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Impact of Success Factors on HIV/AIDS projects performance: The case of International NGOs Operating in Ethiopia.

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A Research Project Report Submitted to Addis Ababa University Faculty of Business and Economics in the partial fulfillment of the Requirement for the Award of the Degree of Masters of Science in Total Quality Management and organizational Excellence (TQM & OE)

June, 2020

Addis Ababa

Declaration

I, the undersigned, declare that this research thesis is my original work and has not been presented for a degree in any university, and that all source of materials used for the thesis have been duly acknowledged.

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Abstract

HIV /AIDS is still the leading cause of death throughout the world especially in the developing countries. To combat this disease, the Ethiopian government has been working with INGOs. These INGOs are one of IDPs funded by international donors mainly working with poverty alleviation, health, education, agriculture, food, security, trade, private sector development and institutional capacity building in developing countries. Successful performance of these international NGOs has one in been instrumental in achieving the target of HIV/AIDS prevention program. This is determined by how well the project is managed which is a process of planning, organizing, directing, controlling and follow-ups. This study is aimed to analyze success factors and criteria in the management of HIV/AIDS projects run by international NGOs operating in Ethiopia. The study employed descriptive research design to answer the research questions self-administered semi structured questionnaires were used to collect data and analyzed using SPSS Version 20.0. The study identified five success factors for projects funded by international NGOs: clear allocation of role and function among staff and management, Implementation of monitoring and evaluation, Characteristics of health care provider, competency of professions and transparent and functional decision making procedure within the NGO. Among the five success factors identified characteristics of health care providers and Implementation of monitoring and evaluation have statistically significant relationship with success criteria. The study also ranked relevance, efficiency, effectiveness, sustainability and impact respectively as success criteria among stakeholders. Relevance is ranked first as important indicator of success criteria in all groups while variation was observed among other indicators of success criteria between government and NGO staff.

Key words: *success criteria, success factors, HIV/AIDS, international development projects*

List of Abbreviation and Acronyms

CDC	Center for Diseases Control
CHAI	Clinton Health Access Initiatives
CF	Critical Success
CSF	Critical Success Factor
FHAPCO	Federal Health HIV Prevention and Control Authority
FHI	Family Health International
FMOH	Federal Ministry of Health
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HSDP	Health Sector Development Plan
ICAP	International Center for AIDS Care and Treatment Program
IDP	International Development Project
INGO	International Non-Governmental Organization
MSH	Management Science for Health
NASCOP	National AIDS and STI Control Program
NASTAD	National Alliance of State and Territorial AIDS Directors
PMI	Project Management Institute
PSI	Population Services International
SC	Success Criteria
STI	Sexual Transmitted Infection
UNAIDS	United Nations Programme on HIV and AIDS
USAID	United States Acquired Immune Deficiency Syndrome
WHO	World Health Organization

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Chapter One: Introduction

1.1 Background of the Study

Projects are the basis for achieving a specific objective of any profitable or non-profitable organizations. The effectiveness of these projects is determined by several factors. Project Management has been identified as a part of a competitive strategy for organizations that links project success to business goals (Project Management Institute, 2014). It is designed to control company resources in a given activity within the constraints of time, cost, acceptable level of performance and good customer relations. (Kerzner, 2003).

Project management follows a specific sequence of phases which define the work to be done, the person to do the job, the milestones, and the person to approve and review the milestones as well as the control and monitoring of the milestones (Project Management Institute, 2013) This also involves finishing the project on time, within budget, meeting end product specifications, meeting customer needs and requirements and meeting management objectives (Cooke-Davies, 2002).

The definition of project success has changed over the years. Project success means different for different stakeholders, because of varying perceptions and perspectives, as to whether a project is successful or not. A project that is perceived as a success by a project manager and team members might be perceived as a failure by the client (Almamlook, 2017).

One study defines project success as related to two components; efficiency and effectiveness. The success of any project is determined by how well the project contributes to the achievement of the organization's strategic objectives (effectiveness) and how well the project has been carried out (efficiency). The effectiveness in any project is determined by how well the project contributes to the achievement of the strategic objectives of the organization and efficiency is determined by how well the project was conducted. (Patah, 2010).

One of the basic requirements for project success is effective and efficient management of critical success factors. The project manager should give priority to factors which are inputs to project management leading to project success. These critical success factors (CSF) are the core to drive execution and improve the effectiveness of project delivery (Zarina Alias et al., 2014).

Thus it is important to identify them to provide the means of tracking the value of project outcome and enable proper assessment of the fundamental aspects of the projects that must be done well to achieve the objectives of the project (The Built & Human Environment Review, Volume 2, 2009). The factors considered critical for the success of a project are not universal demanding different approach for different types of projects.

Currently one of the highly funded international development projects (IDPs) in the world is health care related projects. IDPs are defined as projects funded by international donor organizations that focus on development issue such as poverty alleviation, health, education, agriculture, food, security, trade, private sector development and institutional capacity building in developing countries. HIV/AIDS, is one of these projects, still the leading cause of death throughout the world especially in the developing countries. Since the start of the epidemic around 76.1 million people has died due to HIV or associated illnesses. Globally in 2016 there were a total of 36.7 people infected with HIV, 1.8 million being newly infected and 1 million AIDS related deaths. Of the total cases 76% were living in the sub Saharan Africa (Girum A, WassieA et al., 2018).

After it first recognition in 1984, Ethiopia like other sub Saharan countries was reported as one of the countries with a highest HIV infection . And around 280,000 people had died of AIDS in 1999. It was a greatest threat for the country development (Kalmut, 2001). It also decreases significant percentage of the population from being involved in the Economy and it was estimated to result in 1% reduction in the economic growth (Ermiyas, 2013).

Since then Ministry of Health has developed strategic plan on prevention of HIV infection and control. However the Ethiopian health structure is poorly developed to combat HIV/AIDS and this also adds lots of load on the already weak health infrastructure (USAID, 2007). For this reason the government of Ethiopia has been working with non-governmental organizations and civil society partners on HIV prevention, care and support for almost last 2 decades (USAID, 2007). It is an established fact that INGOs are a great instrument in any successful AIDS prevention program and a protracted history of involvement in the history of health and social issues (Muchuru, 2013) . They have many advantages over government sectors because of factors like rich experience working at the community level, method of operation allows cost effectiveness, act as a bridge between the community and national level and several

others (Girum A, Wassie A et al., 2018). Thus in order to achieve the global target, which is one of the highest priorities adopted by Ethiopian government, assessment of success factors and Criteria in the Management of HIV/AIDS projects would be a great deal.

1.2 Statement of the Problem

Ethiopia being one of the countries with the least developed health care infrastructure, the majority of the budget for HIV prevention and control program is covered by INGOs, communities and others (77%), whereas the government covers only 23%. This shows INGOs has undeniable significant role in the program. (Ermiyas, 2013). Like any other projects, successful achievement of the goal of HIV/AIDS INGO projects also requires to be managed well. No matter how big the budget or the idea of a project is if not properly designed or implemented it's a greater loss. (Zelalem, 2016).

Achieving desired goal of this projects are influenced by different factors like proper project design, realistic budget estimates, organizational leadership, realistic time frame, instrumental strength, presence of monitoring and evaluation system, adoption of new technology as described on previous studies in nearby countries (Joe, 2016), (Gebremedhin, Getachew et al., 2010) (Muchuru, 2013). Project management should include planning, organizing, directing, controlling and in addition motivating the most important resources, human beings so that the project achieves its goal (Zelalem, 2016).

Despite several international NGOs being involved there has been delay in the achievement of the target HIV prevalence in Ethiopia is 1.16% percent. Seven out of the nine regional states and two city administrations have HIV prevalence in epidemic level above 1 percent. Looking at HIV prevalence by region, it is highest in Gambella (4.8 %), followed by Addis Ababa (3.4%), Dire Dawa (2.5%), and Harari (2.4%) (CSA and ICF, 2018). Many factors are incriminated to affect the implementation and performance of HIV/AIDS projects. But since these international NGOs have a major role running HIV/AIDS projects giving emphasis to their effectiveness would be necessary. While majority of previous studies done in our country concentrated on local NGOs there seems to be no study done on factors affecting the performance of INGOs running HIV/AIDS projects. It is on this background that this study seeks to establish success factors and criteria in the management of HIV/AIDS projects run by international NGOs operating in Ethiopia.

1.3 Research Questions

This study is intended to answer the following questions

1. What are the factors affecting the performance of HIV/AIDS projects run by INGOS?
2. What are the perceptions of different stakeholders on success criteria of HIV projects run by INGOS?
3. What is the relationship between factors affecting the performance of HIV/AIDS projects and performance of HIV/AIDS project run by INGOS?

1.4 Objective of the Study

a) General Objectives of the Study

This study is intended to determine success factors and criteria in the management of HIV/AIDS projects run by international NGOs operating in Ethiopia.

b) Specific Objectives of the Study

The specific objectives which guide the study:

1. To determine the factors affecting the performance of HIV/AIDS projects implemented by INGOS based in Addis Ababa Ethiopia.
2. To rank success criteria of HIV/AIDS projects implemented by NGO based on the perception of different stakeholders
3. To identify the relationship between factors affecting the performance of HIV/AIDS projects and performance of HIV/AIDS project run by INGOS?

1.5 Operational Definition of Terms

Project

A project is a unique, transient endeavor, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits (Project Management Institute, 1996).

Project Management

This is the application of processes, methods, knowledge, skills and experience to achieve the project objectives (Project Management Institute, 1996).

Project Performance

Is the success level of a program based on the following criteria: relevance, effectiveness, efficiency, timeliness, impact and sustainability (Project Management Institute, 1996)

Project Procedure

Project Procedure are processes including the procurement and tendering methods and strategies to achieve the projects objective (Zarina Alias et al., 2014).

Program

A program is a group of projects managed in a coordinated way to obtain benefits not available from managing them individually; Programs have an element of ongoing operations (Project Management Institute, 1996).

Project Planning

Is a deliberate scheduling of activities from one step to another to enable achievement of a set goal that build within it a warning system to enable plan to be kept on track. (Wilson,2016).

Stakeholder Involvement

Participation from the onset of an implementation by groups of people who have an interest in or are affected by outcome of a certain intervention (Friedman and Miles, 2006)

HIV Prevalent rate

HIV prevalence is the percentage of the population living with HIV (NASCO, 2014).

Human related factor

Human related factor involve client's experience, nature of client, client's ability to brief including to make decision (Zarina Alias et al., 2014).

International Development Projects

IDPs projects funded by international donor organizations that focus on development issues such as poverty alleviation, health, education, agriculture, food security, trade, private sector development and institutional capacity building in developing countries (Diallo and Thuillier, 2004).

External Factors

External factors are external to the organization but still have an impact on project success or failure (Zarina Alias et al., 2014)

1.6 Delimitation of the Study

Even though many factors are incriminated to affect the implementation and performance of HIV/AIDS projects. The scope of this study focus on the success factors and criteria in the management of HIV/AIDS projects run by international NGOs operating in Ethiopia.

1.7 Limitations of the Study

The study was, in course of research face the following challenges; because the researcher is Employee, the issue of time and logistics of accessing the respondents was a constraint. Further, in the event that a research assistant is hired, the budget will be exceeding the estimated.

