FACTORS INFLUENCING THE SUSTAINABILITY OF KEMRI HIV/AIDS GRANTS FUNDED PROJECTS IN KENYA

BY

ANNE K. NDEGWA

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2015
FACTORS INFLUENCING THE SUSTAINABILITY OF KEMRI HIV/AIDS GRANTS FUNDED PROJECTS IN KENYA

BY

ANNE K. NDEGWA

A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Executive Masters in Organization Development (EMOD)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2015
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than United States International University Africa in Nairobi for academic credit.

Signed: ________________________ Date: _______________________

Anne K. Ndegwa (ID. No 600437)

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

Signed: ________________________ Date: _______________________

Dr. Sammy Lio

Signed: ________________________ Date: _______________________

Dean Chandaria School of Business
ABSTRACT

The general objective of this study was to assess factors influencing the sustainability of KEMRI HIV/AIDS projects in Kenya. The specific objectives of the study entailed analyzing donor funding influence on the sustainability of KEMRI projects in Kenya; examining grants management skills influence on the sustainability of KEMRI projects in Kenya; and assessing stakeholder involvement in grants management and its influence on the sustainability of KEMRI projects in Kenya.

Descriptive research design was employed in this study. The study population constituted of 20 KEMRI HIV/AIDS projects in which a census sampling design was adopted. The study collected quantitative data using questionnaires from the respondents. The data was processed and analyzed using descriptive and inferential statistics generated from statistical tools (SPSS V.20.0 and Microsoft Excel 2010) and findings described and summarized through descriptive statistics such as mean, frequencies, and percentages and presented in tables and figures.

The overall results obtained from the research findings indicate that adequate funding provided by donors, various management competencies, and stakeholder’s involvement and participation positively influence the sustainability of KEMRI HIV/AIDS grant funded projects in Kenya. More specifically on funding and project sustainability, the findings revealed that, availability of funds enable projects to withstand the test of time. It was noted that without adequate funds it is not easy to maintain projects for long.

Findings on management skills and impact on project sustainability revealed that; project sustainability can be achieved as a result of a trained project team, especially on project planning skills, communication skills, leadership skills, and resources management skills.

Findings on stakeholder participation and influence on project sustainability; revealed that there is a positive significant relationship between stakeholder participation and project sustainability, with a beta 1.855 of which the t-value of 8.456 was significant; implying that project sustainability is largely influenced by stakeholder participation.
The research findings established that there exists gender parity in the NGO sector in Kenya; which means that women have not been left behind in the quest for employment. In addition, most of the respondents used in this study were found to have been in the organization long enough to fully understand what happens within their respective organizations in respect to performance factors.

This study concludes that there is a positive significant relationship between funding and project sustainability. This implies that the sustainability of KEMRI HIV/AIDS projects in Kenya is largely influenced by adequate funding. To improve the projects performance and inform the decision making process better, KEMRI requires adequate organizational support in the form of financial resources. In addition the research findings lead to the conclusion that, management skills are essential for leading others; and especially by focusing on empowering the individuals for effective and efficient performance. Project teams’ needs must be identified by managers frequently, and empowering environments created to assist them achieve best project performance.

The research findings also led to the conclusion that; information management, provision of accountability reports, and robust communications with organizations that provide financial resources are essential for projects’ survival. It was also concluded that, stakeholder participation enhancing project sustainability at KEMRI to a great extent included providing financial, political, or other support. Furthermore, it was concluded that stakeholder’s participation should be a continuous process throughout the entire project life cycle; and hence balancing their demands, needs, and expectations is critical for the success of the projects.

From the research findings, it is recommended that KEMRI should promote and maintain of a good relationship with the donors and other stakeholders mainly through information sharing, and especially accountability reports, as well as timely communication. Project managers should be equipped with the necessary project management skills through continuous training to effectively supervise the projects’ teams for better projects’ performance results. KEMRI should also ensure that they hire qualified project managers and provide occasional on the job training in the quest for sustainable quality projects.
ACKNOWLEDGMENTS

I thank our Almighty God for His grace and sustenance that has seen me through this course successfully. I express my warm thanks to my supervisor Dr. Sammy Lio for his guidance throughout my research and to my family for their understanding and immense care. I would also like to acknowledge my employer KEMRI for the great provision that they accorded me through my study.
DEDICATION

This study is dedicated first and foremost to God for giving me the strength and sufficient grace to pull through. To my family the Gathungu’s: my husband Ephantus Gathungu Kinyua and my two lovely daughters Tamara Wangari Gathungu and Natasha Mumbi Gathungu, I extend my uttermost appreciation for giving me time off to study, for their encouragement and support during my entire course period.
# TABLE OF CONTENTS

STUDENT'S DECLARATION ....................................................................................... ii  
COPYRIGHT ............................................................................................................. iii  
ABSTRACT ............................................................................................................... iv  
ACKNOWLEDGMENTS ............................................................................................ vi  
DEDICATION .......................................................................................................... vii  
TABLE OF CONTENTS .......................................................................................... viii  

CHAPTER ONE ....................................................................................................... 1  
1.0 INTRODUCTION ............................................................................................. 1  
1.1 Background of the Study .................................................................................. 1  
1.2 Statement of the Problem .................................................................................. 4  
1.3 General Objective .............................................................................................. 5  
1.4 Specific Objectives ............................................................................................ 5  
1.5 Significance of the Study ................................................................................... 5  
1.6 Scope of the Study ............................................................................................ 7  
1.7 Definitions of Significant Terms ........................................................................ 7  
1.8 Chapter Summary ............................................................................................. 8  

CHAPTER TWO ....................................................................................................... 9  
2.0 LITERATURE REVIEW .................................................................................... 9  
2.1 Introduction ......................................................................................................... 9  
2.2 Donor Funding and Sustainability of Projects .................................................... 9  
2.3 Grant Management Skills and Sustainability of Projects ................................. 12  
2.4 Stakeholders’ Involvement in Grant Management and Sustainability of Projects 15  
2.5 Chapter Summary ............................................................................................. 18
CHAPTER THREE .................................................................19

3.0 RESEARCH METHODOLOGY .............................................19
3.1 Introduction ...........................................................................19
3.2 Research Design ...................................................................19
3.3 Population and Sampling Design .............................................19
3.4 Data Collection Methods .......................................................21
3.5 Research Procedures ............................................................21
3.6 Data Analysis Methods .........................................................22
3.7 Chapter Summary .................................................................22

CHAPTER FOUR .......................................................................23

4.0 RESULTS AND FINDINGS ..................................................23
4.1 Introduction ...........................................................................23
4.2 Response Rate .......................................................................23
4.3 Reliability Analysis ...............................................................23
4.4 Normality Tests ......................................................................24
4.5 Background Information .......................................................24
4.6 Donor Funding and Project Sustainability ..............................25
4.7 Grant Management Skills and Sustainability of Projects .......29
4.8 Stakeholder Involvement in Grants Management and Project Sustainability .........................................................30
4.9 Chapter Summary .................................................................32
<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Response Rate</td>
<td>23</td>
</tr>
<tr>
<td>4.2</td>
<td>Reliability Analysis</td>
<td>24</td>
</tr>
<tr>
<td>4.3</td>
<td>Tests of Normality</td>
<td>24</td>
</tr>
<tr>
<td>4.4</td>
<td>Gender Distribution of the Respondents</td>
<td>25</td>
</tr>
<tr>
<td>4.5</td>
<td>Period Worked at KEMRI</td>
<td>25</td>
</tr>
<tr>
<td>4.6</td>
<td>Funding Source</td>
<td>26</td>
</tr>
<tr>
<td>4.7</td>
<td>Funding Received</td>
<td>26</td>
</tr>
<tr>
<td>4.8</td>
<td>Effects of Funding on Sustainability of Projects</td>
<td>28</td>
</tr>
<tr>
<td>4.9</td>
<td>Grants Management Skills</td>
<td>30</td>
</tr>
<tr>
<td>4.10</td>
<td>Stakeholder Involvement in Grants Management and Project Sustainability</td>
<td>31</td>
</tr>
<tr>
<td>4.11</td>
<td>Summary of Findings</td>
<td>32</td>
</tr>
</tbody>
</table>
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

The sustainability of a project hinges on the substitutability and imitability of its critical assets (Sun and Tse, 2009). To be sustainable, projects must be underpinned by resources and capabilities that are sufficient enough to enable them survive the test of time. This means that sufficient resources and capabilities are necessary for projects to be sustainable. Projects therefore need to be used to limit the extent of duplication or neutralization (Besanko, Dranove and Schaefer, 2007). According to (UN, 2010), sustainable development is a process of change where the exploitation of resources, the orientation of technological development, the direction of investments, as well as institutional change are made consistent with future and present needs. Globally, professionals charged with overseeing investments of impact capital have over a length of time shown an interest in infrastructure and donor projects but have been discouraged by the effort necessitated to complete the due diligence process (UN, 2000).

