, planning management skills and how they influence the performance of those projects.

	environmental initiatives in Nairobi County, Kenya.		

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 Introduction

The descriptive study design, which supports both quantitative data and qualitative data gathering and analysis, was explained in this chapter. The sample size and target population was also discussed. The way the data gathering devices were created, as well as the data collection technique, was part of the research design. This chapter also discussed issues such as pilot studies, validity, and reliability. Finally, data analysis and ethical factors, in addition to the conceptualization and operationalization of variables, were thoroughly covered.

3.2 Research Design

The research design is a crucial part of any study since it provides the overall structure within which the research is conducted to provide a response to the study's central topic. Descriptive research methodology was the best fit for this study. In order to provide a picture of the situation as it is, the design sought to identify and evaluate causal connections between variables (Cooper and Schindler, 2018). This method was selected because it would best allow us to define and describe the characteristics of the study's population. Further, the case may be made that doing so paints a complete picture of the current state of affairs before going on to questions.

3.3 Target population

This refers to the total number of people from whom a sample is taken. It encompasses all individuals who share common qualities that a researcher is interested in, to answer the research questions (Asiamah, Mensah, &Oteng-Abayie, 2017). The population, according to Majid (2018), is defined as a huge group of people whereby a representative sample is taken. It refers to a group of people, things, or events that share observable features. Sample size for a given margin of error and population size. When it is impossible to study an entire population (such as the population of Emuhaya and Luanda sub-counties), a smaller sample is considered using the random sampling approach. The sampling included the Project beneficiaries, Project officers and sub-county health officers.

Kipepeo Community Empowerment project is organized in ten groups of approximately two hundred (200) people each. The project was led by four project officers. Other stakeholders included two sub-county health officers.

Table 3.1: Target Population

TARGET RESPONDENTS	NUMBERS
Project beneficiaries	2000
Project officers	4
Sub-county health officers	2
Total	2006

3.4 Sample size

Slovin's formula, which is appropriately known as the Yamane formula, allows the investigator to sample the population with a desired level of accuracy. It enlightens the researcher on the sample size required for accurate results to be attained.

Thus, applying the formula,

n= N/{1+(N*e^2)}

In where n is the number of individuals in the sample

N=total population size

e= desired margin of error

Kipepeo Community Empowerment Project targets about 2000 beneficiaries. They are organized into ten groups with an average of 200 people each. Taking a margin error of 10%

n=2000/{1+(2000*0.1^2)}

=95.24

Thus, a sample size of at least 95 respondents from the project beneficiaries using simple random sampling, 2 samples from project officers and 2 sub-county health officers using purposive sampling technique was used.

Table 3.2: Sample size

TARGET RESPONDENTS	TARGET POP	SAMPLE	SAMPLING PROCEDURE
Project Beneficiaries	2000	95	Simple random sampling
Project officers	4	2	Purposive
Sub-county officers	2	1	Purposive
Total	**2006**	**98**	

3.5 Sampling procedure

To achieve representativeness, this study used a variety of sampling methods. Two sub-counties, Emuhaya and Luanda, was randomly picked because they have a higher concentration of target groups, based on information regarding their participation in the Kipepeo HIV/AIDS project. The next phase was to take a random sample of 95 respondents who are engaged in the Kipepeo empowerment project. A stratified sample approach was utilized to categorize respondents proportionally depending on their sub-counties once a sampling frame has been constructed. Purposive sampling was utilized to choose important informants. The project team key informants were the project beneficiaries, the project officers and the county officers. As a result, those sampled were regarded to have the relevant information based on the information requirement.

3.6 Research Instruments

Self-administered questionnaires and a key informant interview guide was employed to meet the study's requirements. Because the study will yield both qualitative and quantitative data for analysis and triangulation, this is necessary. Questionnaires were built depending on the indicators used to measure the variables, from which relevant statements will be derived. Respondents were given a 5-point Likert scale and asked to provide examples and descriptions of their degrees of

agreement with the aforementioned statements. The scale was from 1 to 5, with 1 representing significant disagreement and 5 indicating strong agreement. In order to acquire information from the Kipepeo Management team, key informant interviews included questions that were well linked with the study's questions.

3.7 Piloting Instruments

The pilot study was done in Sabatia sub-county which neighbors Emuhaya and Luanda sub counties. Ten percent of the total sample was selected for the pilot project's test run. Cooper and Schindler (2018) define a pilot test as "a method for evaluating a data collection instrument in advance of the main research activity. According to the rule of thumb, the sample size for a pilot study ought to be 10% of the calculated sample size of the study; however, Braun and Clarke (2016) stated that a smaller sample size of six to ten respondents is sufficient for a pilot study. Piloting is an important stage in any study since it allows the researcher to identify any potential areas within the equipment that need to be adjusted or enhanced in order to collect data more effectively.