1.8 Significance/Contribution of the Study

Determining the success factors in this study will help INGO's project managers to improve program/project success; improve project planning and follow ups. It will also aid Government Health policy makers to manage the gaps and project faith outs thereby minimizing HIV prevalence rate. The study further provides valuable information in the form of feedback in the implemented projects.

Furthermore, this study will be used as an information source for other researchers.

1.9 Organization of the paper

This research project report is arranged in five (5) chapters.

The first chapter: is introduction which includes the background of study, statement of the problem, research questions, Objectives of the Study, definition of terms, delimitation of the study, limitations of the study, significance/Contribution of the study and Organization of the paper. Chapter two: covers the literature review parts which define the term of literature reference and identify conceptual framework to explore the dependent and independent variables influencing performance of HIV/AIDS projects. Chapter three: discusses the research methodology, population of interest, how to determine sample size and how the real data collected is analyzed and interpreted. Chapter four: discusses how the data will be analyzed using the various methods of correlation and regression and conclusions or interpretations reached thereafter. Chapter five: contains the conclusion, discussions of the study,

recommendations based on what was found in the study and finally provides recommendations for further research related to the study.

Chapter Two: Literature Review

2.1 Introduction

This chapter deals with provision of insight on the background of the main components of the study by exploring existing literature on similar areas. The major factors regarding the performance of HIV/AIDS projects run by international NGOs are described. The chapter has two parts: theoretical review which reviews the hypothetical standards and empirical study where studies that has been done on this topic aligned with the objective of this research were reviewed.

2.2 Theoretical Review

The concept of project success is based on cost, time and specifications. Project planning, critical success factors, stakeholder perspectives and results framework have also been used to assess project success (Jugdev et al., 2005). Project success currently is viewed from the conceptual stages of the project life cycle to close down of the project. (Goldratt, 1984), used the theory of constraints to explain organizational performance. Constraints prevent organizations and projects from maximizing performance and reaching their goals. Constraints are either external or internal and comprises of human resources, supplies, information, policies and equipment. The theory says that every system or project no matter how well it performs has at least one constraint at a time that limits its performance. According to (Lipsey, 1993), the theory is critical in transforming inputs, outputs and bad situations in projects. Other view (Rossi.2004) argued that a program consist of an organizational plan for intended services. The theory attributes project outcomes and identification of anticipated and undesired consequences (Weiss, 2003). It helps understand how the program works (Uiito, 2000). The research further utilized and the theory to help explain project performance, outputs and outcomes from project implementation (Koskela& Howell, 2002). According to (Koskela, 2000) the models of operations as flow and value generation add the consideration of time, variability and customer to the conceptualization provided by the transformation model. Planning projects adds the dimension of human activity (Johnston & Brennan 1996). Managerial execution should have two way communication and commitment (Winograd& Flores, 1986). (Shewhart and Deming, 1939) in the scientific experimentation model focuses on finding causes of deviations and acting on those causes, instead of only changing the performance level for achieving a predetermined goal in case of a deviation.

Project Management Institute(PMI) is dedicated to advancing the project management discipline and subsequently undergoes periodic revisions. It has been expanded to incorporate a Code of Ethics and eventually will include aspects of leadership. PMI solicits project management practitioners to review and provide up-to-date concepts into revisions of project management guidelines and standards. This organization sets standards, provides project management education, conducts research, and provides for professional exchange of ideas and information. It also recognizes program management as an extension to project management discipline (PMI, 2008).

2.3 Empirical Study

The project management field has originated from many different fields such as defense, construction, and engineering and it was formally became acknowledged as a separate discipline during the 1950s(Sharp et. Al., 2000).

Projects are designed to overcome development constraints, to succeed in fulfilling the demand and to execute specific objectives. (Karangwa, 2016).project management processes are commonly documented under five major process areas: initiating, planning, executing, controlling and monitoring, and closing (PMI, 2004). The success of this projects in some literatures is defined as a project which meets time, cost and quality constraints (Joe, 2016). It is affected by conditions, or variables called critical success factors (CSFs) (Milosevic and Patanakul, 2005). The main role of INGOs is based in least developed countries where there is poorly arranged civil society structure, non democratic political system and limited information flow. (Ermiyas, 2013). The performance of the projects designed by these INGOs working on HIV/AIDS will be affected by several factors as shown in previous literature. These critical success factors identified are factors in the process of project management, project procedure, human related factors and external factors like lack of defined goals, adequacy of funding, stakeholder involvement, inadequate baseline information, absence of monitoring and evaluation system, project leadership and lack of use of advanced technology (Ermiyas, 2013) and (Joe, 2016).A factor in one group can influence a factor in another group, and a combination of several factor from various groups might lead to project failure (Belassi and Tukel , 1996).This factors will explored in detail.in the next sections.4

2.4 Project Management

Project it is the process of planning, organizing, implementing and controlling to achieve a specific objectives. Project management is the application of methods, knowledge, skills and experience to achieve the project objectives (Project Management Institute, 1996). According to (Tan, 1996), its concept and techniques can be applied to any project ranging from simple task, office renovations or refurbishment to complex and complicated projects like the design and construction of an airport or hospital complex. The level of technology needed, the degree of sophistication of the tools and techniques plus the types and number of personnel involved will depend on the size and complexity or nature of the project.

Some of the factors revealed in the previous literature is described below.

2.4.1 Funding and Performance of HIV/AIDS Projects

Successful projects in HIV/AIDS projects ideally are expected to have secured funding for the whole project embedded in long period of contracts. Some of Previous studies agreed that adequate financial and non-financial resources being specifically allocated for the project should be based on information obtained from a well thought out project plan' as a success factor (Muchuru, 2013).

Secure financing should match with managing project costs and budget throughout the Project's phases to ensure that expected results and benefits are yielded within the expected resource constraints (Joe,2016). Many project funders tend to prefer financing short term specific issue projects since they have higher impact and Effective aid however they usually require core unrestricted funding over a longer period in order to empower local institutional strengthening. (Joe, 2016) and (Wilson, 2016). INGOs working in the health sector like HIV/AIDS therefore, need to develop a combination of short term and longer term projects in order to be effective (Joe, 2016) and (Muchuru, 2013).

The global health financing has undergone a revolution in the last decade with the emergence of billion-dollar global health collaborations that have been instrumental in raising financing committed for projects to make preventive and curative programs available for various ailments. Annual funding for HIV/AIDS in low-income and middle-income countries increased, funding remains far short of the estimated need. International donor commitments for HIV/AIDS are

significant, and likely to be so, well into the future. The resources for HIV/AIDS are a topic of considerable interest and debate internationally, yet little is understood about how these resources are actually being spent, and whether they are being made available as efficiently and effectively as possible for the fight against AIDS (Wilson, 2016).

2.4.2 Effective Project Planning and Performance of HIV/AIDS Projects

Planning is one of the factors affecting performance which involves setting specific objectives and follow ups of the progress toward achieving those goals (Wilson, 2016). Strategic planning is the basic tool for successful projects within the desired boundaries of time, allocated budget and quality (Joe, 2016) and (Wilson, 2016). Strategic planning provides measurement for the performance of the projects and other also put planning as tangible explanation for effective projects (Joe, 2016) and (Wilson 2016). This project performance factor has been supported by other studies that showed the process of project planning and implementation has a capacity to resolve challenges about the projects if they are well developed and involve proper technical and economic considerations. Planning helps teams achieve targets, deadlines and stay organized and focused on the goal. This also requires important well investigated baseline information for adequate project development, monitoring throughout project execution (Khang& Moe, 2008). It is very important that stakeholders or donors are convenience from the start of planning and always informed on the proceeding of the project. As part of planning health interventions including HIV/AIDS projects, stakeholders should be kept aware of project progress (Mishra, 2012).

Successful projects need to make use of limited resources while maximizing output and effectiveness. This requires meticulous planning. Even though planning seems repetitive process until we get it right, time consuming in the beginning its outcome yield minimum rework and will save the project a lot of cost and rescheduling later (Joe, 2016) and (Wilson, 2016).

The time that a planner spends preparing the plan should reflect the potential benefits of the planning activity. One of the studies regarding planning also showed that poor planning may results in budget scarcity (Hershey, 2013).

HIV prevention interventions requires a detailed framework that is goal oriented related to the actual situations and that are in line with the national HIV plan (UNAIDS, 2007).

2.4.3 Skilled Project Designers

The performance capabilities of an employee have a profound effect on the ability of an organization to effectively serve its community. Managers require skill based and knowledge-based competencies that help them be effective technicians and masters in problem solving, implementing necessary changes and ultimately getting things done. Becoming skillful requires evaluating the results from the implemented problem resolution strategies that were targeted to address specific issues that could be interfering with organizational change (Block, 2004)

2.4.4 Strong Leadership of the Organization

Constructive and functional leadership is a mandatory requirement of optimally performing and successful health programs/projects. The fact that the project has technically competent health professionals, well advanced facilities and supplies, or presence of well designed projects does not guarantee optimal project performance of health. It is surprising that in spite of the advances in project management techniques, quite a number of health-care projects still fail. The project leader's role is therefore very important in setting the road-map, leading by example influencing and motivating people for the project good and creating an enabling working environment that enables the project team address challenges in implementation. The role of the project leader in terms of managing people, resources and stakeholders therefore becomes important alongside other interactions among these factors.(Joe, 2016). According to (Villicana, 2013) the vital role of a leader is creating an atmosphere that promotes achievement of project goals and a good working environment.

2.5 Project Procedure

Project procedures are processes including the implementation and tendering methods and strategies to achieve the projects objective.

2.5.1 Stakeholder Involvement and Performance of HIV/AIDS Projects

Stakeholders are individuals or organizations that have common interest on a certain project (Friedman and Miles, 2006). They are actively involved in a project or whose interest may be affected as a result of project execution or project completion and may as well exert influence over the projects objective and outcome (Carol Cohen & Palmer, 2004). One way to help satisfy

stakeholder concerns and promote transparency is to involve stakeholders in monitoring and implementation of the projects. Participatory monitoring also tends to strengthen the link between the project and its stakeholders (Flanagan & Norman, 2003)

2.5.2 Monitoring and Evaluation Practices and Project Implementation

Monitoring is the routine process of data collection and measurement of progress toward program objectives. It is a systematic way and analysis of information to follow up progress of a project against set plans and check compliance to established decisions. This information also represents an important and necessary data for analysis, discussion, evaluation and reporting. According to (Gebremedhin, Getachew, & Amha, 2010). Monitoring involves the collection of routine data that measures progress towards achieving project/program/policy objectives. It is used to track changes in the intervention performance over time. On the other hand, Evaluation Is the episodic assessment of the change in targeted results that can be attributed to the program or project intervention. Challenge to link a particular outcome, or impact directly to an intervention after a period of time has passed.

Monitoring and evaluation activity for each project contribute several purposes. In the availability of effective monitoring and evaluation system, it will be known whether the intended results are being achieved as planned or not, what kind of action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards human development. Good planning and designs alone do not ensure results. Progress towards achieving results needs to be monitored in order to enhance project performance.

2.5.3 Adoption of Information Technology on Project Implementation

Project management software is one of the advanced technologies that aid implementation of projects tremendously. Some researchers agreed that most often high performing organization are having information technology tools that provide the capacity to monitor and control risks, issues, and finances. They also are significantly helpful in execution of project plans, program/project management, and enhance performance of management. It also gives information on the availability of resource (Joe, 2016).

Utilization of information communication technology by international NGO can be supported and facilitated by identifying inhibiting factors and pursuing a program of technology adoption,

organizational change and people development to achieve effective project implementation (Muchuru, 2013).