Project sustainability begins with a solid knowledge of project management. This can serve as a phenomenal vehicle that point out the road to project success. Project success is therefore like a trip with a purpose, this is because it can be compared to an expedition or tour. In organizations, many individuals who include the project manager, project team, project sponsors and customers are enthusiastic when a project is successful. According to (Camilleri, 2011) project success concentrates on guaranteeing the projects convey business benefits that were declared initially and sustainability is greatly determined by the interests of the various stakeholders. A clear understanding of all stakeholders concerned in a project is paramount. Different stakeholders have different interests, attitudes and priorities. At times one wonders why some projects are not sustainable when they have met all the traditional standards of the triple constraint while others are alleged to be successful when they have failed to meet the criterion that is traditionally associated with success (Marchewka, 2013).
Projects require individuals who visualize the design of the project. The outcome of the project has an effect on different stakeholders; for example the community, donors, project team, and suppliers (Roeder, 2013). According to Freeman, Harrison and Wicks (2010), a business is also perceived as a set of relations among individuals that impact a project. It is how the stakeholders including clients, suppliers, workers, financiers, communities and the managers in a project intermingle to form key parts of project implementation.

In Non-Governmental organizations, grant management teams who are obliged to manage a project must recognize key stakeholders involved in its implementation, noting their interests and prerequisites to guarantee the success of a project. If the project does not succeed, customers who are beneficiaries of the project’s product are the most affected. Project Management Institute (2010) indicates that, the project team is given the responsibility of performing the projects and the sponsor provides the funds required for the project to be implemented.

In Kenya, the most consequential challenges facing projects is the aspect of funding. This is because funds keep the organization going and in essence enable the projects to be run prosperously. It is noted that without financial assistance from donors and volunteers, most projects cannot be sustainable. According to National survey of NGOs report (2012) a total of more than 108 million was received from donors and regime agencies to NGOs in Kenya as donations to fund projects between 2011/12. Most donations for NGOs emanate from Germany, United States, Netherlands and United Kingdom.

In Kenya there has been a long standing history of projects executed and collapsing shortly after donors have withdrawn, due to lack of investment in community capacity building by the donor. Notably, one ought to understand that there are numerous pitfalls associated with project engagement with stakeholders, for instance projects managers either do not involve stakeholders effectively, or do not find the rightful stakeholders (Gelar, 2008). The key contributing factor to the collapse of project sustainability in the development scenario could be accredited to the lack of donor engagement with stakeholders on all levels of the project development as well as the management cycle. Traditionally, foreign donors have been cautious of involving with local stakeholders or
community leaders, the larger community or local donors who in the contemporary setting of the developing world are acknowledged widely as essential to effective sustainability of development projects. All of these local stakeholders have instead been seen as a stumbling block towards implementation of projects and therefore have been engaged as little as possible.

Greenall and Revere (1999) in their study found out that a cross section of companies and international NGOs engaging in international projects voiced several problems when engaging with stakeholders. So as to ensure sustainability of a project, there certainly ought to be shareholder engagement, accountability along with ownership. In particular there ought to be engagement with local community leaders and investment in picking and mentoring prospective project “Champions” who will continue with the project, long after the funding and donor support has been withdrawn.

According to Mbata (2006) the sustainability of a community projects necessitates a team of very skillful managers due to numerous dynamics of the project implementation. Lack of success of a community based project is vastly attributed to lack of professionalism as well as management skills of the project implementers as a result of poor academic background. In order to create good rapport, leaders need resources, time as well as authority to invest in a project. Flexibility is essential in the way leaders deduce their own and others’ objectives and in the activities they and the projects undertake (Carter et al. 2009).

Ingle (2010) showed that, sustainability entailed conventional approaches while adding a long-term perspective. This longer-term perspective invites additional, less traditional contemplations for project identification and selection. Additionally, He highlighted that for a project to attain sustainability, it necessitates to be implemented through a strategic approach. This situation is evident in numerous of the rural development projects that have been initiated over time with less impact subsequently despite the resources used. For instance, according to Thematic Group (2005) in their study they found out that, among 24 million rural inhabitants in Kenya, about 10 million have access to an enhanced water supply via piped or point source systems. Among those having access, 30% are aided by community managed water supply schemes, numerous of which are established by self-help groups through donor support. The study also revealed that most of water projects are also inactive yet the Government of Kenya has continued to establish
numerous new water projects giving less regard towards rehabilitating current non-functional ones. This study therefore seeks to examine the implications of grants management and its effects on the sustainability of HIV/AIDS projects by the Kenya Medical Research Institute (KEMRI).

KEMRI is a state corporation established through the science and technology (amendment) act of 1979, mandated to carry out health research in Kenya. Ever since its inauguration, KEMRI has advanced a significant mass of scientists as well as technical personnel to enable it mount a competitive research infrastructure to situate as a leading center of excellence in area of health research both in Africa and globally (KEMRI, 2014). KEMRI aims at being a leading center of excellence in human research and its mission is to enhance the quality of human life as well as public health via innovative research, capacity building and service delivery. Over the years, KEMRI has also developed fruitful collaborative links with a large number of organizations locally and abroad, and these linkages are continually changing or increasing. More than 90% of KEMRI projects rely on external funding which is received in currency denominations other than the Kenya shilling (KEMRI, 2014).

1.2 Statement of the Problem

In developing countries, regional and national governments, international and local donors and other related organizations spend huge sums every year for the implementation of HIV/AIDS projects (Gebrehiwot, 2006). However, implementation of HIV/AIDS projects does not help if they fail after a short time. In order to make the investment in HIV/AIDS projects more effective, failure rates of projects ought to be reduced. According to Harvey and Reed (2007), community issues like perceived lack of ownership, poor management system, and limited demand are related to low sustainability rates of HIV/AIDS projects.

In Kenya, the number of projects that have so far demonstrated to be obsolete and ineffective in connection to meeting their set objectives is greatly worrying and the condition appears to be worsening. The number of projects launched by KEMRI in different parts of the country, structures a commendable range of interest to the researcher. This is because the resources dedicated to these projects are huge; although the performance of the projects in relation to their objectives and the impact is
inconsequential. This was important to establish if indeed these are as a result of grants management.

Although many studies have focused on sustainability of projects, little has been done on the factors influencing the sustainability of grant funded projects in Kenya, and most especially on KEMRI projects. The few studies conducted in Kenya have concentrated on other areas. For instance Okun (2005) focused on factors affecting the sustainability of donor funded projects in arid and semi-arid areas in Kenya focusing on Marsabit Central District. Nduta (2008) examined factors influencing the performance of Kazi KwaVijana: A case of Githunguri District in Kiambu County. This study therefore sought to establish how donor funding, grants management, and stakeholder participation influence the sustainability of Community based HIV/AIDS-KEMRI projects in Kenya.

1.3 General Objective
The general objective of the study was to assess the factors influencing the sustainability of KEMRI projects; and especially the HIV/AIDS funded programs.

1.4 Specific Objectives
1.4.1 To scrutinize how donor funding influences sustainability of KEMRI projects in Kenya.

1.4.2 To examine how grants management skills influences the sustainability of KEMRI projects in Kenya.

1.4.3 To assess how stakeholders’ involvement in grants management influences the sustainability of KEMRI projects in Kenya.

1.5 Significance of the Study
1.5.1 NGOs
The study aimed at identifying and understanding the causes for failure or operation of projects below expectations despite donor support. The study provides significant information that could be incorporated to project cycles.

1.5.2 KEMRI Projects
The finding of this study provides vital information and knowledge that effects policy and reforms for increasing sustainability with regards to KEMRI projects. The findings can be
replicated by other government institutions that support community based HIV/AIDS projects in the rural setting.

1.5.3 Community

Lessons learned from this research will be used by the communities, donors, implementing partners, and International NGOs to address the sustainability challenges they face when implementing and sustaining community projects.
1.5.4 Researchers and Academicians
The research has provided useful information and demystified knowledge gaps for researchers who would like to undertake research on this field.

1.6 Scope of the Study
The scope of this research was limited to KEMRI community projects dealing with HIV/AIDS. The study targeted 20 KEMRI projects with respondents being project managers or their equivalents. The study was conducted between January and March 2015 and was limited to the events and happenings during this study period. The organizations policy on confidentiality was expected and restricted the respondents from disclosing information related to this study.

1.7 Definitions of Significant Terms

1.7.1 Project
A project is a task that has a goal of meeting human needs as well as aspiration and has specific budget and timeframe (Cuddon and Habib, 2013).

1.7.2 Community Based Projects
These are projects undertaken with and for the community and are addressing their interest, local needs and ambitions. They are projects where the local people have an active role in them (Cuddon and Habib, 2013).

1.7.3 Sustainability
The continuing capability of a project to see out the needs of its community and holds the concept of doing this further than the time of donor agency involvement (adopted from Cuddon, and Habib, 2013).

1.7.4 Stakeholders’ Participation
This is defined as individuals, families, or communities taking responsibility for their own welfare as well as developing a capacity to contribute to their own and the community’s development (Cuddon and Habib, 2013).
1.8 Chapter Summary

This section provided an introduction to the study. The first section presented the background information on exchange rate fluctuations. The second section covered the statement of the problem. Section three defined the purpose of the objectives and section four stated the research questions that need to be addressed. The fifth section then provided a justification of the study and the sixth section provided the scope and limitations of the study. Finally, the seventh section of this chapter provided definitions of key terms used in the study. In the following chapter, the study examined the literature review guided by the specific objectives highlighted in chapter one. Chapter three provided a description of the research methodology and the fourth chapter provided the results and findings while the fifth chapter provided discussions, conclusion and the recommendations of this study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter is focused on a discussion of the literary works of various scholars that have researched the topic and are considered to be helpful in addressing the specific objectives. The literature review was helpful in identifying the loopholes in the existing literature that were also highlighted in the last chapter and would help other researchers to select the topics for their research.