3.7.1 Validity of the instruments

The instrument of the research accuracy in measuring what they claim to assess is the emphasis of their validity (Kothari, 2004). Content validity, construct validity, and criterion validity are three types of validity, according to Kothari, (2004); Donald, and Delno (2006). The content validity of research instruments was determined by verifying that each indication is adequately covered. The study objectives, variables, and data collection instruments were validated by the academic supervisor for this project, as well as other university research professionals, in order to improve validity.

3.7.2 Reliability of Instruments

The test-retest procedure was used to attain reliability. Subjecting respondents to the same questionnaire more than once at a set interval can help test the instrument's dependability, according to (Cooper and Schindler, 2018). The findings of each test should be similar or very

near in order for the tools to be considered dependable. Pilot respondents will be given the same surveys twice in a two-week period and the results were compared. This was done to ensure that the results are accurate Cronbach's alpha was used to measure the reliability of the sample. A Cronbach Coefficient of 0.7 or above was acceptable for this investigation.

3.8 Data Collection Procedure

The collection of data was done in a systematic way while adhering to agreed-upon study standards and ethical considerations. The researcher and research assistants were well informed about the current COVID-19 status, which is critical. In this instance, the team followed all regulatory regulations in order to keep the study participants and the crew safe. The researcher got a permit from NACOSTI after receiving the letter of transmittal from the University, and then proceeded to request approval and support from the Kipepeo management team. The researcher notified local community leaders of ongoing data collection efforts as a standard process.

The researcher trained research assistants who was participating in both data collection for the pilot project and the main study before starting data collection. They were there to help the project's principal researcher, a student. With the important informants, prior appointments were made. When face-to-face interviews aren't possible, the researcher set up online interviews utilizing Google Meet or Zoom. The survey questionnaires were distributed via a drop-and-pick method. This allowed respondents to respond to the questionnaire in a more leisurely manner.

3.9 Data analysis Techniques

Data was collected and evaluated in both qualitative and quantitative formats. As a result, we'll adopt a hybrid manner of data analysis. To allow data entry and analysis, the data collected from respondents was sorted, cleaned, and coded appropriately. Clean data will be loaded into the SPSS software, which was utilized to generate data outputs for analysis, presentation, and discussion. For data analysis, SPSS version 25 used, with outputs such as Mean, Standard Deviation, Percentages, and Frequencies being created. Regression analysis was used to test hypotheses using the formula,

$$Y=\beta o+\beta 1X1+\beta 2X2+\beta 3X3+\beta 4X4+\varepsilon$$

Where,

Y=DV performance of Kipepeo HIV/AIDS project in Vihiga County

a=y-intercept(constant)

X1=Leadership skills

X2=Technical skills

X3= Communication skills

X4=Planning skills

ε =Error term

3.10 Ethical Considerations

Study ethics are an important aspect of enhancing the research findings' understanding and validity. The most prevalent ethical difficulties in research, according to Eaton (2020), are: failure to recognize cited materials, conflicts of interest, lack of respect and informed permission for research participants, and dishonesty in data analysis. There was no coercion used to get people to participate in or reply to this study. There was no pain or wrongdoing for the participants. Respondents' legal rights shall be protected according to all ethical criteria. Respondents were informed of the study's goals at any time. Throughout the research time, the researcher was objective and truthful. The researcher adhered to the University of Nairobi's guidelines when drafting the report.

3.11 Operationalization of Variables

Table 3.3: Operationalization of Variables

Objectives	**Variable**	**Indicator**	**Measurement Scale**	**Tools Of Analysis**	**Types of statistical Analysis**
To establish the influence of leadership skills on performance of community empowerment programs	Performance of HIV and AIDS projects	Level of motivation Team building abilities Transparency of the leadership	**Ordinal Interval**	Mean Standard deviation, Percentages Frequencies Regression analysis	**Descriptive And Inferential statistics**
To find out the effects of technical skills on performance of community	Performance of HIV and AIDS projects	Budgeting capabilities	**Ordinal] Interval**	Percentages Regression analysis Mean	**Descriptive And Inferential statistics**

empowerment programs		Monitoring frequency Risk management		Standard deviation	
To investigate the influence of communication skills on performance of community empowerment programs	Performance of HIV and AIDS projects	Clarity of communication Completeness of communication Precision of communication	**Ordinal Interval**	Frequencies Regression analysis Mean Percentages	**Descriptive And Inferential statistics**
To evaluate the influence of planning management skills on performance of community	Performance of HIV and AIDS projects	Scheduling and time management skills	**Ordinal** **Interval**	Mean Frequencies Standard deviation percentages	**Descriptive And Inferential statistics**

empowerment programs		Negotiation abilities Problem solving skills			

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

In this section, we provide the findings from the investigation. Rate of questionnaire return, as well as processing and interpretation of both qualitative and quantitative findings. Personal information about the participants was also included.

4.2 Questionnaire Return Rate

Here, we examine the data from the field-returned surveys. In Table 4.1, we see the results of both returned and unreturned surveys.