2.6 External Factor

This consists of factors which are external to the organization but still have an impact on project success or failure. A number of environmental factors, such as political, economic, and social, as well as factors related to the advances in technology or even factors related to nature affect project performance, either positively or negatively (Zarina Alias et al., 2014).

2.6.1 Relationship with Donor Agencies

There is a necessity for development of elaborate communication plan as a set of protocols stating what information is shared with donors, how it is shared and who in the organization manages the interaction with donors. Effective communication with the donors presents implementing organization as reliable and trusted partner. Donors may become both an important advocate for your organization and instrumental in sustaining its long-term financial health. Building strong relationship through open two-way communication is the key for survival of projects. Donors need to be satisfied with the recipient organization performance for them to remain committed in support (FHI 360, 2011).

Part of maintaining consistency is to understand the expectations that have been established with long-time donors, the expectations of those who recently began supporting the organization, and the goals and limitations of organization to meet expectations while guiding expectations for the future (Karen, 2012).

2.6.2 Relationship with Government Offices Involved

As both the donors and government are involved in INGOs there are cases of conflicting policies especially where changes need to be effected and setting priorities. Unlike the donors, governments are slow in decision-making due to wide line of hierarchy for consultation required. Many recipient governments are supremely critical of the role that donors play in their health policy to the detriment of development and quality outcomes. Governments may not be able to make an independent policy regarding HIV/AIDS management (Oomman, Rosenzweig, and Bernstein, 2010).

Sometimes donors may require special teams to be formed by the recipient government to specifically manage the fund or the projects and some government may be reluctant resulting in a conflict. The other challenge is governments of developing countries faced with competing demands on their budgets and sometimes shift resources away from projects for which donors are providing funding. Diverting such funds make it harder to run funded program in future, this is because donors will tend to limit the amount of fund and keenly monitor the programs being implemented (Bernstein and Sessions, 2007) (Farag, Nandakumar, Wallack, Gaumer, and Hodgkin, 2009). In contrast to the above argument, the recipient government could argue fungibility may not be so bad for development as reallocation of funds may lead to more productive expenditures; citing that the spending decisions should really belong to the recipient country (Jones, 2005).

On the other hand local organizations are influenced by the donor's policy with less consideration of the communities and government input in their design and implementation. This was seen prominently with projects that had less economic orientation such as peace and human rights and these were less likely to gain local ownership and were less sustainable (Christopher, 2010).

Strategic approach to HIV/AIDS developed in a participatory manner .This includes appropriate financial management procedures, commitment to transferring funds to multiple sources including directly to communities, civil society, and the private sector and agreement by the government to use NGOs as one of its implementing agents for the World Bank Multi-Country AIDS Program funds (Bernstein and Sessions, 2007).

2.7 Conceptual Framework

The Figure below shows conceptual framework that had major variables and their influence on each other. Conceptual framework clarifies relationship among independent and dependent variables. This study is intended to find out the factors project management; project procedure; human related factor and other external factor affect the performance of HIV/ADIS service.

Conceptual Framework

Independent Variable

(Impact of Success Factor)

Dependent Variable

(project performance)

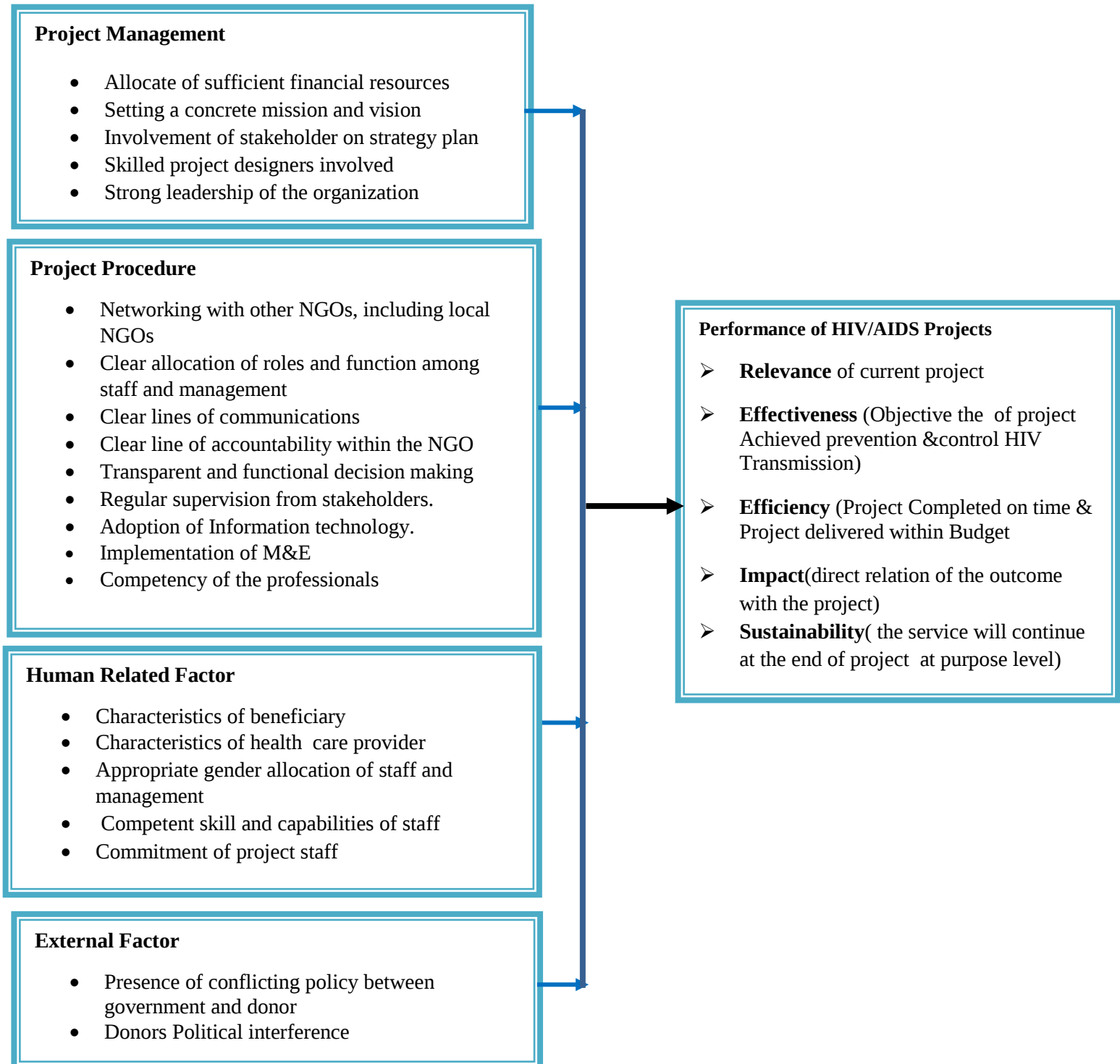


Figure 1: Conceptual Framework

Chapter Three: Research Design and Methodology

3.1 Study Area and Period

There are various International **NGO** in **Ethiopia**. While some of these Non Governmental Organization in Ethiopia are fund owned and managed by Internationally recognized Organizations. There are around 10 INGOs currently registered and implementing HIV/AIDS projects located in A.A. which are included in this study. The study was conducted from Jan 1, 2019 to June 30, 2019.

3.2 Study Design

Cross sectional descriptive study design was utilized. The research was carried out by applying inductive and deductive approaches in order to come up with satisfactory conclusion. The deductive approach of the research was revealed in the usage of the theoretical framework as a spring board for the questionnaire that was administered. The inductive approach was seen at the focus of the research on the context of performances of HIV/AIDS projects services.

This research used mixed style of study: exploratory and explanatory. Explanatory route which is practical for the purpose of “clarifying the understanding of a problem” (Robson, 2002) cited by (Saunders, Lewis, P. and Thom hill, A; 139, 2009) was applied to clarify the quality problems of the International Non-Governmental Organizations operating in Ethiopia as well as to explore the practice and the challenges of the HIV/AIDS project performances. The exploratory feature was applied to study the relationship of the success factors and of success criteria in the management of HIV/AIDS project.

The strategy which was applied in this study was survey. The survey method was chosen by the researcher because of its popularity as a means of gathering much data in a cost-effective way (Saunders et al, 2009). Therefore, semi structured questionnaire was administered as a survey instruments for study participants.

The semi structured questionnaire was conducted among the project managers, staffs and other stakeholders and came up with the current practices and challenges of the success criteria in the area of HIV/AIDS project performances.

3.3 Source Population

According to the federal minister of health (FMOH) of Ethiopia, currently there are ten International Non-Governmental Organizations which are supporting the HIV/AIDS counseling and testing, and care and treatment services; such as PSI, HOPE, ICAP, NASTSD, FHI, JHPIEGO, WORLD VISION, MSH, CHAI and CDC-Ethiopia. Therefore, the source population of this study was all responsible bodies from project managers, project coordinators, project focal persons, monitoring and evaluation and other Supportive staffs in HIV/AIDS projects implemented by INGOs operating in Ethiopia. The other stakeholders are concerned government organizations working on HIV/AIDS which are the 6 federal hospitals namely Black lion, Snt.paul, Alert Hospital, Snt. Peter, Armed Force, FedralPolice, and 2 office MOH, Addis Ababa Health Biro. The population size is not known since there is no records of employees but all representative are working on HIV/ADIS prevention and care and treatment.

For this reason the investigator used purposive sampling.

3.4 Sampling Design

3.4.1 Sampling Technique

The population size is not known since there is no records of employees but responsible bodies from project managers, project coordinators, project focal persons, monitoring and evaluation and other Supportive staffs in HIV/AIDS projects implemented by INGOs operating in Ethiopia were included. For this reason the investigator used purposive sampling.

For this study the investigator take a total of 127 Sample based on the information they can have, therefore the purposive sampling technique was applied.

3.5 Data Collection Methods

The study used close and open ended questionnaires to collect data. This method was selected to avoid bias of the interviewer, respondents have adequate time to answer well and large samples could be used so that the results could be made more dependable and reliable.

Close ended questionnaires are known to offer increased respondent rate and are easily coded and analyzed.

The respondents were assured of confidentiality of information collected. The questionnaires had a section to capture the respondents' general information which included the respondent

demographic information and a section that explore on success factors that affect the performance of HIV/AIDS programs in in Ethiopia. The researcher delivered the questionnaires to the respondents and picks them later after the respondent has responded.

3.6 Research Procedure

The researcher hand out the questionnaires to the respondents in person. Each respondent received the same set of questions in exactly the same way. The questionnaires were also attached to a cover letter from the researcher explaining the purpose of the study. The respondents were informed that all responses were anonymous and confidential and that data and findings would be reported in a way that does not identify a particular response with any given respondent.

3.7 Validity of Research Instrument

Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested. To enhance validity of the instruments, the questionnaire was reviewed with the help of the supervisors on its relevance to the topic under study.

3.8 Reliability of Research Instrument

To enhance reliability of the data collected the researcher was employ split-half technique. This method estimates internal consistency by dividing the scale into halves, and then correlating the scores on these two halves. A high correlation indicates that the two sets yield consistent information.