2.2 Donor Funding and Sustainability of Projects
When selecting a donor, three essential principles must be considered. This include; acquainting oneself with up to date patterns in the donor environment, inquiring if one matches the goals and standard of potential donor and devising a plan on how to come within the reach of funders.

Non-governmental organizations have a wide range of sources of funds both local and international. They comprise of Government, Philanthropic entities, Faith-based organizations, Development agencies, Educational institutions or corporate entities. However, there has been much talk in the development sphere from donors in recent times, lamenting the difficulties in attaining project sustainability, long after donors and funding structures are withdrawn from communities. This has led to international donors not being confident with local organizations. International givers need to be confident that the money donated is used for its exact purpose. Liability is also a critical element that NGOs should put in mind when getting advanced help from donors.

Most international donors have the tendency to direct their financial aid in different ways. This can also be achieved through government bodies by associating with them, through worldwide donor institutions such as the United Nations, Care International and Action Aid, and through their own advanced organizations (Briginshaw, Meri, Bakwesegha, Charles, Khumalo, Matiwana, Butcher and Yared, 2007).

Bell, Masaoka and Zimmerman (2010) state that the fundamental goals of a nonprofit organization are to guarantee sufficient funding to fulfill the project goals and objectives.
A Non-governmental organization reason for survival is to ensure that the underprivileged in countries such as Kenya are supported and their lives improved by providing medical attention, education or protecting the environment. Funding success basically guarantees a NGOs ability to successfully implement projects. The financial goals must be acknowledged and harmonized to ensure NGOs dream of a successful project is meet.

Blazek (2008) adds that the best of programs may fall short if monitory resources are poor; the monitory resources are accessed according to the NGOs hierarchical destinations in objectives. The top most financial solution is determined by the mission and objectives to be accomplished. However, the range of financial sources available to NGOs in Kenya has decreased over the years as international donor funding has been withdrawn, and there has been replacement of this funding from local sources, albeit governmental or private, has not necessarily filled the gaps, particularly in more contentious areas, such as advocacy. Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

Juli (2010) states that most organizations undertake projects, and it appears that everybody may be, has, or will be involved in a project implementation. Project achievement begins with a solid knowledge of project management. As such it can serve as a phenomenal vehicle that point out the road to project success. Project success is like a trip with a purpose. We can compare it with an expedition or tour. In organizations, many individuals who include the project manager, project team, project sponsors and customers are enthusiastic when a project is successful According to Camilleri (2011), project success concentrates on guaranteeing that the projects conveys business benefits that were declared initially.

A study that was carried out in the Unites states and Europe by Standish Group in 2010, shows an increase in project success rates with 37 percent of all project succeeding. This means that the projects were completed on time within budget and fulfilled the required objectives. Project success was due to the following factors skills used, costs, methods, decisions made, influences within and outside the organizations and team work (The Standish Group international, 2010).Analysis made by the Standish Group has come to
conclude that “creating and maintaining healthy grants management ecosystem will amplify the success of project” (The Standish Group international, 2008).

If a project is to be seen as victorious the project stakeholders must be fulfilled with the project’s outcome. Since stakeholders encompass a broad range of individuals, they may not all be similarly fulfilled however they ought to be fulfilled in some degree which is a major concern in projects and is normally the main impetus behind project success. Project managers should not only look at project success in terms of meeting project goals (Lim and Mohamed, 1999) but also meeting the needs of project stakeholders.

2.2.1 Withdrawal of Donorship from Project

In the case that donor withdrawal happens, many projects collapse and do not attain the anticipated impact. The consensus of groups is that many such projects are designed by donors without taking into account the prevailing socioeconomic realities of recipient countries and the collapse of the projects after the withdrawal of their only driving factor that is donor funds is no surprise. Another category is the megaproject that is well beyond the financial resources of the recipient country could justifiably invest politically or economically in one project (Roseland, et al 2005).

When donor money is reduced or withdrawn, large amounts of aid are a positive force to the host countries and its people through employment generation and increased consumption, the creation of a false economy can be disastrous to recipient government sustainability strategies when donor money is reduced or withdrawn (Roseland, et al 2005).

In order to avoid the traps presented by overly exclusionary and inclusionary tactics, a balanced approach must be achieved based on collaborative strategies that tackle these issues head on with the host country and other stakeholders. As a result, increasing number of donors now collaborate with recipient countries to set salary scales in line with what would be earned at the same or similar jobs in their countries, and to encourage building a structure that can be sustained when aid is reduced or no longer available. In addition, stakeholders and host governments work together to create a realistic staged plan for reduction/withdrawal of resources that will ensure that there will be country cost-effective strategies in place for strong and continuing independence that will prevent the country from falling into an unsustainable position when aid is withdrawn. Tracking these
strategies over time will reveal their effectiveness, but both are aimed at ensuring that countries will be placed in a position of strength (in terms of capacity and finances) to assume future responsibility (Roseland, et al 2005).

2.3 Grant Management Skills and Sustainability of Projects

Grant management is crucial in attainment of project objectives in all organizations and in this case projects by Non-Governmental Organization. Despite the fact that projects vary in size and scope, an important feature of project achievement rests in having great leadership and valuable skills in managing resources. The leadership factor can lead to project success or trigger project failure. Accomplishing project success relies upon individuals that are vital in project management (Balogun, 2008).

According to Dess, Peng and Lei (2013) ultimately, everything a grant manager does will show up in form of performance and focusing on the wrong areas would be highly detrimental to the organization. Certain areas must be addressed efficiently and effectively in order for visible progress to be achieved. As the leader makes all the organization decisions, they should consider several factors which are the people, planning and the organization processes. The people are a major consideration for the successful performance of a project and it is important for the leadership of an organization to invest in its’ people. Recruiting from the best workforce is one of the several ways in which an organization can invest in its people. This means recruiting the people with the right skills who also have talent to grow and adapt as a team in an organization providing the labor required for the organization to run smoothly. Through brainstorming, they also come up with ideas that benefit the organization.

According to Luetge (2014) grants management skills can enhance project sustainability through automation processes, efficiency improvements/increased efficiency and transition or change management processes. Strategically, it is much better if processes are handled proactively. If employees are involved in organization processes, then it becomes easier to lead them since they view it as part of their contribution to the organization. The steps taken by the grant managers determine whether the project is successful or not. It is therefore very important that every decision the leaders take brings some positive impact for the project in order for the project to be successfully productive and achieve its vision.
A good project leader should have the following skills; management skills, communication skills, the capability to work under pressure and in a complex environment, technical skills, decision making skills and interpersonal skills (White and Fortune, 2012). Verma (2010) records the following skills that are vital for grant managers: self-assurance, reliability, emotional strength, positive attitude, flexibility, motivation and maturity.

Effective grants management is an essential achievement component (Pinto and Slevin, 2009) and Crawford (2010), recommends that project leadership is a very important competent factor in project management. Leadership styles in project management also influence project performance in organizations and research that has been done lately has shown that successful projects are headed by people who have leadership styles that inspire and motivate project team and leaders with management knowledge and technical skills.

A study carried out in America on project managers found that 76% of projects that were successful were due to positive leadership, 67% of projects that failed were due to poor leadership. Projects are important in nature and are quick in changing their structure making leadership very challenging (Slevin and Pinto, 2011). Project managers must lead their project team towards finishing the project and attaining the set or defined goal within the lifespan of the project. Verma (2010) states that attaining the objective is the crucial test of leadership in project management. Objectives are attained through individuals making individuals a vital asset for projects.

The core of leading others in project leadership is centered on engaging the people so as to make the circumstances and environment for successful and efficient project performance. Project leadership should assess the needs of project team and help them meet the project objectives through organizing frequent meetings and providing a suitable environment (Strider, 2012).

Shenhar (2014) states that, to achieve outstanding results and overcome gigantic obstacles, peoples are transformed and inspired by the visionary project leaders. The primary rule of key project leadership is to enable project managers learn, motivate, inspire and coach project team. An effective project leader is one that is capable of enhancing and building project spirit in an organization that enhances commitment to attainment of project objectives hence project success.
Kloppenborg, Shriberg and Venkatraman (2013) state that, project leadership is concerned in performing the following responsibilities, performed by project leaders; First, project leaders need to constantly settle on choices as stated by changing circumstances. Second, project leaders must recognize projects main concerns and keep on demanding that these necessities be adhered and thirdly, project leaders must correspond with key stakeholders to incorporate the project into organization strategies and enhance project success. The matching or fit between a grant manager and project extends not only to the technical skills as enumerated but also to other general project profile attributes, such as prior exposure to the methodology experience (Swanson and Beath, 2012).