Table 4.1: Response Rate

Response	F	Percentage
Questionnaires returned	86	87.8
Questionnaires unreturned	12	12.2
Total Response Rate	**98**	**100**

For every 100 people in the sample, 87.8 responded by returning a completed questionnaire. The sample was sufficiently representative, and the responses were useful for answering the study objectives. A response rate of 60% is regarded good, 70% is considered exceptional, and 50% is considered acceptable enough for analysis, as stated by Mugenda (2003).

4.3. Background Information

The demographic data collected from the respondents included their gender, age range, membership status, and length of time spent in the Kipepeo HIV and AIDS support group. Findings are given in the following sections.

4.3.1. Distribution of participants by Gender

The respondents' gender distribution was looked for in this examination. The discoveries has been displayed on Table 4.2

Table 4.2: Distribution of participants by Gender

	F	%
Female	58	67.4
Male	28	32.6
Total	**86**	**100.0**

According to the results, 67.4 percent of respondents were female while only 32.6 percent were male. Because of this, it can be concluded that more women than men filled out the survey for this study.

4.3.3. Distribution of Respondents by Age

One of the primary areas of focus for this investigation was the age of the people who participated in the survey. A summary of the findings of the inquiry may be found in table 4.3.

Table 4.3: Distribution of Respondents by Age

	F	%
Below 30 years	16	18.6
30 to 39 years	32	37.2
40 to 49 years	20	23.3
Over 50 years	18	20.9
Total	**86**	100**%**

Table 4.3 shows the analysis in relation to the age of the respondents, with the age group of 30-39 years representing 37.2%, the age group of 40-49 years representing 23.3%, the age group of at least 50 years representing 29%, and the age group of under 30 years representing 18.6%. A trustworthy response was expected as most of the responders were elderly, it was anticipated that they would have a wealth of expertise.

4.3.4. Duration of membership of Kipepeo HIV and AIDS Project

Researchers asked participants how long they had been involved with the Kipepeo HIV and AIDS Project. The outcomes are shown in the table as follows. Table 4.4. Duration of membership of Kipepeo HIV and AIDS Project

	F	**%**
1 and below years	7	8.1
1 to 2 years	39	45.3
3 to 4 years	22	25.6
4 to 5 years	18	20.9
Total	**86**	100%

The discoveries show that generally 39 (45.3%) of the respondents had been a member of Kipepeo HIV and AIDS Project for a length of 1-2 years, 25.6% of the respondents demonstrated 3 – 4 years, 20.9% indicated 4 – 5 years while 8.1% indicated below 1 year. This infers respondents have been members of Kipepeo HIV and AIDS Project for quite a while and henceforth higher chances of getting reliable information

4.4 Leadership skills and performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

The goal of this research was to determine how effective leadership affected the efficiency of the Kipepeo HIV/AIDS initiative in Vihiga county, Kenya. The respondents were polled on their degree of agreement with statements on the impact of leadership on the success of the Kipepeo HIV/AIDS programme in Vihiga county, Kenya. The outcomes are shown in Table 4.5.

Table 4.5: Leadership skills and performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

Statements	**Mean**	**Std. Dev**
Functional leadership influences on HIV/AIDS projects	4.023	0.767
Information sharing influences performance of projects	4.674	0.603
Investment in social capital influences the performance of HIV/AIDS projects performance	4.295	0.686
Relationship between the leaders and the project beneficiaries influences project performance	3.814	1.046
Effective Team building influences HIV/AIDS project success	3.837	1.318

Transparency of the management team influence project success	4.295	0.854
Composite Mean and Standard Deviation	**4.157**	**0.879**

Data showed that most participants agreed that "investing in social capital improves the performance of HIV/AIDS initiatives" (Mean=4.295) and that "information sharing influences the performance of projects" (Mean=4.674), transparency of the management team influence project success (Mean=4.295) and that functional leadership influences on HIV/AIDS projects (Mean=4.023). In addition, respondents agreed that Effective Team building influences HIV/AIDS project success (Mean=3.837) and that relationship between the leaders and the project beneficiaries influences project performance (Mean=3.814). This implies that information sharing influences performance of projects, investment in social capital influences the performance of HIV/AIDS projects performance, transparency of the management team influence project success and that functional leadership influences on HIV/AIDS projects

4.5 Technical Skills and Performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

This research aimed to determine how technical expertise affected the effectiveness of the Kipepeo HIV/AIDS programme in Vihiga county, Kenya. As part of the Kipepeo HIV/AIDS project in Vihiga county, Kenya, we surveyed respondents to gauge their degree of agreement with statements on the on how technical expertise affects project results

. The data are summarized in Table 4.6.