3.9 Methods of Data Analysis

For this study, both qualitative and quantitative techniques were used. Data collected by use of the questionnaire was initially thoroughly edited and checked for completeness and comprehensibility; summarized; coded for easy classification and tabulated. The tabulated quantitative data was then analyzed by using SPSS Software version 20 which facilitated the establishment of patterns, trends and relationships using both descriptive and inferential statistics such as frequencies, percentages, means, correlation and regression respectively to see the relationship between independent and dependent variables making it easier for the researcher to understand and interpret the implications of the study. Correlation analysis helped in detecting any significance concerning which factors are related to one another, while regression analysis

helped in modeling the relationships among the variables and in testing the relationships between the variables (Montgomery, 2007).

3.10 Ethical Considerations

Due to the sensitivity of the information collected on implementation of HIV/AIDS projects, the researcher ensures that the information will be handled carefully and treated with utmost confidentiality. The researcher didn't require the respondents to indicate their names anywhere in the questionnaire. Also the researcher will not force the respondents to give out information.

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Chapter Four: Data Analysis, Interpretation and Discussion

4.1 Introduction

These chapters include data analysis, interpretation and discussions. Summary section shows the objective of the study, research questions, the methodology and the findings from the research. The discussion section gives a detailed report of the research questions of the study

4.2 Reliability Test

Prior to running the analysis of the data, we have checked the reliability of the data collection tool by using the reliability test through SPSS. The test was run for 46 items of the research questions and the final value for Cronbach's Alpha based on standardized item is 84.8%. According to (Mugeda and Mugeda, 2003) a reliability test of 75% is acceptable.

Table 4.1. Cronbach's reliability test table

Cronbach's Alpha	Cronbach's Alpha based on standardized item	Number of items
0.851	0.848	46

4.3 Response Rate

The research questionnaires were distributed for 127 study participants, out of which 108 were received back and after discarding questionnaires with missing data 106 were complete and usable representing (83%).

Table 4.2: Response Rate

	Questionnaires administered	Questionnaires filled & Returned	Questionnaires cleared	Percentage
Respondents	127	108	106	83%

This section of the study describes demographic profile of the respondent like organizational type, age category, gender, duration of service and educational background.

4.4 Employment Type

According to the employment type the participants are categorized in two groups .Results from data relating to the factor are presented in Table 4.3.

Table 4.3: Employment Type

Employment type	Frequency	Percent	Valid Percent	Cumulative Percent
Project Staff	59	55.7	55.7	55.7
None project staff	47	44.3	44.3	100.0
Total	106	100.0	100.0	

From the total study participants regarding their employment status more than half of the participants were project staff 59 (55.7%) and the reaming 47 (44.3%) of them were non project staffs.

4.5 Current Working Position

The current working position of employee accosted in project staff and non project staff which a broad knowledge of an entity. Given this and to enhance chances of study success participants were asked to include their length of service in the entity. Results from data relating to the factor are analyzed in Table 4.4

Table 4.4: Current Work Position

Working position	Frequency	Percent	Valid Percent	Cumulative Percent
Project Director	6	5.7	5.7	5.7
Program coordinator	17	16.0	16.0	21.7
Program focal person	59	55.7	55.7	77.4
M & E Staff	18	17.0	17.0	94.3
Laboratory Staff	4	3.8	3.8	98.1
Finance Staff	2	1.9	1.9	100.0
Total	106	100.0	100.0	

Concerning the working position of the study participants over fifty percent(55.7%) of them were program focal, 17.0%, 16.0%, 5.7%, 3.8% and 1.9% of them were monitoring and evaluations, program coordinators, project directors, laboratory and finance staffs respectively (see table 4.4).

4.6 Age Category

Respondents from different age groups are always assumed to hold varied opinion on the same issue. With the aim of ensuring and capturing a broad range of opinions in this study, Participants were politely asked to include the participant's age bracket. Results from data relating to the factor are analyzed in. Table 4.5

Table 4.5: Age Category

Age	Frequency	Percent	Valid Percent	Cumulative Percent
21-25 years	2	1.9	1.9	1.9
26-30 years	12	11.3	11.3	13.2
31-35 years	25	23.6	23.6	36.8
36-40 years	31	29.2	29.2	66.0
41-45 years	23	21.7	21.7	87.7
46-50 years	7	6.6	6.6	94.3
51-55 years	5	4.7	4.7	99.1
>55 years	1	.9	.9	.9
Total	106	100.0	100.0	100.0

Analysis of the data collected shows the respondents accounting for 29.2 % were within the age range of between 36-40 years, 23.6% of the respondent were in the age range of 31-35 years, 21.7% of the respondent were 41-45 years and Only 0.9% of respondent were >55 years and this shows majority of the respondents are young adults.

4.7 Educational Background

The respondent of education background was asked as part of general information to find out respondents' knowledge and aptitude in providing meaningful responses to the questionnaire part. Results from data relating to the factor are analyzed in Table 4.6

Table 4.6: Educational Background

Educational background	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	3	2.8	2.8	2.8
Bachelorette degree	64	60.4	60.4	63.2
Post graduate	39	36.8	36.8	100.0
Total	106	100.0	100.0	

Analysis of information gathered on the educational levels showed 60.4% have Bachelorette degree, 36.8% have post graduate degree and only 2.8% of participants have diploma graduate. This implies that the participants are able to understand and respond accordingly.

4.8 Service Year

Duration of service in a position is often related with wide knowledge of the goings on and operations of an organization. To identify and give a chance of study success participants were asked to include their extent of service in the entity. Results from data relating to the factor are analyzed in Table 4.7

Table 4.7: Service Year

Service year	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	64	60.4	60.4	60.4
6-10 ears	21	19.8	19.8	80.2
11-15 years	17	16.0	16.0	96.2
>=16 years	4	3.8	3.8	100.0
Total	106	100.0	100.0	

The study distinguished that participants representing by 60.4 % had worked for 1 to 5years, 19.8% of the respondents had worked for more than 6 to10 years, 16 % of the respondents had been in service for a period of 11 to15 years, while 3.8% of the respondents had worked for a period of above 16 years. This may imply that around 39.6% study participants had been at the organization for more than 5 years which is adequate length of time and the rest for more than

1year which is a considerable length so that they are in a comfortable situation to provide reliable information related to the study.

4.9 Gender Distribution

The study also wanted to found and organize the participant's gender category. This ensure that persons from both genders were independently involved in coming up with results of study. Results from data relating to the factor are analyzed in Table 4.8

Table 4.8: Gender Distribution

Gender of the study participants	Frequency	Percent	Valid Percent	Cumulative Percent
Male	60	56.6	56.6	56.6
Female	46	43.4	43.4	100.0
Total	106	100.0	100.0	

Results obtained showed that 56.6% were Male whereas 43.4% were Female. This may show that HIV/AIDS related projects in Ethiopia might be partially dominated by the male gender.

4.10 Project Management

4.10.1 Sufficient Financial Resource

The study sought to find if these organizations have adequate funding for HIV /AIDS projects included in the study and the results obtained are presented in the Table 4.9, and based on this issue over half, 58(54.7%), of the study participants responded that the organization have sufficient financial resource to run the HIV/AIDS project.

Table 4.9: Does your organization have a sufficient financial resource?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	58	54.7	54.7	54.7
No	48	45.3	45.3	100.0
Total	106	100.0	100.0	

4.10.2 Strategic Planning

Regarding the strategic planning towards the HIV/AIDS project majority of the study participants responded that the organization have strategic plan, and only 11.3% of the study participants responded as no strategic plan (see table 4.10 for the detail).

Table 4.10: Does your Organization have Strategic Planning

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	94	88.7	88.7	88.7
No	12	11.3	11.3	100.0
Total	106	100.0	100.0	

As shown in the table significant majority of the participants (88.7%) agreed that the HIV/AIDS projects implemented by these INGOs have strategic planning while the remaining 11.7 % indicated these projects have no strategic planning.

4.10.3 Clear Mission and Vision

This sub-section evaluates if these INGOs have strategic planning for their HIV /AIDS projects on Table 4.11

Table 4.11: Does your Organization have Clear Mission and Vision

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	96	88.9	88.9	88.9
No	12	11.1	11.1	100.0
Total	108	100.0	100.0	

As shown in the table significant majority of the participants 88.9% agreed that the HIV/AIDS projects implemented by these INGOs have a clear mission and vision while the remaining 11.1% indicated these projects have no organizational mission and Vision.

4.10.4 Skilled Profession

This study sought to assess if this projects are run by skilled profession and the results are shown in the Table 4.12

Table 4.12: Does your Organization have Skilled Professional

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	89	84.0	84.0	84.0
No	17	16.0	16.0	100.0
Total	106	100.0	100.0	

The result obtained show majority of these projects are run by skilled professions 84% whereas the remaining 16% are not.

4.10.5 Strong Leadership

This section evaluates if this projects have strong leadership in the Table 4.13

Table 4.13: Does your Organization have Strong Leadership

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	88	83.0	83.0	83.0
No	18	17.0	17.0	100.0
Total	106	100.0	100.0	

The outcome shows most of the INGOs have strong leadership 83% while some lack strong leadership in their organization 17%

4.10.6 Perceived Importance of Project Management Factors on the Performance of HIV/AIDS

The study also investigates to establish the magnitude with which participants agreed with the following statements about critical success factors on successful implementation of HIV/AIDS projects.

The level of agreement to the statement below were indicated using a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

Table 4.14 Project Management

Suggested success factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation	Rank
Regarding project management								
Financial resources allocated to project influence the performance of the project	1.9	1.9	7.5	43.4	45.3	4.28	0.83	15
Setting concrete mission and vision of the projects by the stakeholder influence the performance of the project	0.0	4.7	7.5	52.8	34.9	4.18	0.76	19
Strategic planning of project by stakeholder influence the performance of the project	0.9	1.9	9.4	46.2	41.5	4.25	0.78	16
Involvement of skilled project designers influence the performance of the project	2.8	1.9	7.5	34.0	53.8	4.34	0.91	11
Strong leadership of the organization influence the performance of the project	3.8	2.8	3.8	39.6	50.0	4.29	0.95	14

As seen in the table, Regarding influence of setting concrete mission and vision of projects by the stake holders on the performance of HIV/AIDS projects, a significant majority 87.7% of the participants agreed this factor has influence on the performance while 7.4% disagree and 7.5% were neutral, none of the participants strongly disagree and the value of mean=4.18 & SD=0.76. Majority of the respondents representing 87.7% thought that strategic planning influenced the performance of HIV/AIDS projects whereas 3.8% don't agree and 9.4% were neutral indicating that strategic planning influenced the performance of HIV/AIDS projects funded by INGO with value of mean=4.25 & SD=0.78. Concerning the influence of financial resources allocated on performance of HIV/AIDS projects, majority of the participants were in agreement 88.9% on its influence, the rest was either neutral 7.5% or don't agree 3.8% with mean =4.28 and SD=0.83.

The findings on the study showed majorities 87.8% opinion is involvement of skilled project designers influence the performance of HIV/AIDS projects and 7.5% were neutral. 4.7% of participants don't think this factor has influence in the performance (mean=4.34 & SD=0.91).

Most of the respondents 89.6% agreed on the statement that strong leadership of the organization influence the performance of HIV/AIDS projects and 6.6% didn't agree and 3.8% were neutral with the value of mean=4.29 and SD).

4.10.7 Establish the magnitude of project management influence of the CSF on the performance of HIV AIDS

This study also aimed to establish the magnitude of influence of the CSF on the performance of HIV/AIDS projects. The extents of the influence of each factor were indicated below using a scale from the lowest of to a very low extent to a higher a very great extent.