McDade (2014) indicated that, individuals with good grant management skills are considered to be good leaders and therefore, through their leadership organizations are steered to prosperity. Precise nature of leadership and its relationship to key criterion variables such as subordinate satisfaction, commitment, and performance is still uncertain and leadership does remain pretty much of a 'black box' or unexplainable concept. However, not all leaders are good managers and in the quest to establish effect of management skills on sustainability of community projects, leadership should be distinguished from management.

Kirsch (2010) has highlighted that successful grant management requires both hard and soft skills. Hard skills comprise technological skills, domain expertise, experience as well as project management experience, and project management skills such as planning, monitoring, risk management and scheduling. Soft skills are intangible, and are primarily concerned with managing and working with people and fostering inter- and intra-organizational relationships. Such skills include and are not limited to organizational knowledge, tacit knowledge in handling people within the organizational structure, leadership and management skills, and customer handling skills (Kirsch, 2010).

Brilliant grant managers should carefully consider all possible aspects of a project as they lead in order to ensure that no areas are left out (Carter and Greer, 2013). Performance which could be long run or short run, refers to the outcome of certain processes within an organization according to Cooper (2008) and for leadership to be successful, the leaders have to ensure that performance expectations are made clear to the team members In addition, performance must be monitored and feedback on progress provided Cooper,
to ensure that the team is acting towards the achievement of the organization objectives. Brilliant leadership involves considering all the necessary factors which includes both the internal and external factors in order for the organization to achieve long lasting success.

2.4 Stakeholders’ Involvement in Grant Management and Sustainability of Projects

Projects require people because these are the same people who visualize the design of the project. The outcome of the project has an effect on community, donors, project team, and suppliers who are stakeholders (Roeder, 2013). Freeman, Harrison and Wicks (2010) state that, a business can be perceived as a set of relations among people that will impact a project. It’s about how the stakeholders in a project intermingle and create a project. Clients, suppliers, workers, financiers, communities and the managers form key parts of project implementation.

The grant management team must recognize key stakeholders involved in the project, their necessities and distinguish their prerequisites to guarantee success of project in Non-governmental organizations. Key stakeholders in project include: the grant manager whose obligation is to manage the project. Customers are the people who are most affected by the project because they are the beneficiaries of the project’s product. The project team are given the responsibility to perform the work of the project and a sponsor provide the funds required for the project to be implemented (Project Management Institute, 2010).

There is a high degree of consensus among project managers on the need for dynamic support of stakeholders in project planning and implementation in order to guarantee high project sustainability. Stakeholder participation is allied to growth and advancement of projects and without them it cannot be realized (Green and Chambers, 2012). Problem identification, decision making, monitoring and evaluation, are some of the areas which stakeholders could be involved in. The beneficiaries of a non-governmental organization need to have a say in the decision concerning projects and where possible to take part in its development and manage it on completion, this can be achieved through community participation (Cernea, 2010).

As a result of the key roles that stakeholders play in grants management and their varied interests and forces that impact project performance, stakeholder analysis is viewed as a
credible way of dealing with the involvement of different stakeholders (Clulow, 2010). Stakeholder analysis is a methodology used for generating knowledge about people and association so as to recognize their conduct, aim, interrelations and interests and evaluating their impact and the recourses they bring to aid in better decision making and hence project success. In project management stakeholder analysis is utilized to expand the possibilities of project success through influencing the design, preparation and implementation of projects (Varvasovszky and Brugha, 2008).

One of the fundamental challenges an organization face is the task of identifying which group of stakeholders they are responsible to (O’Riordan & Fairbrass, 2013) and the stake they hold in the issues at hand. Stakeholder hypothesis gives a suitable hypothetical skeleton to identify and prioritize stakeholders. After stakeholder identification and prioritization, the organization develops strategies on how to respond to their needs since different stakeholders regularly have diverse and negating objectives, necessities and requests (Ayuso, Rodriguez and Ricart, 2012). Preble (2010) argues that use of participation as one such approach which has gained wide acknowledgement.

Stakeholder participation underlines the need for participation to be extensive, comprehensive and balanced (Amaeshi and Crane, 2012). Stakeholder participation is defined as the procedure of including people or a set of people that are influenced by the actions of a firm in a constructive manner (Sloan, 2009). As indicated by ISEA (2009), stakeholder participation is a methodology of looking for functional stakeholder perspectives with the aim of improving an organization’s societal and moral responsibility and execution (Cumming, 2011).

To guarantee powerful stakeholder relationship, management is accomplished and it is vital to engage in dialogue and build relationships which are numerous and diverse in order to find better ways of working together (Preble, 2010). Participation is the act of managing the relationship between the organization and different stakeholders keeping in mind the end goal to improve the effectiveness of the decisions, strategies and behavior (Swift, 2011). An organization’s prosperity relies upon creating genuine dialogue with its diverse stakeholders (Freeman, 201). Subsequently, Hughes and Demetreious (2012) maintain that dialogue is at the core of stakeholder participation given that the process
allows managers to assess ways of evaluating, addressing and balancing stakeholder requests.

Stakeholder participation can take on diverse forms as Kourula and Halme (2008) recognized deliberate dialogue as one of the key participation forms. Sloan (2009) indicate, stakeholder activities such as dialogue as a means by which to assess stakeholder participation and Greenwood (2014) affirms that stakeholder participation is a step by step process of discussing, correspondence and exchange of ideas.

From the literature review conducted, stakeholder dialogue and communication always arise as a key strategy in the stakeholder participation process. The replenished focus on stakeholders has brought about more participation methods being created. These can incorporate more interactive forms of stakeholder participation – specifically more attention has been set upon the idea of stakeholder dialogue (Burchell and Cook, 2006). The research now concentrates on stakeholder dialogue and the attributes of a powerful dialogue.

Early stakeholder involvement does not only help embrace local interests early on, but also generate a broad spectrum of ideas and minimize likely opposition to the project (IFC, 2014). Moreover, early participation may provide valuable opportunities to align the employment, training, infrastructure, and service demands of the project with the related plans and priorities of government agencies and local communities (IFC, 2014). The benefits of early participation may counterbalance many of the risks and unintended consequences identified in the impact analysis. Moreover, systematic and comprehensive actors mapping may provide clarity regarding interests, influence and impact and, wanted level of participation.

Allen (2013) affirms that stakeholder participation is significant because it distinguishes that stakeholders are vital in a project. As organizations listen to different stakeholders, they build much wealthier understanding of how the organization performs ideas of improvement and an understanding of the relationship among the different stakeholders.

Bryson, Cunningham and Lokkesmoe (2012) states that, failure to listen to the concerns of stakeholders in a project, leads to poor execution of project activities and hence project goals are not achieved. Stakeholder participation is therefore vital because survival of
project relies on fulfillment of key stakeholder needs. According to Allen (2008) organizations that plan to achieve overall project need to fulfill stakeholder needs since projects are successful when donors and community needs are fulfilled. Key stakeholders needs satisfaction is vital for the overall achievements of any business projects. Stakeholder participation is known to result in enhancing project success since there is a great sense of understanding of the processes to attain project goals. Participation enhances effectiveness which is prone to result in projects sustainability and impact in communities. If stakeholders are given decision making power enhanced value is likely to come about (Nyandemo and Kongere, 2010).

2.5 Chapter Summary

The literature review identifies and gives an understanding of how grant management affects sustainability of projects. This knowledge provides significant information that could be incorporated in project cycles before or towards conclusion by government, private or non-governmental organizations. The next chapter presents the research methodology that was employed in this study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter describes the research methods that were employed to provide answers to the specific objectives in this study as listed in chapter one. The following aspects of research methodology are described; research design, study population, sample design, sample frame, sample technique and sample size, data collection procedure, research procedures and data analysis methods used in this study.

3.2 Research Design
Kothari (2004) stated that research design is the structure in which the research is conducted. It constitutes collection, measurements and analysis of information and further incorporates a framework of what the researcher does throughout the research. There are four types of research design namely exploratory designs, descriptive designs, quasi-and experimental designs. This research study chose descriptive research because it sought to determine the influence of grants management on sustainability of KEMRI projects. According to Mugenda and Mugenda (2003), descriptive research design helps describe the phenomenon in research which has helped in generating statistical information and an in-depth analysis for this research about the performance of KEMRI projects in Kenya. Descriptive statistics such as frequencies and percentages were used in this particular study. The dependent variable was sustainability of KEMRI projects in Kenya while the independent variables included grant management skills, donor funding and stakeholder participation.

3.3 Population and Sampling Design

3.3.1 Population
Cooper and Schindler (2001) describes the target population as the entire group a researcher is interested in or the group which the researcher wishes to draw conclusions (Cooper, and Schindler, 2001). The population for this study included 120 employees from 20 KEMRI HIV/AIDS projects in Kenya.

3.3.2 Sampling Design
According to Cooper and Schindler (2001), sampling is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the larger
group from which they were selected (Cooper, and Schindler, 2006). Sampling involved the researcher securing a representative group that enabled him/her to gain information about the population. Choosing a sample was a key feature of the research undertaking.

3.3.2.1 Sampling Frame
This is that part of the population that is accessed during a study i.e. the realistic version of the population, the ones that are identified and accessed (Gallardo, Lachlan and Davis, 2012). It consists of a listing of all sampling units. The sampling frame may be the whole population or part of a population (Garson, 2012). In this study, the sampling frame included KEMRI projects at the time this study was carried out. The list was obtained from KEMRI headquarters in Nairobi’s human resources department.