Table 4.6: Technical skills and performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

Statements	Mean	Std. Dev
Technical expertise has improved HIV and AIDS project performance	4.302	0.908
Quality of service by project teams has improved HIV/AIDS project performamce	4.349	0.503

Accurate data has influence on HIV/AIDS project success	4.221	0.999
Stakeholder involvement has influence on the success of HIV/AIDS	4.291	1.083
Risk management skills influence the performance of HIV/AIDS projects	4.105	0.651
Budgeting skills influence timely completion of skills	3.829	1.019
Composite Mean and Standard Deviation	**4.183**	**0.861**

Based on the study findings, The vast majority of responders agreed with the quality of service by project teams has improved HIV/AIDS project performance (Mean=4.349), technical expertise has improved HIV and AIDS project performance (Mean=4.302), stakeholder involvement has influence on the success of HIV/AIDS (Mean=4.291) that accurate data has influence on HIV/AIDS project success (Mean=4.221) and that The success of HIV/AIDS initiatives is impacted by experts' ability to handle risks (Mean=4.105). In addition, respondents agreed that budgeting skills influence timely completion of skills (Mean=3.829). This implies that quality of service by project teams has improved HIV/AIDS project performance , technical expertise has improved HIV and AIDS project performance, stakeholder involvement has influence on the success of HIV/AIDS that accurate data has influence on HIV/AIDS project success and that The success of HIV/AIDS initiatives is impacted by experts' ability to handle risks.

4.6 Communication Skills and Performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

Kipepeo HIV/AIDS project performance in Vihiga County, Kenya, was investigated to determine the role that effective communication played. Respondents were polled on their degree of agreement with a series of assertions about the impact of communication abilities on the success of the Kipepeo HIV/AIDS initiative in Vihiga County, Kenya. Those findings are shown in Table 4.7.

Table 4.7: Leadership skills and performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

Statements	Mean	Std. Dev

Openness in project management influences project performance	4.012	0.7894
Soft persuasive skills influence performance of project teams	4.047	0.648
Clear articulation of project objectives influence performance of HIV/AIDS projects	3.935	0.534
Adequate training on communication influences performance of projects	4.012	0.956
Well organized and instructive communication influences performance of HIV/AIDS projects	3.805	0.389
Feedback from stakeholders influences project success	4.419	1.003
Composite Mean and Standard Deviation	**4.059**	**0.740**

The results of this investigation indicate that the most strongly agreed that feedback from stakeholder's influences project success (Mean=4.419), soft persuasive skills influence performance of project teams(Mean=4.047), openness in project management influences project performance(Mean=4.012) and that adequate training on communication influences performance of projects(Mean=4.012). In addition, respondents agreed that clear articulation of project objectives influence performance of HIV/AIDS projects(Mean=3.935) and that well organized and instructive communication influences performance of HIV/AIDS projects(Mean=3.805). This is an indication that feedback from stakeholder's influences project success soft persuasive skills influence performance of project teams, openness in project management influences project performance and that adequate training on communication influences performance of projects

4.7 Planning Skills and Performance of Kipepeo HIV/AIDS project in Vihiga County, Kenya

This study's goal was to see if there was any association between the two variables. between good planning and the success of the Kipepeo HIV/AIDS initiative in Vihiga County, Kenya. Respondents were asked how much they agreed with statements on how respondents' planning abilities had an impact on the success of the Kipepeo HIV/AIDS initiative in Vihiga County, Kenya. Table 4.8 displays a summary of the results.

Table 4.8: Planning Skills and performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

Statements	Mean	Std. Dev
Clear definition of project activities influences project performance	4.186	0.678

The success of an HIV/AIDS project is reliant on its detailed work plan and schedule	4.174	0.086
Project planning influences project success	3.963	0.687
The success of HIV/AIDS initiatives is impacted by the level of employee participation	4.221	1.343
Conflict resolution skills influences project performance	4.302	0.968
Time management influences timely project completion	4.465	0.965
Composite Mean and Standard Deviation	**4.219**	**0.788**

The results showed that most respondents agreed that good time management affects project performance (Mean=4.465), that conflict resolution skills affect project performance (Mean=4.302), that employee participation affects the performance of HIV/AIDS projects (Mean=4.221), that a well-defined work plan and schedule affects the performance of HIV/AIDS projects (Mean=4.186), and that a well-defined project's activities affect its performance. Further, respondents agreed that project planning affects project success (Mean=3.963). This points to the importance of good time management in ensuring that a project is finished on time, as well as the value of conflict resolution skills, the value of employee participation, the clarity with which project activities are defined, the value of a well-developed work plan and schedule, and the success of an HIV/AIDS project.

4.8 Performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

The purpose of this research was to determine whether there was a correlation between the planner's abilities and the success of the Kipepeo HIV/AIDS project in Vihiga county, Kenya. Levels of agreement were sought from respondents about comments concerning the impact of planners' abilities on the success of the Kipepeo HIV/AIDS initiative in Vihiga county, Kenya. Find the results in Table 4.9.