Based on this study, over half (53%) of the respondents believed to a very great extent level that a project management having a strong leadership of the organization influence the performance of HIV/AIDS projects and only 3(2.8%) of them agreed to a very low extent; setting concrete mission and vision of projects by the stakeholders influence the performance of HIV/AIDS projects (see the detail in table 4.15).

Table 4.15 Degree of Extent on Project Management

Project Management	To a very great extent	To a great extent	To a moderate extent	To a low extent	To a very low extent
Setting concrete mission and vision of projects by the stakeholder influence the performance of HIV/AIDS projects	33.3% (35)	42.5% (45)	17% (18)	4.7% (5)	2.8% (3)
Strategic planning of projects by the stakeholder influence the performance of HIV/AIDS projects	50.9% (54)	32.1% (34)	8.5% (9)	4.7% (5)	3.8% (4)
Financial resources allocated to a project influence the performance of HIV/AIDS related projects	44.3% (47)	36.8% (39)	8.5% (9)	5.7% (6)	4.7% (5)
Involvement of skilled project designers influence the performance of HIV/AIDS projects	49.1% (52)	37.7% (40)	4.7% (5)	3.8% (4)	4.7% (5)
Strong leadership of the organization influence the performance of HIV/AIDS projects	50% (53)	36.8% (38)	6.6% (7)	1.9% (2)	5.7% (6)

4.11 Project Procedure

4.11.1 Networks with other Local and INGO

The study sought to determine whether this HIV/AIDS projects have networks with other local and INGO. Results from data are analyzed in Table 4.16

Table 4.16: Does your Organization Network with other NGO

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	65	61.3	61.3	61.3
No	41	38.7	38.7	100.0
Total	106	100.0	100.0	

Results obtained from the findings showed that, organizations representing by 61.3% have networks with other local and INGO whereas 38.7% indicated otherwise. This implies that more than 1/3 of the organizations don't have networks with other local and INGOs.

4.11.2 Clear Allocation of Roles and Function among Staff and Management

The research sought to reveal whether there is clear allocation of roles and function among staff and management as shown in Table 4.17

Table 4.17: Is there Clear Allocation of Roles and Function among Staff and Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	87	82.1	82.1	82.1
	No	19	17.9	17.9	100.0
	Total	106	100.0	100.0	

This domain of the study indicates most 82.2% organizations have clear allocation of roles and function among staff and management for their HIV/AIDS projects while some 17.9% of them don't have.

4.11.3 Clear Lines of Communication within the NGO

This study also questions the presence of clear lines of communication within the NGO and results are described in the table below in Table 4.18

Table 4.18: Is there a Clear Line of Communication within the NGO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	79	74.5	74.5	74.5
	No	27	25.5	25.5	100.0
	Total	106	100.0	100.0	

74.5% of the HIV/AIDS projects funded by INGOs involved in the study claims to have clear line of communication within the INGO while others don't.

4.11.4 Clear Lines of Accountability within the NGO

This study also sought to answer if there is a clear line of accountability within the NGOs findings are described in the Table 4.19

Table 4.19: Clear line of Accountability

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	70	66.0	66.0	66.0
No	36	34.0	34.0	100.0
Total	106	100.0	100.0	

Most of the participants 66% response in this study shows that there is clear line of accountability within the organizations while around 1/3 don't have.

4.11.5 Transparent and Functional Decision Making Procedures within the NGO

The study also sought to know if these organizations have transparent and functional decision making procedures within the NGO in the Table 4.20

Table 4.20: Are there Transparent and Functional Decision Making Procedure

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	65	61.3	61.3	61.3
No	41	38.7	38.7	100.0
Total	106	100.0	100.0	

According to the study more than third of (38.7%) of the organizations don't have transparent and functional decision making procedures within the organization.

4.11.6 Regular Supervision from Stakeholders

The study also sought to know if these organizations have regular supportive supervision from stakeholders the NGO in the Table 4.21

Table 4.21: Is there a Regular Supervision from Stakeholder

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	68	64.2	64.2	64.2
No	38	35.8	35.8	100.0
Total	106	100.0	100.0	

This study found out that 64.2% of the HIV/AIDS projects funded by INGOs have regular supervision from stakeholders while 35.8% of them don't have regular supervision.

4.11.7 Access of Information Technology Facilities

The study also searched to answer the presence of access of information technology facilities in the NGOs in the Table 4.22

Table 4.22: Is there Access of Information Technology Facilitates

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	83	78.3	78.3	78.3
No	23	21.7	21.7	100.0
Total	106	100.0	100.0	

The study results reveals 78.3% of the projects have access of information technology facilities within the NGO while 21.7% lack access to information technology facility.

4.11.8 Monitoring and Evaluation Procedures

The study sought to establish the presence of Monitoring and evaluation procedures for HIV/AIDS projects funded by INGOS included in the study in the Table 4.23

Table 4.23: Does your Organization have Monitoring and Evaluation Procedure

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	85	80.2	80.2	80.2
No	21	19.8	19.8	100.0
Total	106	100.0	100.0	

The research findings above shows 80.2% of the NGOs have monitoring and evaluation procedures and 19.8% don't have .this indicates majority of the HIV/AIDS projects included in the study are being evaluated and monitored.

4.11.9 Perceived of Project procedure Factors on the Performance of HIV/AIDS

The study also sought to establish the magnitude with which participants agreed with the following statements about critical success factors of project procedures on successful implementation of HIV/AIDS projects. The level of agreement to the statement below 4.24.

Table 4.24: Project Procedure

Suggested success factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation	Rank
<i>Regarding Project Procedure</i>								
Networking with other NGOs influence the performance of the project	0.9	1.9	7.5	45.3	44.3	4.30	0.77	12
Clear allocation of roles and function among staff and management influence the performance of the project	0.0	0.0	4.7	34.0	61.3	4.57	0.58	1
Clear lines of communications within the NGO influence the performance of the project	0.0	3.8	5.7	58.5	32.1	4.29	0.70	13
Clear lines of accountability within the NGOs influence the performance of the project	0.0	2.8	5.7	56.6	34.9	4.24	0.68	17
Transparent and functional decision making procedure of the management influence the performance of the project	0.0	1.9	3.8	39.6	54.7	4.47	0.66	5
Regular supervision from stakeholders influence the performance of the project	0.0	3.8	7.5	37.7	50.9	4.36	0.78	8
Adoption of Information technology influence the performance of the project	0.9	2.8	7.5	38.7	50.0	4.34	0.81	10
Implementation of M&E influence the performance of the project	0.0	1.9	3.8	34.0	60.4	4.53	0.66	2
Competency of the professionals influence the performance of the project	0.0	1.9	4.7	37.7	55.7	4.47	0.67	4

The above findings show that most 89.6% of the participants agreed that Networking with other NGOs influence the performance of HIV/AIDS projects where as 7.5% of them were neutral

only 2.8 %of them didn't agree this factor has influence on performance (mean=4.3 & SD =0.77).

Concerning influence of clear allocation of roles and function among staff and management on the performance of HIV/AIDS projects none of the participants disagree on in its influence but 4.7 % were neutral and majority 95.3% agreed it has influence on the performance of HIV/AIDS projects (mean=4.57 & SD =0.58).

The result about the relationship between clear Lines of communication within the NGO and its influence on the performance of HIV/AIDS projects reveals few percentage 3.8% of the participant didn't agree whereas majority were in agreement 90.6% and 5.7% were neutral and (mean=4.29 & SD =0.7).

About the statement which states that Clear lines of accountability within the influence the performance of HIV/AIDS projects majority were in agreement 90% , 5.7% were neutral and 2.8% didn't agree (mean=4.24 & SD =0.68).

About 94.3% of the participants agreed transparent and functional decision making procedures within the NGO influence the performance of HIV/AIDS projects and 3.8% were neutral and 1.9% didn't agree(mean=4.47 & SD =0.65).

Similar to the findings of the above factors majority (94.4%) of the participants also agree that implementation of M&E influence the performance of HIV/AIDS related projects while few of them(1.9%) didn't agree 3.8% were neutral(mean=4.53 & SD =0.66).

88.6% of the participants agreed that regular supervision from stakeholders influence the performance of HIV/AIDS projects and 7.5% were neutral and 3.8 % didn't agree on its influence(mean=4.36& SD =0.78).

Regarding the influence of Adoption of information technology (use of computers, Internets for reporting, documentation etc...) on the performance of HIV/AIDS projects 88.7% were in agreement ,7.5% were neutral and 0.9% didn't agree(mean=4.34 & SD =0.81).

Influence of Competency of professions (healthcare providers, managers, project designers, clerks, supportive staff) on the performance of HIV/AIDS projects was agreed upon by the majority(93.4%),4.7 % were neutral and 1.9% disagree (mean=4.47 & SD =0.67).

The overall findings from the results discussed above show majority of the participants from the HIV/AIDS projects funded by INGOs agree the factors listed above influence the performance of these projects.

4.11.10 Magnitude of Project Procedures Influence of the CSF

This study also aimed to establish the magnitude of influence of project procedure factors on the performance of HIV/AIDS projects. The extent of the influence of each factor was indicated the below

Regarding the project procedure half of the participants agree at the degree level of great extent with the clear lines of communication with the performance of HIV/AIDS projects and equal number of participants(4) were agree to a low and very low extent for clear line of communication.

Table 4.25: Degree of Extent on Project Procedure

Project procedures	To a very great extent	To a great extent	To a moderate extent	To a low extent	To a very low extent
Networking with other NGOs influence the performance of HIV/AIDS projects	34% (36)	44.3% (47)	13.2% (14)	3.8% (4)	4.7% (5)
clear allocation of roles and function among staff and management influence the performance of HIV/AIDS projects	35.8% (38)	44.3% (47)	12.3% (13)	1.9% (2)	5.7% (6)
Clear lines of communication within the influence the performance of HIV/AIDS projects	27.4% (29)	50% (53)	13.2% (14)	4.7% (5)	4.7% (5)
clear lines of accountability within the influence the performance of HIV/AIDS projects	34.9% (37)	47.2% (50)	7.5% (8)	3.8% (4)	6.6% (7)
transparent and functional decision making procedures within the NGO influence the performance of HIV/AIDS projects	38.7% (41)	40.6% (43)	13.2% (14)	1.9% (2)	5.7% (6)
Implementation of M&E influence the performance of HIV/AIDS related projects(adequate evaluation of progress of the projects, timely reports, dissemination of findings)	41.5% (44)	39.6 % (42)	7.5% (8)	3.8% (4)	7.5% (8)
regular supervision from stakeholders influence the performance of HIV/AIDS projects	31.1% (33)	46.2% (49)	10.4% (11)	6.6% (7)	5.7% (6)
Adoption of information technology(use of computers ,internets for reporting ,documentation etc...) influence the performance of HIV/AIDS projects	35.8% (38)	39.6% (42)	11.3% (12)	6.6% (7)	6.6% (7)

The findings obtained from the research show that most of the participants in the study agreed to a great extent that networking with other NGOs influence the performance of HIV/AIDS projects (78.3%),clear allocation of roles and function among staff and management influence the performance of HIV/AIDS projects (80.1%), Clear lines of communication within the influence the performance of HIV/AIDS projects (77.4%), clear lines of accountability within

the influence the performance of HIV/AIDS projects (82.1%) , transparent and functional decision making procedures within the NGO influence the performance of HIV/AIDS projects (79.3%), Implementation of M&E influence the performance of HIV/AIDS related projects(adequate evaluation of progress of the projects, timely reports, dissemination of findings) (81.1%), regular supervision from stakeholders influence the performance of HIV/AIDS projects (77.3% ,Adoption of information technology(use of computers ,Internets for reporting ,documentation etc...) influence the performance of HIV/AIDS projects (75.4%).