3.3.2.2 Sampling Technique
A sample must be scientifically selected in order for the findings of a research process to be valid. This study however did not employ any sampling technique but instead examined the study’s target population which was the 80 employees from the 20 KEMRI HIV/AIDS projects. This implies that a census was conducted on the target population. Kothari (2008) described a census as a systematic process where all the members of a population being studied through a research process are involved in the data collection process.

3.3.2.3 Sample Size
From the target population, the researcher thereby selected 4 employees in the 20 KEMRI HIV/AIDS projects. Mugenda and Mugenda (2003) define a sample size as a proportionate of the total population with which a researcher chose to work with. In this study the sample size included of 80 research participants. The sample size was designed as shown in the sample distribution table 3.1. The managerial employees were conversant and well informed with reference to effect grant management on project sustainability.
### Table 3.1: Sample Distribution Table

<table>
<thead>
<tr>
<th>Departments</th>
<th>Total Number of employees</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>Operations</td>
<td>25</td>
<td>20</td>
</tr>
<tr>
<td>Logistics and Transport</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>Purchasing and Supply</td>
<td>35</td>
<td>20</td>
</tr>
<tr>
<td>Monitoring and Evaluation</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>80</strong></td>
</tr>
</tbody>
</table>

#### 3.4 Data Collection Methods

Data collection refers to the methodology that the researcher collected data from the research participants (Coltin and Covert, 2007). In addition, it refers to the instruments that were used during the process of data collection. According to Mugenda and Mugenda (2003), data can be collected in two ways: primary data collection technique and secondary data collection technique. This study used both data collection techniques.

Secondary data collection was used in this research to gather literature related to this study by other scholars and in order to collect the primary data, the researcher used questionnaires. The questionnaire was semi-structured and consisted of open ended and closed ended questions. The researcher distributed the questionnaires to the selected research participants with the help of two research assistants. The researcher oriented the two research assistants on what is expected before sending them to the field. By so doing, they were in a position of overcoming any challenge that may arise during the data collection process.

#### 3.5 Research Procedures

In an effort to enhance the reliability and validity of the data collection instruments, the researcher pre-tested the questionnaire. The pre-test for the questionnaire was conducted on two employees involved in KEMRI HIV/AIDS Projects. The employees who participated in the pre-test did not participate in the main study. Based on the findings of the pre-test, the researcher amended the questionnaire before finally administering the final questionnaire.

An introductory letter from the University was obtained to facilitate data collection. The questionnaires were then administered to the sampled respondents from the different departments.
categories. As a measure of ethical considerations, the ethical issues that were considered during the study were the right of confidentiality and privacy. The respondents were not coerced in any way to discuss what they did not feel like disclosing, but they were assured of confidentiality by means of a small introductory letter attached to the questionnaire.

3.6 Data Analysis Methods

The process of data analysis involved data clean up and explanation. The data was then coded and checked for any errors and omissions. Responses in the questionnaires were tabulated, coded and processed by use of a computer Statistical Package for Social Science (SPSS) version 20.0 programme to analyze the data. The responses from the open-ended questions were listed to obtain proportions appropriately; the responses were then reported by descriptive narrative. Descriptive statistics such as mean and standard deviation were used as well as inferential statistics through regression tables and frequency tables, percentages and means were used to present the findings.

3.7 Chapter Summary

This chapter describes the methods and procedures employed in carrying out the study. The study employed stratified sampling method in the collection of primary data and adopted a descriptive survey design as the research design. Additionally, the researcher stated the methods used in collecting data entailing primary and secondary data for the study. Lastly the research methodology details the data analysis methods for the study. The next chapter presents the results and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents, analysis and Interprets data collected regarding demographic factors in respect of gender, designation in the organization, work experience in the organization sector or period worked with the organization, existence of the NGO and type of project implemented by organization. Secondly, it presents descriptive statistics in terms of frequencies means and standard deviations and finally the chapter presents regression analysis with regards to how each independent variable affects sustainability of KEMRI projects.

4.2 Response Rate
The study targeted a sample of 80 respondents out of which 68 filled and returned the questionnaires giving a response rate of 85%. This response was excellent and representative of the population and conforms to Mugenda and Mugenda (2000) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>68</td>
<td>70.1%</td>
</tr>
<tr>
<td>Did not respond</td>
<td>12</td>
<td>29.9%</td>
</tr>
</tbody>
</table>

80 | 100%

4.3 Reliability Analysis
The researcher administered a pilot test to establish if the respondents could answer the questions without difficulty. They were asked to evaluate the questions for relevance, comprehension, meaning and clarity. The research instrument was thereafter modified on the basis of the pilot test before administering it to the study respondents in order to ascertain the reliability of the research instrument. Cronbach Alpha was used to test reliability of the instrument and the cut-off point of 0.7 was considered as seen in table 4.2.
Table 4.2: Reliability Analysis

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.751</td>
<td>37</td>
</tr>
</tbody>
</table>

### 4.4 Normality Tests

Table 4.3 presents the normality tests done to establish if indeed the variables exhibited normality. The study carried out both the Kolmogorov-Smirnova and Shapiro-Wilk tests. As seen in table 4.3, funding and stakeholder participation were significant for both the Kolmogorov-Smirnova and Shapiro-Wilk tests. In this test if the significance value is less than 0.005 for both the Kolmogorov-Smirnov and Shapiro-Wilk means that the data was normal and therefore the data followed a normal distribution curve. In this study all the two tests were below 0.05 therefore meaning that this particular data followed a normal distribution.

<table>
<thead>
<tr>
<th></th>
<th>Kolmogorov-Smirnov&lt;sup&gt;a&lt;/sup&gt;</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistic</td>
<td>Df</td>
</tr>
<tr>
<td>Funding</td>
<td>.149</td>
<td>68</td>
</tr>
<tr>
<td>Stakeholder Involvement</td>
<td>.143</td>
<td>68</td>
</tr>
<tr>
<td>Grant Management Skills</td>
<td>.074</td>
<td>68</td>
</tr>
</tbody>
</table>

<sup>*. This is a lower bound of the true significance.</sup>

<sup>a. Lilliefors Significance Correction</sup>

### 4.5 Background Information

This section presents the background information with regards to the respondents’ age, gender, and level of education. These aspects were put into consideration because of the meaningful contribution they offer to the study.

#### 4.5.1 Gender Distribution

Table 4.4 presents a summary of the findings with regards to the gender distribution of the respondents. Table 4.4, shows that there was equity in terms of the respondents’ gender, in that 58.8 percent were male while 41.2 percent were females, an indication that...
indeed there exists gender parity in the NGO sector, meaning that women have not been left behind in the quest for employment.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>28</td>
<td>41.2</td>
</tr>
<tr>
<td>Male</td>
<td>40</td>
<td>58.8</td>
</tr>
<tr>
<td>Total</td>
<td>68</td>
<td>100.0</td>
</tr>
</tbody>
</table>

### 4.5.2 Period Worked within the NGO
Table 4.5 is a summary of the respondents’ number of years at KEMRI. As seen in the table, majority of the respondents (45.6 percent), have been within the organizations between 7-9 years followed by 36.8 percent between 4-6 years while the remaining 17.6 percent between 1-3 years. This finding implies that most respondents involved in the study have been in the organization long enough to fully understand what goes within their respective organizations as with regards to factors affecting project sustainability.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-3 years</td>
<td>12</td>
<td>17.6</td>
</tr>
<tr>
<td>4-6 years</td>
<td>25</td>
<td>36.8</td>
</tr>
<tr>
<td>7-9 years</td>
<td>31</td>
<td>45.6</td>
</tr>
<tr>
<td>Total</td>
<td>68</td>
<td>100.0</td>
</tr>
</tbody>
</table>

### 4.6 Donor Funding and Project Sustainability
The first objective of the study was to investigate the role of funding on project sustainability. The following subsection presents a summary of the findings with regards to how respondents viewed the role of funding on project sustainability.

#### 4.6.1 Source of Funding
Respondents were asked to state the organizations that fund them. The findings are presented in table 4.6, which shows that 29.9% receive their funding from donor agencies, 18.6% receive their funds from the government, 15.5% receive their funds from corporate agencies, 29.9% receive their funding from development agencies, and 6.2% receive their funds from faith based organizations. Funding from Faith Based Organizations encompasses donations in kind which include food and clothes, lots of
voluntary work as well as monetary funding. Given that majority of the donors are international as well as the government, it can be deduced that such bodies have some form of stability and therefore they are able to provide sustainable funding for projects.