Table 4.9: Performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

Statements	Mean	Std. Dev
Projects that were finished without going above the allotted funds.	4.337	0.729
Projects that ended up finishing on time	3.930	1.291

tasks accomplished at the expected standard	4.035	0.818
All projects were completed to the delight of their respective clients.	4.430	0.760
This is a long-term, viable project.	3.954	0.853
Time spent on this project to date is commensurate with the schedule established at the outset.	4.105	0.752
It seems like we will be able to finish this project within the allotted time frame if we continue at the current rate of progress.	3.465	1.185
Obtaining the necessary materials has not been an issue, therefore there are no obvious roadblocks to completing the job on time.	3.663	0.915
The project is being monitored and evaluated by an experienced staff.	4.372	0.895
Improving the project's success is, in my opinion, a direct result of more effective management procedures.	3.314	1.416
Composite Mean and Standard Deviation	**3.960**	**0.961**

The results showed that most respondents agreed or strongly agreed that their projects had satisfied their customers (Mean=4.430), were monitored and evaluated by a competent team (Mean=4.372), and were finished within the allocated budget (Mean=4.372). Time spent on this project (Mean=4.337) has been reasonable in comparison to the initial estimate (Mean=4.105), and the final product meets expectations in terms of quality (Mean=4.035). In addition, respondents agreed that the project is sustainable (Mean=3.954), that projects were completed within the scheduled time (Mean=3.930), that there has been no difficulty in obtaining the necessary resources and, thus, there is no likely reason for delays in finishing the project (Mean=3.663), that, at the current rate of progress, this project is projected to be completed within the time set for its completion (Mean=3.465), and that the efficiency of the management practices brings a positive outcome This means that the Kipepeo HIV/AIDS initiative in Vihiga county, Kenya, was successful in all respects: it was well received by its target audience, it was completed within the allotted budget, it was finished on schedule, and it was evaluated satisfactorily.

4.9 Regression Analysis

It was determined, via the use of multiple regression analysis, which of the predictor factors were significant. The social science software tool R was used to code, input, and calculate the multiple regressions' measurements (SPSS). In order to test how leadership skills, technical skills, communication skills and planning skills effect on the efficiency of Kipepeo HIV/AIDS project in Vihiga county

Table 4.10: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.916[a]	.839	.799	1.211

Source; Researcher (2022)

According to Table 4.10, the r value between the leadership, technical, communication, and planning abilities and the success of the Kipepeo HIV/AIDS project in Vihiga County is 0.916. According to the coefficient of determination (R squared = 0.839), the independent variables accounted for 83.9% of the total variation in the Kipepeo HIV/AIDS project's performance in Vihiga County.

Table 4.11: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	145.223	4	36.306	20.844	0.000003
	Residual	141.102	81	1.742		
	Total	**286.325**	**85**			

Source; Researcher (2022)

a. Predictors: Leadership skills, Technical skills, Communication skills, planning skills
b. Dependent Variable: Performance of Kipepeo HIV/AIDS project in Vihiga county

The model that was utilized was significant, and the data that resulted from it can be relied upon to draw conclusive conclusions. This is demonstrated in the table that can be found above, where

the value of the F statistic was 20.844 at the 5% level of significance, and the statistic was important because the P-value was 0.000003, which is less than 0.05.

Table 4.12: Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	3.936	0.451		8.727	0.0000
Leadership skills	0.741	0.213	0.146	3.479	0.0031
Technical skills	0.667	0.179	0.126	3.726	0.0018
Communication skills	0.737	0.280	0.045	2.632	0.0181
Planning skills	0.549	0.222	0.142	2.473	0.0250

Source; Researcher (2022)

The overall regression model for this study was:

$Y = 3.936 + 0.741\ X_1 + 0.667\ X_2 + 0.737\ X_3 + 0.549\ X_4$

Kipepeo, an HIV/AIDS program in Kenya's Vihiga County, benefits from the leadership of those who are well-versed in the subject. It shows that an improvement of 0.741% in performance may be expected from a unit increase in leadership abilities in the Kipepeo HIV/AIDS project in Vihiga county, Kenya. The T-value of 3.479 indicates that the correlation is statistically significant. The Kipepeo HIV/AIDS programme in Vihiga county, Kenya, had a 0.667-point performance boost when technical staff was increased. The T-value of 3.726 indicates that the correlation is statistically significant. The performance of the Kipepeo HIV/AIDS initiative in Vihiga county in Kenya was shown to improve with better communication skills, by an increase of 0.737 for every unit improvement in performance. The T-value of 2.632 indicates that the correlation is statistically significant. A favorable correlation between planning abilities and Kipepeo HIV/AIDS project performance was also found, with an increase in project success rate of 0.549 for every unit increase in planning abilities. T-value = 2.473 revealed a statistically significant correlation.

4.10. Discussion of Findings

This part includes discussion of the results, which are covered in the subsections that follow this one:

4.10.1 Leadership skills and performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

The study revealed that quality of service by project teams has improved HIV/AIDS project performance, technical expertise has improved HIV and AIDS project performance, stakeholder involvement has influence on the success of HIV/AIDS that accurate data has influence on HIV/AIDS project success and that the effectiveness of HIV/AIDS programmes is influenced by those who are skilled in risk management. In tandem with the findings of the research Pecci et al, (2020) opined that a critical necessity for efficiently performing and successful health programs/projects is constructive and functional leadership. The presence of technically qualified health experts, cutting-edge facilities and supplies, and well-structured projects do not give an assurance of successful performance in the health sector which is the foundation of the implementation. Competent leadership cannot be quantified and hence more difficult to obtain than the other aspects which facilitate project delivery although leadership is still critical. According to a study by Junwei, Guangdong, and Hongtao (2017), there was a substantial difference between transformational and transactional leadership when it came to information sharing and project performance. The study recommended that for project organizations in the construction business, project managers should encourage a stronger stimulation behavior, knowledge and social capital.