4.12 Human Related Factors

4.12.1 Importance of Human Related Factor

The study also sought to establish if human related factors influence the performance of HIV/AIDS projects. The level of agreement of the participants were indicated using the below table 4.26.

Table 4.26 Human Related Factor

Suggested success factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation	Rank
<i>Regarding Human related Factor</i>								
Characteristics of beneficiary influence the performance of the project	1.9	0.9	12.3	47.2	37.7	4.18	0.82	18
Characteristics of healthcare providers influence the performance of the project	0.9	0.9	3.8	37.7	56.6	4.48	0.70	3
Appropriate gender allocation of staff and management	1.9	2.8	17.0	39.6	38.7	4.10	0.91	20
Presence of competent skill and capabilities influence the performance of HIV/AIDS projects	0.9	0.0	5.7	46.2	47.2	4.39	0.68	6
Commitment of project staff influence the performance of the project	3.8	7.5	10.4	38.7	39.6	4.37	0.73	7

Based on research findings data, majority (84.9%) of those that participated agreed that Characteristics of the beneficiary (PLWHIV) (acceptance, adherence, gender, Socioeconomic status) influence the performance of HIV/AIDS projects while 12.3 % were neutral 0.9% disagree and 1.9 % strongly disagree (mean=4.18& SD =0.82).

Findings about the influence of Characteristics of health care providers (experience ,decision making, involvement of clients in decision making) on the performance of HIV/AIDS projects also showed great majority (94.3%) of the participants were in agreement while few (2.8%) of them disagree 3.8% were neutral (mean=4.48& SD =0.70).

Based on the research 91.5% of the participants also agreed Commitment of project staff influence the performance of HIV/AIDS projects and 6.6 % were neutral while 2.8% of the participants disagreed (mean=4.10& SD =0.91).

Likewise the majority (93.4%) agreed that Presence of competent skill and capabilities influence the performance of HIV/AIDS projects 5.7% were neutral and 0.9% strongly disagreed (mean=4.39& SD =0.68).

Results concerning appropriate gender allocation of staff influence on the performance of HIV/AIDS projects show 78.3% of the participants agreed on this statement 1.7% were neutral and 4.7 % of them disagree (mean=4.37& SD =0.73).

The overall findings from this domain of the study reveals that majority of the participants believe that factors listed above influence the performance of HIV/AIDS projects funded by INGOs.

4.12.2 The Influence of each Human Related

This study also sought to ascertain the extent of the influence of each human related factors on the performance of HIV/AIDS projects. The magnitude of influence was indicated on the table below 4.27.

Table 4.27 Degree of Extent on Human Related Factor

Human related factors	To a very great extent	To a great extent	To a moderate extent	To a low extent	To a very low extent
Characteristics of the beneficiary (PLWHIV) (acceptance, adherence, gender, S/E status) influence the performance of HIV/AIDS projects	28.3% (30)	35.8% (38)	22.6% (24)	7.5% (8)	5.7% (6)
Characteristics of health care providers(experience ,decision making, involvement of clients in decision making) influence the performance of HIV/AIDS projects	41.5% (44)	35.8% (38)	12.3% (13)	4.7% (5)	5.7% (6)
Commitment of project staff influence the performance of HIV/AIDS projects	39.6% (42)	38.7% (41)	10.4% (11)	7.5% (8)	3.8% (4)
Presence of competent skill and capabilities influence the performance of HIV/AIDS projects	35.8% (38)	42.5% (45)	9.4% (10)	5.7% (6)	6.6 % (7)
Appropriate gender allocation of staff influence the performance of HIV/AIDS projects	30.2% (32)	38.7% (41)	15.1% (16)	12.3% (13)	3.8% (4)

As shown in the table majority of the respondents describe the magnitude of influence of the human related factors as great extent, Characteristics of the beneficiary (PLWHIV) (acceptance, adherence, gender, S/E status) influence the performance of HIV/AIDS projects (64.1%),Characteristics of health care providers(experience ,decision making, involvement of clients in decision making) influence the performance of HIV/AIDS projects (77.3%),Commitment of project staff influence the performance of HIV/AIDS projects(78.3%),Presence of competent skill and capabilities influence the performance of HIV/AIDS projects (78.3%) ,Appropriate gender allocation of staff influence the performance of HIV/AIDS projects (68.9%).

4.13 External factors

4.11.1 Agreement of the Participants of External Factors of HIV/AIDS Projects

This study also investigates the level of agreement of the participants on the influence of external factors on the performance of HIV/AIDS projects.

Table 4.28 External Factor

Suggested success factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation	Rank
<i>Regarding External Factor</i>								
Presence of conflicting policy between government and donor influence the performance of the projects	0.9	1.9	10.4	34.9	51.9	4.34	0.82	9
Donors Political interference influence the performance of the project	0.9	2.8	22.6	39.6	34.0	4.03	0.87	21

The results described above showed that majority 73.6% of the respondents agreed that donors political interference might influence the performance of HIV/AIDS projects while significant number of participants were neutral 22.6% and the rest 3.7% disagree (mean=4.03& SD =0.87). Regarding the statement on influence of the Presence of conflicting policy between government and donor on the performance of HIV/AIDS related projects, 86.8% agreed on its influence , 10.4 % were neutral and 2.8 % disagree(mean=4.34& SD =0.82).

4.12.1 Extent of the Influence of each External Factor on the Performance of HIV/AIDS Projects

This study also sought to investigate the extent of the influence of each external factor on the performance of HIV/AIDS projects the magnitudes of influence were indicated on the table below.

Table 4.29: Degree of Extent on External Factor

External Factors	To a very great extent	To a great extent	To a moderate extent	To a low extent	To a very low extent
Donors political interference(decisions on the program service support) might influence the performance of HIV/AIDS projects	25.5% (27)	36.8% (39)	20.8 % (22)	9.4% (10)	7.5% (8)
Presence of conflicting policy between government and donor influence the performance of HIV/AIDS related projects	33% (35)	38.7% (41)	12.3% (13)	8.5% (9)	7.5% (8)

Concerning the extent of influence of donor's political interference on the performance of HIV/AIDS projects 62.3% scale it to a great extent while 20.8% to a moderate extent 9.4 % to low extent and 7.5% to very low extent.

Almost half 51.7% of the participants describe the magnitude of influence of Presence of conflicting policy between government and donor on the performance of HIV/AIDS related projects to a great extent while 12,3% were to a moderate extent 8.5% were to low extent and 7.5% to a very low extent.

In summary the respondents all agree that the factors listed in the proposed model were important to the success of the INGO projects: the mean score of all the factors exceeded 4.03. the survey indicated that the five most important factors of project success with highest mean in their descending orders are Clear allocation of roles and function among staff and management influence the performance of the project(mean =4.57) ,Implementation of M&E influence the performance of the project(mean =4.53),Characteristics of healthcare providers influence the performance of the project(mean =4.48),Competency of the professionals influence the performance of the project(mean =4.47), Transparent and functional decision making procedure of the management influence the performance of the project(mean =4.47).

4.14 Identify CSF

The results obtained from the opinions of respondents served as the basis for the identification of CSF. The respondents all agree that the factors listed in the proposed model were important to the success of the INGO projects: the mean score of all the factors exceeded 4.03.

The survey indicated that the five most important factors of project success in their descending orders are

Clear allocation of roles and function among staff and management influence the performance of the project (mean = 4.57)

Implementation of M&E influence the performance of the project (mean = 4.53)

Characteristics of healthcare providers influence the performance of the project (mean = 4.48)

Competency of the professionals influence the performance of the project (mean = 4.47)

Transparent and functional decision making procedure of the management influence the performance of the project (mean = 4.47)

4.15 Success Criteria

The study also investigates to find out the level of agreement to the statement about the participants perception of importance of suggested success criteria of HIV/AIDS projects funded by INGOs.

Table 4.30 Success Criteria

Success Criteria	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard Deviation
Relevance of the project (HIV/AIDS currently a public health problem which needs to be addressed)		3.8% (4)	6.6% (7)	38.7% (41)	50.9% (54)	4.37	.772
Effectiveness The objective of HIV/AIDS projects achieved (control of HIV transmission and treatment of PLWHIV)	2.8% (3)	7.5% (8)	8.5% (9)	47.2% (50)	34% (36)	4.02	.995
Efficiency The project delivered within the planned time The project completed within the planned budget	0.9% (1)	7.5% (8)	12.35% (13)	52.8% (56)	26.4% (28)	3.94	.903
Impact How far the achievement was directly related to the project	2.8% (3)	5.7% (6)	14.2% (15)	47.2% (50)	30.2% (32)	3.96	.965
Sustainability At the end of the project will the service continue at purpose level	0.9% (1)	7.5% (8)	17.9% (19)	42.5% (45)	31.1% (3)	3.95	.940

As shown in the table above to assess the perception of the participants on the importance of suggested success factors as indicators of performance of HIV/AIDS projects, 89.6% of participants agreed that **relevance** of project is important indicator, 6.6% were neutral while

3.8% disagree(mean=4.37& SD =0.77).. Regarding **effectiveness** 81.2% agreed on its importance, 8.5% were neutral and 10.3% disagree(mean=4.02& SD =0.995). **Efficiency** was perceived by the participants as important indicator of project success with 79.2% of them agreed, 12.3% neutral, and 8.4 %disagree (mean=4.02 & SD =0.995). **Impact** was perceived by the participants as important 77.4 % of the respondents agree that impact is important indicator of project success, 14.2% were neutral, while 8.5% disagree (mean=3.96 & SD =0.96). Similar to the above findings **sustainability** was also assessed and the findings show 71.6% of the participants agreed on its importance as indicator of project success 17.9% were neutral while 8.4% of the participants strongly disagree (mean=3.95 & SD =0.94).

4.16 Inferential Statistics

4.16.1 Spearman Correlation

Spearman's Correlation analysis was applied to establish the relationship between the critical success factors to which majority of the respondents are in strong agreement about their importance and success criteria. Thus analyzing the Five CSF with project success.

The Results from data relating to the factor are shown in the table 4.31 below.

Table 4.31 Correlation Matrix

Spearman's correlation	Project success	CSF1	CSF2	CSF3	CSF4	CSF5
Clear allocation of roles and function among staff and management [CSF1] <i>r</i> (<i>p</i>) (2-tailed)	.175 .073	1.000				
Implementation of M&E[CSF2] <i>r</i> (<i>p</i>) (2-tailed)	.226 .020	.404 .000	1.000			
Characteristics of the healthcare providers[CSF3] <i>r</i> (<i>p</i>) (2-tailed)	.521** .000	.290** .003	.433** .000	1.000		
Transparent and functions decision making procedure [CSF4] <i>r</i> (<i>p</i>) (2-tailed)	.175 .072	.377** .000	.478** .000	.324* .001	1.000	
Competency of professionals [CSF5] <i>r</i> (<i>p</i>) (2-tailed)	.054 .580	.381** .000	.419** .000	.345* .000	.408* .000	1.000

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

***.** Correlation is significant at 0.05 level (2-tailed), *p*=Pearson correlation

As shown in the table the researcher performed correlation analysis to measure the relationship between the CSFs and project success by analyzing the five CSFs with the success criteria of project success .Results show that among the five CSFs identified characteristics of health care providers and Implementation of monitoring and evaluation have statistically significant relationship with success criteria. Characteristics of health care providers and Implementation of monitoring and evaluation are positively related to project success with correlation coefficient of 0.521 and 0.226 at significance level of 0.05.