Table 4.6: Funding Source

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Donors</td>
<td>29</td>
<td>29.9</td>
</tr>
<tr>
<td>Government</td>
<td>18</td>
<td>18.6</td>
</tr>
<tr>
<td>Corporate agencies</td>
<td>15</td>
<td>15.5</td>
</tr>
<tr>
<td>Faith Based Organizations</td>
<td>6</td>
<td>6.2</td>
</tr>
<tr>
<td>Development Agencies</td>
<td>29</td>
<td>29.9</td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.6.2 Amount of Funding Received

The respondents were asked to indicate; the amount of funding they receive, whether the amount is sufficient for the projects. The results, as seen in the table 4.7 indicate that, 25% stated that the organization receives over $ 30,000, 38.2% indicates that the organization receives funds between $ 0 – 5,000, 32.4% indicate that the organization gets amounts from $ 15,000 – 30,000 and 4.4% indicates that the organization receives amount from $ 5,000 – 15,000. Therefore it can be concluded from the above findings that the amounts being received by the organizations were between 0-5000$ and was sufficient thus ensuring continuous running of project activities without stalling.

Table 4.7: Funding Received

<table>
<thead>
<tr>
<th>Amount in USD</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5000</td>
<td>26</td>
<td>38.2</td>
</tr>
<tr>
<td>5001-15000</td>
<td>22</td>
<td>32.4</td>
</tr>
<tr>
<td>15001-30000</td>
<td>3</td>
<td>4.4</td>
</tr>
<tr>
<td>over 30000</td>
<td>17</td>
<td>25.0</td>
</tr>
<tr>
<td>Total</td>
<td>68</td>
<td>100.0</td>
</tr>
</tbody>
</table>
4.6.3 Effects of Funding on Sustainability of Projects

The respondents were to indicate the effects of funding in their organizations whether the funds were; adequate, available to the organization on time and utilized appropriately. Table 4.8 illustrates that; those who indicated that the amount of funds available to the organization is adequate indicated a mean of 3.206 and standard deviation of .856. Respondents who indicated that the amount of funds available to the organization is available on time and is within budget with a mean of 3.25 and standard deviation of .920. Also a mean of 3.84 and standard deviation of .477 for funds available to the organization are utilized appropriately. Therefore, it can be interpreted from the above findings that funds available to the organization are utilized appropriately. The mean value for all the variables was more than 3.0. On a scale of 0-5, this mean is way above average and it affirms that funding affects project sustainability.
Table 4.8: Effects of Funding on Sustainability of Projects

<table>
<thead>
<tr>
<th>Response</th>
<th>N</th>
<th>Mean</th>
<th>Std. Error</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The amount of funds available to the organization is adequate</td>
<td>68</td>
<td>3.206</td>
<td>.1038</td>
<td>.856</td>
</tr>
<tr>
<td>The amount of funds available to the organization is available on time and is within budget</td>
<td>68</td>
<td>3.25</td>
<td>.112</td>
<td>.920</td>
</tr>
<tr>
<td>Funds available to the organization are utilized appropriately</td>
<td>68</td>
<td>3.84</td>
<td>.058</td>
<td>.477</td>
</tr>
<tr>
<td>Previous financial reporting/audits affect future funding levels</td>
<td>68</td>
<td>3.01</td>
<td>.109</td>
<td>.454</td>
</tr>
<tr>
<td>Governance and accountability affect funding levels</td>
<td>67</td>
<td>3.27</td>
<td>.025</td>
<td>.512</td>
</tr>
</tbody>
</table>

4.6.4 Summary on Funding and Project Sustainability

In summary therefore, adequate donor funding brings about sustainability of projects because it is through the availability of funds that projects are able to execute their mandate. Without sufficient funds it is not easy to maintain projects for long. Figure 4.1 summaries that indeed project sustainability can come about if funding given to the various projects is accounted for at (97 percent), utilized properly at (94 percent), is adequate at (93 percent) and is easily available at (91 percent).

Figure 4.1: Funding and Project Sustainability

![Figure 4.1: Funding and Project Sustainability](image)
4.7 Grant Management Skills and Sustainability of Projects

The second objective of the study evaluated how management skills influence project sustainability.

4.7.1 Grant Managers Skills

Respondents were asked to state the type of skills they possess that are relevant to project sustainability. Figure 4.2 shows that the respondents were equipped with project planning skills (95%), communication skills (91%), leadership skills (75%) as well as resource management skills (88%).

![Figure 4.2: Skills Possessed by Managers](image)

4.7.2 Influences of Management Skills on Project Sustainability

The respondents indicated the effects of management skills on the project sustainability as seen in table 4.9. Findings on the effects of management skills and the project manager having credibility among project team and project stakeholders generated a mean of 3.47 and standard deviation of .657. Project leadership is focused on creating a competent team to realize the project goal with mean 3.74 and standard deviation .444. Top management supports projects undertaken by the organization with a mean of 3.59 and standard deviation of .525. Presently non-governmental organizations concentrating on effective leadership as an essential achievement component to project success with mean of 3.75 and standard deviation of .469. Project managers capable of enhancing and building project spirit with a mean of 3.84 and standard deviation of .371 and that project leaders enabling project managers to learn, motivate, inspire and coach project team with a mean 3.44 and standard deviation of .557. Through this findings it can be concluded that project leaders are capable of enhancing and building project spirit because it had the highest mean 3.84
Table 4.9: Grants Management Skills

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management supports projects undertaken by the organization</td>
<td>68</td>
<td>3.47</td>
<td>.657</td>
</tr>
<tr>
<td>Project leaders have valuable skills in managing resources</td>
<td>68</td>
<td>3.74</td>
<td>.444</td>
</tr>
<tr>
<td>Presently KEMRI is concentrating on effective leadership as an essential component to project success</td>
<td>68</td>
<td>3.59</td>
<td>.525</td>
</tr>
<tr>
<td>Project management skills are capable of enhancing and building project spirit in an organization that enhances commitment to attainment of project objectives hence project success.</td>
<td>68</td>
<td>3.34</td>
<td>.725</td>
</tr>
<tr>
<td>Project management skills enables project managers learn, motivate, inspire and coach project team</td>
<td>68</td>
<td>3.75</td>
<td>.469</td>
</tr>
</tbody>
</table>

4.7.3 Summary of Findings

In summary, figure 4.3 further shows that the respondents were in agreement that project sustainability can be achieved as a result of the project team being trained on the various skills. These include; project planning skills (95%), communication skills (91%), leadership skills (75%) as well as resource management skills (88%).

4.8 Stakeholder Involvement in Grants Management and Project Sustainability

The study sought to establish the effect of stakeholder participation on project sustainability. As seen in table 4.10, majority of the respondents agree that indeed, stakeholders participation and commitment is important throughout the life cycle of projects, the project teams identifies the stakeholders and conducts a needs assessment to
factor their expectations, failure to attend to the information and concerns of stakeholders clearly leading to poor performance of projects and finally the project team designs activities geared towards meeting the stakeholders expectations. As seen in the table all the aspects of stakeholder involvement had a mean of more than 3.0 on a scale of 5. This means that the mean value was more than the average score which was 2.5, implying that majority of the respondents were in agreement that stakeholder involvement in grants management brings about project sustainability.

Table 4.10: Stakeholder Involvement in Grants Management and Project Sustainability

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std. Error</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders participation and commitment is important throughout the life cycle of projects</td>
<td>68</td>
<td>3.46</td>
<td>.087</td>
<td>.721</td>
</tr>
<tr>
<td>The project teams identifies the stakeholders and conducts a needs assessment as to factor their expectations</td>
<td>68</td>
<td>3.56</td>
<td>.079</td>
<td>.655</td>
</tr>
<tr>
<td>Failure to attend to the information and concerns of stakeholders clearly leading to poor performance of projects</td>
<td>68</td>
<td>3.81</td>
<td>.060</td>
<td>.496</td>
</tr>
<tr>
<td>The project team designs activities geared towards meeting the stakeholders expectations</td>
<td>68</td>
<td>3.65</td>
<td>.062</td>
<td>.512</td>
</tr>
</tbody>
</table>

4.8.1 Summary of Findings:
Table 4.11, presents a summary of findings with regards to the relationship between stakeholder participation and project sustainability as depicted in the regression model. The model summary in table 4.11 (a) shows that stakeholder participation contributes 60.3 percent of project sustainability performance, the remaining percent is contributed by other variables not included in the model. The findings imply that stakeholder involvement is a very essential contributor to project sustainability given that it contributes more than 50 percent.
Table 4.11: Summary of Findings

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.777</td>
<td>.603</td>
<td>.595</td>
<td>4.57088</td>
</tr>
</tbody>
</table>

As seen in table 4.11 (b), there is a positive significant relationship between stakeholder participation and project sustainability, with a beta coefficient of 0.855 and a p value of 0.00 which was significant. This implies that indeed project sustainability is largely influenced by stakeholder participation. As seen on the table it is evident that project sustainability is brought about by stakeholders taking part in grants management programs. This is because the relationship between stakeholder participation and project sustainability was very strong (greater than 0.5) on a scale of (0-1).

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>40.316</td>
<td>4.537</td>
<td>.777</td>
<td>8.885</td>
</tr>
<tr>
<td>Participation</td>
<td>.855</td>
<td>.419</td>
<td></td>
<td>8.456</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Sustainability

The findings on the table therefore affirm that stakeholder involvement is a key component when it comes to project sustainability.