4.10.2 Technical Skills and Performance of Kipepeo HIV/AIDS Project in Vihiga county, Kenya

According to the findings of the study, information sharing influences project performance, investment in social capital influences project performance of HIV/AIDS projects, transparency of the management team influences project success, and functional leadership influences project performance of HIV/AIDS projects. Similarly, according to Burton et al. (2016) M&E research when elements, such as cost, quality and time, are adequately used, effective M&E execution improves project success. Planning is crucial in boosting project performance and success. The method of M&E planning is claimed to be capable of resolving inherent issues such as project

conceptual variations, especially when carefully thought out to encompass both economic and technical factors. Furthermore, M&E planning ensures that data is available and that it is used appropriately in project implementation. It's worth noting that timely M&E gives precise and dependable data that helps to support and improve the project's performance. It is vital to keep in mind that when conducting the M&E.It's worth noting that timely M&E planning gives precise and dependable data that helps to support and improve the project's performance.

4.10.3 Communication Skills and Performance of Kipepeo HIV/AIDS project in Vihiga County, Kenya

The study revealed that feedback from stakeholder's influences project success soft persuasive skills influence performance of project teams, openness in project management influences project performance and that adequate training on communication influences performance of projects. Similar to the study findings Juma, (2020) opines that effective communication between a project manager and upper-level management, stakeholders, and the program and project teams is essential. Fundamentally, fluid and transparent communication must be carried out on both the vertical and horizontal levels. According to Newton (2015), a detailed communication strategy is essential for the effective dissemination of data. In addition to counseling with the group, coordinating adjacent inclusion is an important part of completing the endeavor. Given Kenya's moderately high unemployment rates, residents must be considered. This could include using occupants and obtaining materials from nearby suppliers. Effective group representation enhances project success due to proper coordination between the administrator and the group.

4.10.4 Planning Skills and Performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

The study established that time management influences timely project completion, conflict resolution skills influences project performance, employee involvement influences the performance of HIV/AIDS projects, clear definition of project activities influences project performance and that well-developed work plan and schedule of project influences performance of HIV/AIDS project. In tandem with the study findings, Lusei, (2019) opined that a project manager should perfect his or her knowledge in definition of project activities. Necessary activities should be put in place to ensure that the project objectives are attained. The activities enable the team to develop a work plan and schedule the programs accordingly and take care of factors that

may extent the project beyond the stipulated durations. The foundation of leadership is planning strategy to concentrate on the strengths of the firm in prioritizing and utilizing existing gaps and opportunities within the environment. In the long run, organizations that adopt a strategy plan that acknowledges their internal flaws and purposefully allocates resources to improve will perform better. To guarantee the organization's strategic objectives are met, a sizable expenditure is typically needed. Therefore, organizations must deploy their resources while taking into account the priorities they have established. Effective strategic planning has been shown to improve an entity's performance in this regard (Gichovi, 2019)

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

In this section, we will discuss the impact of institutional capacity on the rollout of banking channel initiatives for SACCOS in Meru County, as well as draw some conclusions and provide some suggestions.

5.2. Summary of findings

The results are summarized below, and each subheading has a discussion of those findings.

5.2.1 Leadership skills and Performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

The research found that the transparency of the management team influenced project success that investment in social capital influenced the success of HIV/AIDS initiatives, and that functional leadership influenced the success of HIV/AIDS projects. The research also revealed that an improvement in technical skills led to an uptick in the results of the Kipepeo HIV/AIDS initiative in Vihiga County, Kenya. This impact was measured at 0.667.

5.2.2 Technical Skills and performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

The research found that the quality of service provided by project teams influenced the success of HIV/AIDS projects, that technical expertise influenced the success of HIV and AIDS projects, that stakeholder involvement influenced the success of HIV/AIDS projects, that accurate data influenced the success of HIV/AIDS projects, and that risk management skills influenced the performance of HIV/AIDS projects. Leadership qualities were also shown to positively affect the Kipepeo HIV/AIDS project's success in Vihiga County, Kenya. Results for the Kipepeo HIV/AIDS project in Kenya's Vihiga County show that for every unit of improvement in leadership abilities, project output rises by 0.741

5.2.3 Communication Skills and Performance of Kipepeo HIV/AIDS project in Vihiga County, Kenya

The findings of the research showed that stakeholder input had an effect on project outcomes. Teams with strong persuasion abilities perform better, as do those whose project managers are transparent and who get sufficient training in the art of communication. There was a favorable correlation between communication skills and the success of the Kipepeo HIV/AIDS initiative in Vihiga County, Kenya. This is equivalent to a 0.737 point improvement in performance.