Even though the extent of relationship among the CSFs themselves is beyond the scope of this study the information in the correlation table show that different factors of project are interrelated and these findings support the theory that success factors do not exist in isolation from each other.

4.16.2 Regression Analysis

A regression analysis was conducted. The purpose of a regression model was to predict variations in the dependent variable by means of the independent variables. The relationship between performance of HIV/AIDS program and clear allocation of role and function among staff and management, Implementation of monitoring and evaluation, Characteristics of health care providers, competency of professions and transparent and functions decision making procedure was tested.

Model summary

The Model summary table below provides information about the regression line's ability to account for the total variation in the dependent variable from the model fit R was 0.593 which shows a relative correlation while R square was .352 which suggests 35.2 % of the variation in performance is explained by the five predictors. It also give us the standard error of estimate, which we can use to put confidence intervals around the unstandardized regression coefficients.

Table 4.32: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593	.352	.319	1.28321

a. Predictors: (Constant), characteristics of health care provider, Clear allocation of role, Competency of professionals, Transparent and functions, Implementation of monitoring

4.17 Analysis of Variance (ANOVA)

The ANOVA statistics resulting from the data shows that the model has a significance level of 0.00% which indicates the data was suitable in reaching conclusion on the population parameter as the value of significance (p-value) was less than 5%. Based on this test clear allocation of role and function among staff and management, Implementation of monitoring and evaluation, Characteristics of health care providers, competency of professions and transparent and functions decision making procedure have a significant statistically association with the performance of the HIV/AIDS project.

Given that we have a Significance value which was lower than 0.05 we can conclude that the model was significant as seen in table 4.33

Table 4.33: Summary of ANOVA Results

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	89.355	5	17.871	10.853	.000 ^b
	Residual	164.662	100	1.647		
	Total	254.017	105			

a. Dependent Variable: Project success

b. Predictors: (Constant), clear allocation of role and function among staff and management, Implementation of monitoring and evaluation, Characteristics of health care providers, competency of professions and transparent and functions decision making procedure.

4.18 Coefficients of Determination

The study also applied the coefficient table to determine the study mode and to look at each predictor individually.

Table 4.34: Estimated Model Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 constant	6.470	1.220		5.303	.000
Clear allocation of role and function among staff and management	.029	.248	.011	.116	.908
Implementation of monitoring and evaluation	-.289	.252	-.123	-1.146	.254
Characteristics of health care provider	1.395	.198	.634	7.049	.000
Competency of professions	.136	.235	.059	.578	.565
Transparent and functions decision making	-.211	.228	-.090	-.923	.358

As shown in the table characteristics of health care providers is statistically significant predictor of success of HIV/AIDS projects implemented by INGOS with a beta value =1.395 and P value < 0.05.

It was also revealed by other studies done in kenya that Characteristics of health care providers like experience, decision making, involvement of clients in decision making influence the performance of HIV/AIDS projects to a great extent and Commitment of project staff and Presence of competent skill and capabilities influence the performance of HIV/AIDS projects.

This is also supported by the study done by (Pinto and Slevin, 1996) that the competence of the team members is also found to be a critical factor during the implementation stages of projects The rest of the identified CSF as shown in the table are not significant predictors of the outcome.

4.19 Discussion of the Findings

The goal of this study was to examine success factors and criteria in the management of HIV/AIDS projects in Addis Ababa run by international NGOs operating in Ethiopia. The research was intended to answer three research questions;

What are the critical success factors of HIV/AIDS projects implemented by INGOS?

What are the success criteria of HIV/AIDS projects implemented by INGOS?

Is there relationship between critical success factors and success criteria of HIV/AIDS projects implemented by INGOS?

The study design was descriptive cross sectional research design to collect, analyze and interpret data to useful information. The primary data was collected using questionnaires. The study population was a total of 106 participants consisted of 47 government staffs working in INGO HIV/AIDS projects the rest were INGOS staffs using purposive sampling.

Data analysis was done using SPSS, where data was analyzed by means of frequencies, percentages, and correlation. The data was presented using Tables and figures.

The study had a response rate of 84 percent which was statistically significant to analyze the data. The study showed there is significant influence on performance of HIV/AIDS programs by project management, project procedure, human related factors and external factors.

4.19.1 Project Management

4.19.1.1 Funding Resources Allocated

This study shows significant proportion of the HIV/AIDS projects implemented by INGOs that lacked (44.5%) adequate funding. Majority of the respondents agreed on the influence of adequate funding on the performance of this project and to a great extent. This finding is similar to the research by (Joe, 2016) which concludes sufficient financial resources are one of the critical success factors. The findings also supports the research by (Steinfort and Walker, 2007) who showed in their study that “sufficient financial and non-financial resources when dedicated to implement a rigorously arrived at plan” is a success factor.

4.19.1.2 Strategic Planning

Significant majority of the participants agreed that the HIV/AIDS projects implemented by these INGOs have strategic planning and this strategic planning influences the performance of the projects. The majority also agreed that strategic planning influences the performance of HIV/AIDS projects to a great extent. Setting concrete mission and vision of projects by stakeholder also influence the performance and to a great extent. The research done in Nairobi ,Kenya had similar outcome concluding effective planning results in a smoother project life cycle hence minimizing overall failure and planning helps each member to be better prepared to execute their role and understand their contribution(Joe, 2016) The research by (Kimani, 2009) also supports that planning helps teams achieve targets, deadlines and stay organized and focused on the goal.

4.19.1.3 Skilled Profession

Regarding employees, Majority of the projects are run by skilled profession and the results show that involvement of skilled project designers influence project performance to a great extent. This study also showed the presence of strong leadership in significant majority of the projects and this influence the performance to a great extent .The emphasis of training the project employees was emphasized by to (Githika, 2013), where he said that good project management skills are pillars to the success and sustainability of community led projects. Muller and Turner (2007) also found out that project managers' success at managing his or her project is dependent on their competence. The study by(Joe, 2016) is also in agreement concluding that Project leadership type and style influences project success, Existence of a team structure influences performance of HIV/AIDS projects, Participative leadership influences performance of HIV/AIDS Projects and that Situational leadership influences the performance of HIV/AIDS projects.(Joe, 2016)The above are corroborated by study done by Lewis (2007) that the manager's advanced knowledge, experience and skills is a core resource that other team members can always tap into for project success.

4.19.2 Project Procedures

Project procedures are processes including the procurement and tendering methods and strategies to achieve the projects objective.

Regarding project procedure only 2/3 of the projects have networking with other NGOs, Transparent and functional decision making procedures, Regular supervision from stakeholders. But significant proportions of the projects have clear Lines of communication within the NGO, Clear lines of accountability within the NGO and access of information technology facilities.

Networking with other NGOs , Clear allocation of roles and function among staff and management, clear Lines of communication within the NGO, Clear lines of accountability within the NGO ,Transparent and functional decision making procedures, Implementation of M&E like adequate evaluation of progress of the projects, timely reports, dissemination of findings, Regular supervision from stakeholders, Adoption of information technology(use of computers ,Internets for reporting ,documentation etc...) have shown influence in the majority of the INGOs included the study. These critical success factors affect the projects to a great extent.

Similar results were observed in several studies. The research done in Kenya revealed that Stakeholder analysis ,Stakeholder meetings and that Stakeholder involvement in policy decisions influences performance of HIV/AIDS projects. These findings are also supported with the results of the research by (Ahmed & Palermo, 2010) showing the influence of stake holder involvement in HIV/AIDS projects to a great extent.

The study done in Rwanda also showed With respect to the influence of monitoring and evaluation on project success, the findings showed that responsibilities for each task, supervision roles and reporting structures are well defined. The findings also showed that project progress is monitored and compared with the project plan and to ensure full compliance. The respondents agreed that required tools are availed for project activities in good time and progress review meetings are held to address emerging issues. More precisely, desired project success is influenced by meeting the business objectives of an organization and the same time meeting customer expectation within the triple constraints (Bloch, *et al*, 2012; Gwaya, *et a.l*,2014; Kamau, 2013). The results from the study to a large extent realized that the key activities during execution like project monitoring have significant impact on project success.

4.19.3 Human Related Factors

The results of this study shows Characteristics of the beneficiary (PLWHIV) (acceptance, adherence, gender, Socio-Economic status) influence the performance of HIV/AIDS projects to a great extent. Similar finding was observed from the study in Kenya. The study concludes that PHLIV's adherence to long term ARV treatment affect the performance of a program with positive living and psycho social support being major determinant of adherence. The study also concludes that financial constraints and gender beliefs have a negative effect on the treatment outcome of PLHIV while availability and access to information about HIV/AIDS have a positive effect to treatment outcome.

In addition to this it was also revealed that Characteristics of health care providers like experience, decision making, involvement of clients in decision making influence the performance of HIV/AIDS projects to a great extent and Commitment of project staff and Presence of competent skill and capabilities influence the performance of HIV/AIDS projects. This is supported by the study done by (Pinto and Slevin, 1996) that the competence of the team members is also found to be a critical factor during the implementation stages of projects.

4.19.4 External Factors

This last group consists of factors which are external to the organization but still have an impact on project success or failure. A number of environmental factors, such as political, economic, and social, as well as factors related to the advances in technology or even factors related to nature affect project performance, either positively or negatively (WalidBelassi, 1996).

In these study external factors like Donors political interference in decisions on the program and service support influence the performance of HIV/AIDS projects to a great extent and it was also shown that Presence of conflicting policy between government and donor influence the performance of HIV/AIDS related projects. in contrast to this findings the study by (5) The study showed low level of political interference with 87 percent disagreeing that the government is involved in running of the organization. But according to (Mayhew, 2002), the political interference is likely to occur and manifest greatly where the donors have interests in local politics. From the study it was found that funding is based on need basis and not political orientation however 60 percent said that there have been threats of donor withdrawal depending on local political decisions.

4.20 Success criteria

The success criteria are ranked according to their perceived importance to evaluate the success of the HIV/AIDS projects. The results of Ranking of potential success criteria done by computing the means for the all as well as separate groups of project staffs is shown in the table relevance is ranked first as important indicator of success criteria in all groups while effectiveness is ranked second in overall and government staff and third in NGO staff. Overall, the respondents all agree that relevance, efficiency effectiveness, impact and sustainability are important indicators of success of HIV/AIDS projects implemented by INGOs.

Table 4.35: Perceived Importance of Success Criteria

Success Criteria	Overall(106)		Non-Project staff(47)		Project Staff(59)	
	Mean	Rank	Mean	Rank	Mean	Rank
Relevance	4.39	1	4.38	1	4.39	1
Effectiveness	4.02	2	4.06	2	3.98	3
Efficiency	3.97	3	3.81	4	4.08	2
Impact	3.96	4	3.94	3	3.98	3
Sustainability	3.94	5	3.94	3	3.95	4

Chapter Five: Conclusions and Recommendations

5.1 Introduction

The conclusions are based on the Investigators findings presented in the previous chapter. The last section covers recommendations.