4.9 Chapter Summary

This chapter presented a summary of data collected regarding demographic factors in respect of gender, designation in the organization, work experience in the organization sector or period worked with the organization, existence of the NGO and type of project implemented by the organization. Secondly, it presented descriptive statistics in terms of frequencies means and standard deviations and finally the chapter presented regression analysis with regards to how each independent variable affects sustainability of KEMRI projects.
CHAPTER FIVE

5.0 SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter provides the summary of the findings presented in chapter four, and also gives the discussions, conclusions and recommendations of the study based on the specific objectives of the study.

5.2 Summary
The study established that donor funding plays an important role when it comes to sustainability of KEMRI projects. This means that through the availability of funds those projects are able to withstand the test of time. Without sufficient funds it is not easy to maintain projects for long.

The study also established that management skills influence project sustainability of KEMRI projects. This means that project sustainability can be achieved as a result of the project team being trained on the various skills. These include: project planning skills, communication skills, leadership skills as well as resource management skills.

Through the study it has been established that stakeholder participation has a role to play when it comes to project sustainability of KEMRI projects, implying that indeed project sustainability is largely influenced by stakeholder participation.

Finally the results obtained can be summarized that most respondents involved in the study have been in the organization long enough to fully understand what goes on within their respective organizations in regards to performance factors. It was also established that the amount provided by the donors was more than enough to cater for their needs and that the funds available to the organization are utilized appropriately.

5.3 Discussion
5.3.1 Donor Funding and Project Sustainability
The findings with regards to funding and project sustainability revealed that there is a positive significant relationship between funding and project sustainability with a beta of 1.828 with the t-value at 4.895 which was significant implying that project sustainability of NGOs is largely influenced by funding.
The findings agree with Bell, Masaoka and Zimmerman (2010) who state that the fundamental goals of a nonprofit organization are to guarantee that it has sufficient funding to fulfill the project goals and objectives. A Non-governmental organization reason for survival is to ensure that the underprivileged in countries such as Kenya are supported and their lives improved by providing medical attention, education or protecting the environment. Funding success basically guarantees NGOs ability to successfully implement projects. The financial goals must be acknowledged and harmonized to ensure NGOs dream of a successful project are meet.

Blazek (2008) adds that the best of programs may fall short if monitory resources are poor; the monitory resources are accessed according to the NGOs hierarchical destinations in objectives. The top most financial solution is determined by the mission and objectives to be accomplished. However, the range of financial sources available to NGOs has decreased as international donor funding has been withdrawn and there has been replacement of this funding from local sources, be it governmental or private, which has not necessarily filled the gaps, particularly in more contentious areas, such as advocacy. Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

The findings also agree with Juli (2010) who argues that most organizations undertake projects. As such it appears that everybody may be, has, or will be involved in a project implementation. Project achievement begins with a solid knowledge of project management. This can serve as a phenomenal vehicle that point out the road to project success. Project success is like a trip with a purpose. We can compare it with an expedition or tour. In organizations many individuals who include the project manager, project team, project sponsors and customers are enthusiastic when a project is successful. According to Camilleri (2011) project success concentrates on guaranteeing that the projects conveys business benefits that were declared initially.

Finally the findings agree with a study that was carried out in the Unites states and Europe by Standish Group in 2010 showing an increase in project success rates with 37 percent of all project succeeding, this means that the projects were completed on time within budget and fulfilled the required objectives. Project success was due to the
following factors skills used, costs, methods, decisions made, influences within and outside the organizations and team work (The Standish Group international, 2010). Analysis made by the Standish Group has come to conclude that “creating and maintaining a healthy project management ecosystem will amplify the success of project” (The Standish Group international, 2008).

5.3.2 Grant Management Skills Sustainability of Projects

The findings on management skills and project sustainability revealed a positive but insignificant relationship between management skills and project sustainability, with a beta .297 with the t-value at 2.529 which was insignificant. This implies that indeed project sustainability is influenced by management skills. These findings affirm that indeed effective management as an essential achievement component (Pinto and Slevin, 2009). Crawford (2010) recommends that project leadership is a very important competent factor in project management. Leadership styles in project management to a great extent influences project performance in organizations. Research that has been done lately has shown that successful projects are headed by people who have leadership styles that inspire and motivate project team and leaders with management knowledge and technical skills.

The findings are also in line with a study carried out in America on project managers which found that 76% of projects that were successful were due to positive leadership, 67% of projects that failed were due to poor leadership. Projects are important in nature and are quick in changing their structure making leadership very challenging (Slevin and Pinto, 2011). Project managers must lead their project team towards finishing the project and attaining the set or defined goal within the lifespan of the project. Verma (2010) states that attaining the objective is the crucial test of leadership in project management. Objectives are attained through individuals, subsequently making individuals a vital asset for projects.

Additionally the core of leading others in project leadership is centered on engaging the people so as to make the circumstances and environment for successful and efficient project performance. Project leadership should assess the needs of project team and help them meet the project objectives through organizing frequent meetings and providing a suitable environment (Strider, 2012).
Finally the findings agree with a study by Shenhar (2014) who states that to achieve outstanding results and overcome gigantic obstacles, people are transformed and inspired by the visionary project leaders. The primary rule of key project leadership is to enable project managers learn, motivate, and inspire coaching the project team. An effective project leader is one that is capable of enhancing and building project spirit in an organization that enhances commitment to attainment of project objectives hence project success.

In the same regard Kloppenborg, Shriberg and Venkatraman (2013) state that project leadership is concerned in performing the following responsibilities that are performed by project leaders. First, project leaders need to constantly settle on choices as stated by changing circumstances. Second, project leaders must recognize projects main concerns and keep on demanding that these necessities be adhered to and thirdly, project leaders must correspond with key stakeholders to incorporate the project into organizations strategies and enhance project success.

5.3.3 Stakeholder Participation and Sustainability of the Projects

The findings on stakeholder participation and project sustainability revealed that there is a positive significant relationship between stakeholder participation and project sustainability, with a beta 1.855 of which the t-value at 8.456 was significant, implying that indeed project sustainability is largely influenced by stakeholder participation. The project management team must recognize key stakeholders involved in the project, their necessities and distinguish their prerequisites to guarantee success of projects in Non-governmental organizations. Key stakeholders in projects include: the project manager whose obligation is to manage the project and customers who are affected by the project because they are the beneficiaries of the project’s product; the project team given the responsibility of performing the work of the project and the sponsor who provides the funds required for the project to be implemented (Project Management Institute, 2010).

The findings also affirm that indeed there is a high degree of consensus among project managers on the need for dynamic support of stakeholders in project planning and implementation in order to guarantee high project performance. Stakeholder participation is allied to growth and advancement of projects and without them it cannot be realized (Green and Chambers, 2012). Problem identification, decision making, monitoring and evaluation, are some of the areas which stakeholders can be involved in. The beneficiaries
of a non-governmental organization need to have a say in the decision concerning projects and where possible to take part in its development and manage it on completion which can be achieved through community participation (Cernea, 2010).

Similarly as a result of the key roles that stakeholders play in project management and their varied interests and forces that impact project performance, stakeholder analysis is viewed as a credible way of dealing with the involvement of different stakeholders (Clulow, 2010). Stakeholder analysis is a methodology used for generating knowledge about people and association so as to recognize their conduct, aim, interrelations and interests and evaluating their impact and the recourses they bring to aid in better decision making for project success. In project management stakeholder analysis is utilized to expand the possibilities of project success through influencing the design, preparation and implementation of projects (Varvasovszky and Brugha, 2008).

Finally one of the fundamental challenges an organization face is the task of identifying which group of stakeholders they are responsible to (O'Riordan and Fairbrass, 2013) and the stake they hold in the issues at hand. Stakeholder hypothesis gives a suitable hypothetical skeleton to identify and prioritize stakeholders. After stakeholder identification and prioritization, the organization develops strategies on how to respond to their needs since different stakeholders regularly have diverse and negating objectives, necessities and requests (Ayuso, Rodriguez and Ricart, 2012). Preble (2010) argues that participation is one approach that has gained wide acknowledgement.

5.4 Conclusions

5.4.1 Donor Funding and Project Sustainability

The findings with regards to funding and project sustainability lead to a conclusion that there is a positive significant relationship between funding and project sustainability implying that project sustainability of KEMRI is largely influenced by funding. KEMRI requires adequate organizational support in the form of resources, knowledge and information. This has the potential to significantly improve project performance and can better inform the decision making process.

5.4.2 Management Skills and Sustainability of the Projects
The study concludes that management skills are the essence of leading others by focusing on empowering the individuals in order to create the situations and environment for effective and efficient performance. Managers are supposed to access needs of project team and help them achieve best project performance by meeting the team members frequently and by providing more empowering environment. The study also concludes that information management, providing accountability, enhanced meaningful communications with organizations that provide financial resources is important. The research findings also lead to the conclusion that, project sustainability can be achieved as a result of the project team being trained on the various skills such as project planning, communication, leadership, and resources management skills. It is imperative that the organizations should consider training its management teams on the various aforementioned skills in order to guarantee the sustainability of projects.

5.4.3 Stakeholder Participation and Sustainability of the Projects

The study concludes that stakeholder participation enhancing project sustainability at KEMRI to a great extent include providing financial, political, or other support. Stakeholder participation is a continuous process throughout the entire project life cycle. Balancing their demands, needs, and expectations is critical to the success of the project.