5.2.4 Planning Skills and Performance of Kipepeo HIV/AIDS project in Vihiga county, Kenya

As the research showed, a number of factors affect how well a project goes, including the ability to finish on time, the ability to resolve conflicts peacefully, the degree to which employees are involved, the clarity with which project activities are defined, and the thoroughness with which a project's work plan and schedule are developed. The performance of the Kipepeo HIV/AIDS initiative in Vihiga County, Kenya, was also shown to be positively influenced by planning skills, with a 0.549 rise in performance for each unit increase in planning skills.

5.3. Conclusion of the Study

The study found that the success of a project was influenced by the openness of its management team, the investment of social capital, the impact of functional leadership, and the dissemination of relevant information. The research also showed that the Kipepeo HIV/AIDS project in Vihiga County saw an improvement in performance after its technical staff was expanded.

The research found that the quality of service provided by project teams influenced the success of HIV/AIDS projects, that technical expertise influenced the success of HIV/AIDS projects, that the involvement of stakeholders influenced the success of HIV/AIDS projects, that accurate data influenced the success of HIV/AIDS projects, and that The effectiveness of HIV/AIDS progra

mmes was impacted by participants' risk management abilities. The research also showed that the Kipepeo HIV/AIDS initiative in Vihiga County, Kenya, benefited from having leaders with strong management abilities.

Research shows that stakeholder opinions matter for project success. Teams with strong persuasion abilities perform better, as do those whose project managers are transparent and who get sufficient training in the art of communication. As a result of the positive correlation between improved communication and the success of the Kipepeo HIV/AIDS project in Vihiga County, Kenya, we can conclude that better communication is a key factor in the success of this initiative.

Conclusions from the study include the importance of good time management for getting projects done on time, the importance of conflict resolution skills for improving project performance, the importance of employee involvement for improving HIV/AIDS project performance, the importance of clearly defining project activities for improving project performance, and the importance of having a well-developed work plan and schedule for improving HIV/AIDS project performance. A favorable correlation between planning abilities and Kipepeo HIV/AIDS project success in Vihiga County suggests that the latter improves the former.

5.4. Recommendations of the Study

Researchers concluded that stricter methods of monitoring and evaluating compliance are needed. Among these methods are the constant communication with stakeholders, the application of lessons learned, and the provision of clear reports and feedback. It is important to raise visibility of the organization's documented monitoring and evaluation plans and procedures in order to bolster existing good practices and initiate necessary course corrections as soon as possible. Eventually, this becomes ingrained in the fabric of the company, giving rise to a system culture.

The research also suggests that the Kipepeo HIV/AIDS project managers in Vihiga County prioritize the intrinsic motivation of their project teams, establish clear remuneration structures, and check references of prospective hires to make sure they have expertise with comparable initiatives. Equally important to successful project execution is the development of strong communication and interpersonal skills.

Based on the results of this research, it is recommended that the Kipepeo HIV/AIDS initiative in Vihiga County always have written risk management procedures in place. Project leaders need to pay attention to all components of risk management such as threat assessment, response planning,

risk mitigation, and continuous monitoring. Kipepeo HIV/AIDS project managers in Vihiga County also need education on the topic of creating and maintaining risk identification checklists.

5.5. Suggestions for Further Studies

Kipepeo HIV/AIDS project performance in Vihiga County was the research's primary emphasis. Research on comparable programs in rural counties, where there are important contextual variations from Vihiga County, is needed. Although the focus of this research was on HIV/AIDS-related projects in Kipepeo, a similar analysis might be performed on other types of projects, such as building and urban planning, as their management needs would be different.

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APPENDICES

Appendix I: Intorudction Letter

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Our Ref: **L50/36263/2020**

October 31, 2022

TO WHOM IT MAY CONCERN

RE: INTRODUCTION LETTER: JANE MWORIA

The above named is a registered Master of Project Planning and Management Student at the Faculty of Business and Management Sciences, University of Nairobi. She is conducting research on **"Management skills and performance of Kipepeo HIV/AIDS project in Vihiga County, Kenya."**

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

PHILIP MUKOLA (MR.)
FOR: ASSOCIATE DEAN, GBS & R
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

Appendix II: Questionnaire for HIV and AIDS Project

The gathering of information is the objective of this questionnaire on Management skills and Performance of Kipepeo HIV and AIDS Project in Vihiga County, Kenya. The tool has four sections labeled ABCDE. The first section is on personal information and second section on the independent variables.

SECTION A: Individual Data

In this part, you'll find material about the user profiles of project responders and recipients.

1. Please state the sub-county you reside in……location…….

2. Name……**(Optional)** Contact……**(Optional)**
3. Please indicate your gender

(a) Male ( )

(b) Female ( )

4. Tick the range of your age

(a) Below the age of 30 ( ) (c) 40 – 49 years [ ]

(b) 30 – 39 years ( ) (d) 50 years of age and old

.5. Duration you have been a member of Kipepeo HIV and AIDS?