5.2 Conclusion

The study makes the following conclusions:

Even though adequate funding is believed to influence the performance of HIV/AIDS projects significant proportion of the INGOs don't have adequate funding which might contribute to the challenges of achieving the desired objectives.

The study identified five CSF which are clear allocation of roles and function among staff and management, implementation of M & E, characteristics of the health care providers, competency of professions and transparent and functional decision making procedure.

The study also concludes that among the five success factors of HIV/AIDS projects identified characteristics of the health care providers like experience ,decision making, involvement of clients in decision making have statistically significant relationship with success of HIV/AIDS projects run by INGOs operating in Ethiopia. Regarding M&E the results obtained was in contrast with other studies which showed it has significant statistical predictor value of the success of HIV/AIDS projects implemented by INGOs according to Bloch, et al, 2012, Gwaya, et al,2014 and Kamau, 2013.

In one study done by joe, 2016 performance of health projects and funding, stakeholder involvement, effective planning and organizational leadership were the factors identified to have significant relationship with success of these projects.

This findings support the theory that the factors considered critical for the success of a project are not universal demanding different approach for different types of projects.

The study also shows relevance of the project is perceived by the participants as the most important indicator of project success ranked first uniformly by project staff and government staff while there is variation on perception about efficiency, effectiveness, impact and sustainability

5.3 Recommendation

The study made the following recommendations:

1. Allocation of **adequate funding**: project teams should consider the financial resources needed to finish the project and match this with the project design and work plans. This will help eliminate the potential of discontinuing the project for lack of resources.
2. The study recommends HIV/AIDS projects should have continuous **monitoring and evaluation** so that responsible bodies know whether the intended results are being achieved as planned or not, what kind of action may be needed to ensure delivery of the intended results, and whether initiatives are making positive contributions towards success of the projects.. Good planning and designs alone do not ensure results. Progress towards achieving results needs to be monitored.
3. The study recommends enhancing a **team approaches** the characteristics of health care providers like experience, decision making, involvement of clients in decision making in implementing projects significantly affects the performance of HIV/AIDS projects.
4. INGOs and other government stakeholders need to give emphasis on clear allocation of roles and function among staff and management, competency of the professionals and transparent and functional decision making procedure of the management on future planning.
5. This study may also provide insights that help build additional knowledge in this area by filling knowledge gap that currently exists and may also present a useful platform for further research on health sector NGOs.

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APPENDICES

Appendix I: Cover Letter

Dear Respondent,

RE: REQUEST TO RESPOND TO THE STUDY QUESTIONNAIRE

My name is Daniel Belete. I am a student at Addis Ababa University at post graduate level by Master of Science in Total Quality Management (TQM). As part of this course requirement, I am expected to carry out a research on Impact of Success Factors on HIV/AIDS projects performance: The case of International NGOs Operating in Ethiopia. I therefore, humbly request for your assistance and cooperation in responding to the questions attached herewith. The information given will be treated with utmost confidentiality and will be used only for the purpose of this study.

Appendix II: Research Questionnaire

Part One: GENERAL INFORMATION

Participant Code.....

1. Name of your organization or project (NGO)

☐ Project Staff

☐ None Project Staff

2. Working position:- Please tick one (✓)

☐ Project Director

☐ program coordinator

☐ Program focal person

☐ Monitoring and Evaluation

☐ Finance coordinator

☐ Laboratory coordinator

☐ other (specify).....

3. What is your Age Group? {Please tick one (✓)}

☐ 21 – 25 years

☐ 41 – 45 years

☐ 26 – 30 years

☐ 46 – 50 years

☐ 31 – 35 years

☐ 51 – 55 years

☐ 36 – 40 years

☐ Over 55 years

2) What is your highest level of education? {Please tick one (✓)}

☐ High School

☐ Certificate

☐ Diploma

☐ Bachelor Degree

☐ Post Graduate Degree

☐ Other (specify).....

3) How long have you worked in this department? {Please tick one (✓)}

☐ 1- 5 years

☐ 6 – 10Years

☐ 10 – 15Years

☐ Above 16Years

4) Gender {Please tick one (✓)}

☐ Male

☐ Female

Part Two: Success factors and Criteria in the Management of HIV/AIDS projects

A. Project management

- 1) Does your organization have sufficient financial resources for its HIV/AIDS projects?
Yes ☐ No ☐
- 2) Does your organization have precise and concrete mission and vision for its HIV/AIDS projects?
Yes ☐ No ☐
- 3) Does your organization have strategic planning for its HIV/AIDS projects?
Yes ☐ No ☐
- 4) Does your organization have skilled project designers for each project?
Yes ☐ No ☐
- 5) Does your organization have Strong leadership for its projects?
Yes ☐ No ☐
- 6) Indicate your level of agreement to the statement below on the extent of importance of critical success factors on performance of HIV/AIDS projects. Use a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

Project Management	1	2	3	4	5
Setting concrete mission and vision of projects by the stakeholder influence the performance of HIV/AIDS projects					
Strategic planning of projects by the stakeholder influence the performance of HIV/AIDS projects					
Financial resources allocated to a project influence the performance of HIV/AIDS related projects					
Involvement of skilled project designers influence the performance of HIV/AIDS projects					
Strong leadership of the organization influence the performance of HIV/AIDS projects					

7) Indicate the extent to which each factor influences the performance of HIV/AIDS projects?

To a very great extent [1] To a great extent [2]

To a moderate extent [3] To a low extent [4]

To a very low extent [5]

Project Management	1	2	3	4	5
Setting concrete mission and vision of projects by the stakeholder influence the performance of HIV/AIDS projects					
Strategic planning of projects by the stakeholder influence the performance of HIV/AIDS projects					
Financial resources allocated to a project influence the performance of HIV/AIDS related projects					
Involvement of skilled project designers influence the performance of HIV/AIDS projects					
Strong leadership of the organization influence the performance of HIV/AIDS projects					

B. project procedures

1. Does your organization have networks with other local and INGOs?

Yes [] No []

2. Is there clear allocation of roles and function among staff and management?

Yes [] No []

3. Are there clear lines of communication within the NGO?

Yes [] No []

4. Are there clear lines of accountability within the NGO?

Yes [] No []

5. Are there transparent and functional decision making procedures within the NGO?

Yes [] No []

6. Is there regular supervision from stakeholders?

Yes [] No []

7. Is there access of information technology facilities (use of computers, internets for reporting, documentation etc) in the NGO?

Yes ☐ No ☐

8. Does your organization have monitoring and evaluation procedures?

Yes ☐ No ☐

9. Indicate your level of agreement to the statement below on the extent of importance of critical success factors on performance of HIV/AIDS projects. Use a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree

Project procedures	1	2	3	4	5
Networking with other NGOs influence the performance of HIV/AIDS projects					
Clear allocation of roles and function among staff and management influence the performance of HIV/AIDS projects					
Lines of communication within the NGO influence the performance of HIV/AIDS projects					
Clear lines of accountability within the NGO influence the performance of HIV/AIDS projects					
Transparent and functional decision making procedures within the NGO influence the performance of HIV/AIDS projects					
Implementation of M&E influence the performance of HIV/AIDS related projects(adequate evaluation of progress of the projects, timely reports, dissemination of findings)					
Regular supervision from stakeholders influence the performance of HIV/AIDS projects					
Adoption of information technology(use of computers ,Internets for reporting ,documentation etc...) influence the performance of HIV/AIDS projects					
Competency of professions (healthcare providers, managers, project designers, clerks, supportive staff) influence the performance of HIV/AIDS projects					

10) Indicate the extent to which each factor influences the performance of HIV/AIDS projects?

To a very great extent [1] To a great extent [2]

To a moderate extent [3] To a low extent [4]

To a very low extent [5]

Project procedures	1	2	3	4	5
Networking with other NGOs influence the performance of HIV/AIDS projects					
Clear allocation of roles and function among staff and management influence the performance of HIV/AIDS projects					
Clear lines of communication within the NGO influence the performance of HIV/AIDS projects					
Clear lines of accountability within the NGO influence the performance of HIV/AIDS projects					
Transparent and functional decision making procedures within the NGO influence the performance of HIV/AIDS projects					
Implementation of M&E influence the performance of HIV/AIDS related projects(adequate evaluation of progress of the projects, timely reports, dissemination of findings)					
Regular supervision from stakeholders influence the performance of HIV/AIDS projects					
Adoption of information technology(use of computers ,internets for reporting ,documentation etc...) influence the performance of HIV/AIDS projects					

C. Human related factors

1. Indicate your level of agreement to the statement below on the extent of importance of critical success factors on performance of HIV/AIDS projects. Use a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree

Human related factors	1	2	3	4	5
Characteristics of the beneficiary (PLWHIV) (acceptance, adherence, gender, S/E status) influence the performance of HIV/AIDS projects					
Characteristics of health care providers(experience ,decision making, involvement of clients in decision making) influence the performance of HIV/AIDS projects					
Commitment of project staff influence the performance of HIV/AIDS projects					
Presence of competent skill and capabilities influence the performance of HIV/AIDS projects					
Appropriate gender allocation of staff influence the performance of HIV/AIDS projects					

2. Indicate the extent to which each factor influences the performance of HIV/AIDS Projects?

To a very great extent [1] To a great extent [2]

To a moderate extent [3] To a low extent [4]

To a very low extent [5]

Human related factors	1	2	3	4	5
Characteristics of the beneficiary (PLWHIV) (acceptance, adherence, gender, Socio-Economic status) influence the performance of HIV/AIDS projects					
Characteristics of health care providers(experience ,decision making, involvement of clients in decision making) influence the performance of HIV/AIDS projects					
Commitment of project staff influence the performance of HIV/AIDS projects					
Presence of competent skill and capabilities influence the performance of HIV/AIDS projects					
Appropriate gender allocation of staff influence the performance of HIV/AIDS projects					

D. External factors

1. Indicate your level of agreement to the statement below on the extent of importance of critical success factors on performance of HIV/AIDS projects. Use a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree

External factors	1	2	3	4	5
Donors political interference(decisions on the programme, service support) might influence the performance of HIV/AIDS projects					
Presence of conflicting policy between government and donor influence the performance of HIV/AIDS related projects.					

2. Indicate the extent to which each factor influences the performance of HIV/AIDS projects?

To a very great extent [1]

To a great extent [2]

To a moderate extent [3]

To a low extent [4]

To a very low extent [5]

External factors	1	2	3	4	5
Donors political interference(decisions on the programme, service support) might influence the performance of HIV/AIDS projects					
Presence of conflicting policy between government and donor influence the performance of HIV/AIDS related projects					

Would you please specify if you consider any factor other than mentioned above

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Part Three: Success criteria

1) Indicate your level of agreement to the statement about your perception of suggested success criteria of projects. Use a scale of 1-5, where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree.

Success Criteria	1	2	3	4	5
Relevance of the project (HIV/AIDS currently a public health problem which needs to be addressed) Relevance is an indicator of project performance					
Effectiveness (control of HIV transmission and treatment of PLWHIV) Effectiveness is an indicator of project performance?					
Efficiency (the project delivered within the planned time and the planned budget) Efficiency is an indicator of project performance					
Impact (How far the achievement was directly related to the project) Impact is an indicator of project performance					
Sustainability (At the end of the project will the service continue at purpose level) Sustainability is an indicator of project performance					

Would you please specify the reason if you level any of the success factors as less important?

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