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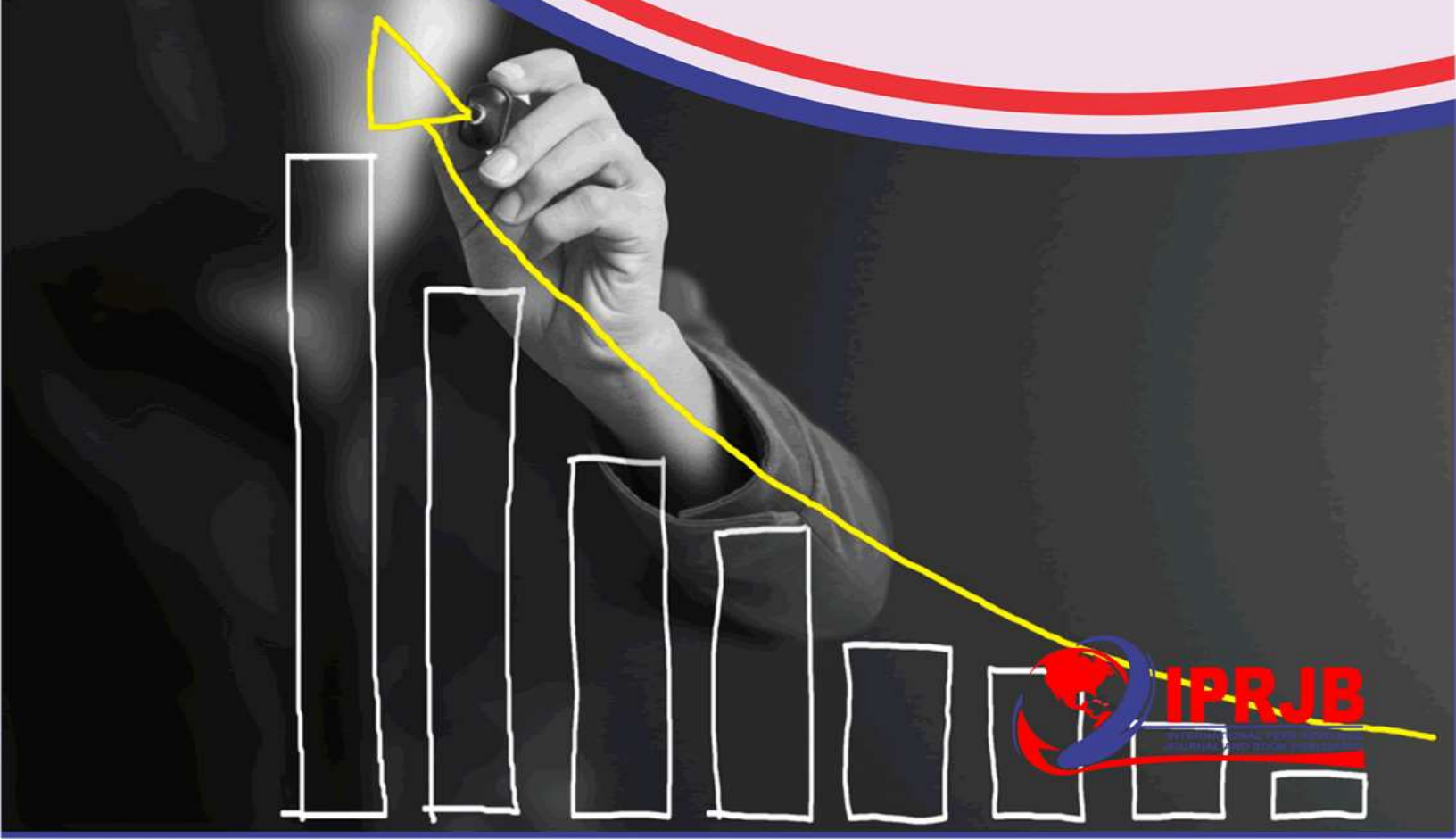

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INFLUENCE OF PROJECT PLANNING ON THE PERFORMANCE OF COMMUNITY BASED HIV PROJECTS IN KIAMBU, KENYA

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Abstract

Purpose: The purpose of this study was to determine the influence of project planning on the performance of Community based HIV projects in Kiambu, Kenya.

Methodology: The study used descriptive survey research method and adopted stratified random sampling to identify a sample size of 151 respondents out of the target population of 249 NPOs implementing HIV projects in the 12 sub-Counties in Kiambu. A structured questionnaire with closed and open ended questions collected primary data. A pilot study to test the validity and reliability of the research instrument using Cronbach's alpha was undertaken. The collected data was edited, cleaned and analyzed using descriptive statistics with the aid of Statistical Package for Social Science (SPSS 21.0). Correlation and regression was used to determine the relationship between critical success factors and project performance of Community based HIV projects. Data was presented in tables, charts and figures.

Results: The study found that project planning had a significant and positive relationship with performance of Community based HIV projects in Kiambu, Kenya.

Unique contribution to theory, practice and policy: Project objectives should be aligned to the organizations strategic plan, with top management allocating sufficient resources for the project and giving the project manager room to run the project.