(a) 1 year old and younger ( ) (d) 3 to 4 years [ ]

(b) 1 to 2 years ( ) (e) 4 to 5 years [ ]

SECTION B: Leadership Skills

To what extent has leadership skills influenced performamnce of Kipepeo HIVand AIDS project . Using a scale of 1 to 5,where 1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree

No	Statement	1	2	3	4	5
1	Functional leadership influences on HIV/AIDS projects					
2	Information sharing influences performance of projects					
3	Investment in social capital influences the performamnce of HIV/AIDS projects performance					
4	Relationship between the leaders and the project beneficiaries influences project performance					
5	Effective Team building influences HIV/AIDS project success					
6	Transparency of the management team influence project success					

SECTION C: Technical Skills

To what extent has technical skills influenced performamnce of Kipepeo HIVand AIDS project. Using a scale below to answe as the previous question:

No	Statement	1	2	3	4	5
1	Technical expertise has improved HIV and AIDS project performance					

2	Quality of service by project teams has improved HIV/AIDS project performamce					
3	Accurate data has influence on HIV/AIDS project success					
4	Stakeholder involvement has influence on the success of HIV/AIDS					
5	Risk management skills influence the performance of HIV/AIDS projects					
6	Budgeting skills influence timely completion of skills					

SECTION D: Communication Skills

To what extent has project planning communication skills influenced performamnce of Kipepeo HIVand AIDS project . Using a scale as that of the previous question:

No	**Statement**	**1**	**2**	**3**	**4**	**5**
1	Openness in project management influences project performance					
2	Soft persuasive skills influence performamce of project teams					
3	Clear articulation of project objectives influence performance of HIV/AIDS projects					
4	The performance of projects is impacted by the quality of the communication training received.					

5	The effectiveness of HIV/AIDS programmes is influenced by communication that is well planned and informative.					
6	Feedback from stakeholders influences project success					

SECTION E: Project Planning Management Skills

To what extent has project planning management skills influenced performamnce of Kipepeo HIVand AIDS project . Using a scale as that of the previous question:

No	**Statement**	**1**	**2**	**3**	**4**	**5**
1	Clear defination of project activities influences project performance					
2	Well developed work plan and schedule of project influences performance of HIV/AIDS project					
3	Project planning influences project success					
4	Employee involvement influences the performance of HIV/AIDS projects					
5	Conflict resolution skills influences project performance					
6	Time management influences timely project completion					

SECTION E: Project Performance

The remarks that follow provide an explanation of how the Kipepeo HIV/AIDS Project has been doing as of late. Please give them a rating on a scale from one to five, based on how strongly you agree or disagree with each statement: one for strongly disagreeing, two for disagreeing, three for neither agreeing nor disagreeing, four for agreeing, and five for strongly agreeing.

No	Statement	1	2	3	4	5
1	Projects that were finished without going above the allotted funds.					
2	Projects that ended up finishing on time					
3	tasks accomplished at the expected standard					
4	All projects were completed to the delight of their respective clients.					
5	This is a long-term, viable project.					
6	Time spent on this project to date is commensurate with the schedule established at the outset.					
7	It seems like we will be able to finish this project within the allotted time frame if we continue at the current rate of progress.					
8	Obtaining the necessary materials has not been an issue, therefore there are no obvious roadblocks to completing the job on time.					
9	The project is being monitored and evaluated by an experienced staff.					
10	Improving the project's success is, in my opinion, a direct result of more effective management procedures.					

Appendix III: Budget

ITEM	COSTS
Two field Assistants for four days	16000
Questionnaire Printing	4000
Airtime Communication	2000
Travelling expense for myself to Vihiga County	4000
Accommodation for four days	5000
Stationery	1000
Food expenses	8000
Miscellaneous	5000
TOTAL COSTS	**45000**

Appendix IV: Workplan

ACTIVITY	DATE	NUMBER OF DAYS
Pilot Study in Sabatia	17/10/2022	One day
Travelling to VihigaCounty that is Emuhaya and Luanda constituencies	19/10/2022	One day
Familiarization meeting with management of Kipepeo group	20/10/2022 up to 22/08/2022	Two days
Field visits for data collection	23/10/2022 up to 27/10/2022	Four working days
Final meeting with the management of Kipepeo to brief them on the field experience	28/10/2022	One day
Travelling back to Nairobi	29/10/2022	One day
Questionnaire screening	30/10/2022	One day
Data analysis and report writing	31/10/2022 up to03/11/2022	Four days

Appendix V: NACOSTI Letter

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 143768

Date of Issue: 14/November/2022

RESEARCH LICENSE

This is to Certify that Miss.. Jane Gatwiri mworia of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Vihiga on the topic: Management skills and performance of Kipepeo HIV/AIDS project in Vihiga County,Kenya for the period ending : 14/November/2023.

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