The research findings further lead to the conclusion that indeed, stakeholders’ participation and commitment is important throughout the life cycle of projects. The project teams should consequently identify all the stakeholders and conduct a needs assessment in order to factor in their expectations in the projects implementation schedules to avoid ill project performance. In a nutshell, the projects team design activities should be geared towards meeting the stakeholders’ expectations; as stakeholder involvement in grants management brings about projects sustainability.
5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Donor Funding and Project Sustainability
The study recommends that KEMRI should ensure that they maintain a good relationship with the donors mainly through information management, and ensuring there is accountability and meaningful communications. The researchers also recommend that, there is the need for NGOs to form bilateral partnerships with individuals who could be voluntarily willing to offer their support to the projects being undertaken. This will go a long way in helping them attract more funding, to add to what they already have.

5.5.1.2 Grant Management Skills and Sustainability of Projects
The study recommends that project managers should be equipped with the necessary project management skills through continuous training to ensure they effectively supervise the project team and activities and ensure that the performance of the project is not compromised. Additionally KEMRI should also ensure that they hire qualified project members and occasional on-job training is given to ensure their effectiveness in running and implementation of the project activities which leads to positive project sustainability.

5.5.1.3 Stakeholder Participation and Sustainability of Projects
KEMRI should ensure that stakeholders are identified before takeoff of any projects and that they are actively involved in the project activities from the very beginning to ensure that the project runs in accordance to the objectives, to harmonize the project goals and objectives with the aspirations of stakeholders which reduce dissonance levels and resistance.

5.5.2 Recommendations for Further Studies
The study recommends the need for other studies to be conducted in this area and particular considerations should also be given to other factors not included in this study. These factors include monitoring and evaluation as well as organization characteristics. Finally since this study was only focused on KEMRI, additional studies needs to consider other organizations in other sectors of the economy.
REFERENCES


USAID (2009). Environmental guidelines for small-scale activities in Africa: Chapter 16 water and sanitation.


REQUEST FOR PERMISSION TO CONDUCT RESEARCH

Dear Respondent,

I am carrying out research on Factors Influencing the Sustainability of Kemri HIV/Aids Grants Funded Projects in Kenya. This is in partial fulfillment of the requirement of the Executive Masters in Organization Development (EMOD) degree program at United States International University Africa.

The results of this study will contribute to the broad understanding on the factors affecting project sustainability.

This is an academic research and confidentiality is strictly emphasized, your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached.

Thank you in advance.

Yours sincerely,
Anne Ndegwa

USIU-Africa
APPENDIX II: QUESTIONNAIRE

SECTION A: BACKGROUND KEMRI HIV/AIDS PROJECTS

1) Gender of Respondents

Male [ ]

Female [ ]

2) Period Worked in the NGO

1. How long have you worked in the Non-governmental organization sector

   1 – 3 Years ( )
   3 – 6 years ( )

   6 – 9 years ( )
   9 – 12 years ( )

   Over 12 years ( )

3) What is your highest level of school/level completed?

   Secondary level [ ]

   Tertiary level (colleges, polytechnics) [ ]

   University [ ]

   Post Graduate [ ]

How many projects are involved in HIV/AIDS activities in KEMRI?

________________________________________________________________________

________________________________________________________________________

2) What’s the number of external donors funding the HIV/AIDS projects in KEMRI?

   Please tick appropriately (√)

   (1) 1 - 5 ( )
   (2) 6 – 10 ( )
   (3) 11 – 15 ( )

   (4) 16 - 20 ( )
   (5) More than 20 ( )
SECTION B: DONOR FUNDING AND THE SUSTAINABILITY OF THE KEMRI PROJECTS

2. How much funding does your organization receive from sources outside the county and country in Dollars?

   (1) $0 - $5,000 (          )
   (2) $5,001 - $15,000 (          )
   (3) $15,001 - 30,000 (          )
   (4) >$30,001 (          )

3. What type of organization/donor funds your projects?

<table>
<thead>
<tr>
<th>Type</th>
<th>Name of Organization</th>
<th>Period Years Funded</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Donor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Entity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (Specify)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. The table below indicates various statements on how funding affects the sustainability of KEMRI projects. To what extend do you agree with them. Please tick appropriately (√)

| Q1 | The amount of funds available to the organization is adequate |
| Q2 | The amount of funds available to the organization is available on time and is within budget |
| Q3 | Funds available to the organization are utilized appropriately |
| Q4 | The fundamental goals of a KEMRI are to guarantee that it has sufficient funding to fulfill the project goals and objectives |
| Q5 | Previous financial reporting/audits affect future funding levels |
| Q6 | Governance and accountability affect funding levels |
### SECTION C: MANAGEMENT SKILLS AND THE SUSTAINABILITY OF THE KEMRI PROJECTS

5. The table below indicated various statements on how management skills affects the sustainability of KEMRI projects. To what extend do you agree with them. Please tick appropriately (√)

| Q1 | The project manager has credibility among project team and project stakeholders |
| Q2 | Project leadership is focus on creating a competent team that will realize the project goal |
| Q3 | Top management supports projects undertaken by the organization |
| Q4 | Project leaders have valuable skills in managing resources |
| Q5 | Presently KEMRI is concentrating on effective leadership as an essential achievement component to project success |
| Q6 | Project management skills are capable of enhancing and building project spirit in an organization that enhances commitment to attainment of project objectives hence project success. |
| Q7 | Project management skills enables project managers learn, motivate, inspire and coach project team |

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree (1)</th>
<th>Agree (2)</th>
<th>Disagree (3)</th>
<th>Strongly Disagree (4)</th>
<th>Not Sure (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

49
HUMAN RESOURCES AUDIT

6. The table below assists in performing the human resource audit in the management of KEMRI HIV/AIDS projects. Please fill appropriately

Use the following coding for **Term of Service** where:

- Probation (up to six months) is 1
- 7 Months to 2 years is 2
- 3 Years to 10 Years is 3
- Greater than 10 Years is 4

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Highest Qualification</th>
<th>Other Training/Skills</th>
<th>Term of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Management:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) __________________</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii) __________________</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Health Professionals:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) __________________</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii) __________________</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Lab Technologists:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) __________________</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii) __________________</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Administration Staff:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) __________________</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii) __________________</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION D: STAKEHOLDER PARTICIPATION AND THE SUSTAINABILITY OF THE KEMRI PROJECTS

1. In the table below, list the stakeholders involved in KEMRI HIV/AIDS projects

Use the following coding to fill the **Category of Service**: 

- Funding: 1
- Morbidity/Behavioral Issues: 2
- Clinical Care: 3
- Training and Capacity Building: 4
- Others (Specify): 5

<table>
<thead>
<tr>
<th>Stakeholders Name</th>
<th>Zone</th>
<th>Date Established</th>
<th>Category of Service</th>
<th>Work in Partnership with KEMRI (Yes or No)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. How do you rate the role of the stakeholders in the success of KEMRI projects?
   Please tick appropriately (√)

   - Very important (  )
   - Important (  )
   - Not important (  )

3. In your opinion, how would you rate the level of involvement of stakeholders in your organization?

   - Adequate (  )
   - Fair (  )
   - Inadequate (  )

4. Where (Source) do you get your operational funds?
5. Is the current funding level adequate to meet your operational expenses?

Yes ( )

No ( )

6. If No, how inadequate are the funding levels a deficiency of?

Less than 25% ( )

26 – 50% ( )

51 – 75% ( )

Greater than 75% ( )

7. The table below indicated various statements on how Stakeholder participation affects the sustainability of KEMRI projects. To what extend do you agree with them. Please tick appropriately (√)

<table>
<thead>
<tr>
<th>Q1</th>
<th>Stakeholders participation and commitment is important throughout the life cycle of projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2</td>
<td>The project teams identifies the stakeholders and conducts a needs assessment as to factor their expectations</td>
</tr>
<tr>
<td>Q3</td>
<td>Failure to attend to the information and concerns of stakeholders clearly leading to poor performance of projects</td>
</tr>
<tr>
<td>Q4</td>
<td>The project team designs activities geared towards meeting the stakeholders expectations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q1</th>
<th>Strongly Agree (1)</th>
<th>Agree (2)</th>
<th>Disagree (3)</th>
<th>Strongly Disagree (4)</th>
<th>Not Sure (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td>--------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td>--------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
<td>--------------</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## APPENDIX II: WORK PLAN

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTIVITIES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identifying research topic</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal writing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reviews with supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal submission</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal presentation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corrections and amendments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data collection</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preparation of final report</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reviews with supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing and binding of the final report</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submission of project</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presentation of project</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ITEM</td>
<td>DESCRIPTION</td>
<td>AMOUNT IN KSH</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>----------------------------------</td>
<td>---------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stationery</td>
<td>4 ream of papers</td>
<td>1,600</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Duplicating</td>
<td>14,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal preparation</td>
<td></td>
<td>4,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal presentation and binding</td>
<td></td>
<td>10,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel and meals</td>
<td>Researcher</td>
<td>15,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data collection and analysis</td>
<td></td>
<td>13,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presentation of final report</td>
<td></td>
<td>6,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing and binding of the final report</td>
<td></td>
<td>4,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contingencies</td>
<td></td>
<td>8,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>75,600</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>