Keywords: *Project planning, performance, Community based HIV projects.*

1.0 INTRODUCTION

1.1 Background of the Study

Project success criteria has evolved from simple quantifiable time, scope, and cost measures which are primarily related to project efficiency to measures that have a longer term perspective directly relating to effectiveness and organizations impact (Bryde, 2005; Muller, 2016). Pinto and Prescot (1988) propose identification of critical success factors at the start of the project and the same incorporated timely across the project lifecycle. Wateridge (1995) supports this view by observing the need to clarify project success criteria, and select project CSFs at project start- up, and ensure that all stakeholders agree with their definition. To reduce the subjectivity of the definition of project success, it's important that the project stakeholders develop a clear understanding of the same before the project is initiated. The triangle of time, cost, and quality as a measure of project success has been accepted universally by project management authors, with Baker *et al*. (1974) adding on to this triangle the factor of client satisfaction. Other Scholars have improved on this criteria by including strategic objectives of the project, the satisfaction of beneficiaries, and of other stakeholders (Ika, 2009, Baccarini, 1999; Lim & Mohamed, 1999; Shenhar, Levy & Dvir, 1997).

Critical success factors are those features of projects which have been identified as necessary to be achieved in order to create excellent results: if the critical success factors are not present or taken into consideration, one can largely expect that problems will be experienced which act as barriers to overall success outcomes (Andersen *et al*., 2006). Development projects fail to achieve their goals due to a number of problems related to managerial and institutions, structural and contextual, and institutional and sustainability (Ika, 2012). According to Ika (2012), remedial action that can address these three main categories of project management problems can significantly improve the implementation of community based HIV projects. Rotich *et al.* (2014) identified project leadership, project planning and monitoring and evaluation as project critical success factors for NGO's operating in Uasin Gishu County.

While Kenya has made good progress in reducing prevalence from over 10% in the 1990s to 5.6% among adults as at 2014, and new infections among children almost halved (NACC, 2014), HIV still accounts for the highest mortality rates, burdens households, and strains national and county health systems. The 1999 HIV policy identifies HIV as a disaster and provides a framework for a multi-sectoral approach, thus making HIV response everyone's business. Ten of the Counties with the highest HIV burden include Nairobi with 177,552; Homabay with 159,970; Kisumu with 134,826; Siaya with 128,568; Migori with 88,405; Kisii with 63,715; Nakuru with 61,598; Kakamega with 57,952; Mombasa with 54,670; and Kiambu with 46,656 (NACC &NASCOP, 2014). Most of the HIV interventions at the community level are undertaken through projects. These interventions include HIV testing, awareness creation and advocacy, psychosocial support for People living with HIV (PLHIV), orphan support and income generating activities to mitigate the impact of HIV on households (NACC, 2015).

NPOS play an important role of reaching the poor populations and providing them with effective help, and as intermediaries between governments and populations (Koch *et al*., 2009; Golini & Landoni 2014). Their operations include but are not limited to social welfare, economic development, charity and research, with an aim of improving quality of life of their target beneficiaries.

1.2 Statement of the Problem

The social pillar which is among the three pillars identified in the Kenya Vision 2030 development blue print includes attainment of the highest standard of health as key to Kenya's development agenda. Further, the Universal Health Coverage which includes HIV response is among the four Kenyan government's development agenda. HIV response in Kenya is largely donor driven through projects, with the World Bank as the biggest funder for community based HIV projects. These projects are characterized by a rare complexity related to multiple stakeholders, cultural and geographical gap, bureaucratic rules and procedures (Ika *et al.*, 2012). A recent McKinsey-Devex survey suggests that 64% of donor-funded projects fail (Hekala, 2012). The U.S. Meltzer Commission (2000) found that more than 50% of the World Bank's various projects fail. The Independent Evaluation Group (IEG), in an independent rating, claimed that in 2010, 39% of World Bank projects were unsuccessful (Chauvet *et al*., 2010). While the World Bank has invested more than US$5 billion in more than 700 projects in Africa over the past 20 years (Dugger, 2007), its project failure rate is over 50% in Africa, which is greater than the 40% failure rate observed in other poor regions of the world and shows that African projects are lagging behind (Dugger, 2007). The World Bank's private arm, the International Finance Corporation (IFC), found that only half of its Africa projects succeed (Associated Press, 2007), a view supported by Ika, Diallo & Thuillier (2012) who argue that most projects fail to be delivered within the expected time frame, quality and budget.

According to Toor and Ogunlana (2009), evidence of poor performance can be found across various industries and types of projects with the wide consequences of project failures going unnoticed and often suppressed (Hodgson & Cicmil, 2008). In reality, the performance of HIV projects has been poor as evidenced by the high HIV prevalence, budget overruns, delay in completion of projects and inability to meet beneficiary expectations. HIV prevalence in Kenya stands at 5.4% with an estimated 1.6 million people living with HIV and AIDS, and 62000 new HIV infections and 36000 AIDS related deaths annually (UNAIDS, 2017). Budget overruns is also evident where total expenditure on HIV and AIDS interventions increased from Kshs 64,338 million (US$ 826 million) in 2009/10 to Kshs 70,388 million (US$ 853 million) in 2010/11, representing an increase of 9% from the 2010/11 expenditure estimates (U.S. Centers for Diseases Control and Kenya Ministry of Health,2013).

The projectization of the development agenda to achieve success in HIV projects has increasingly been adopted by not for profit organizations. While development projects experience challenges related to their implementation and ultimately their success, social projects such as HIV projects have unique problems and challenges. Most of these projects are donor driven, with specific

conditions related to planning, objectives, and implementation that must be met for continued aid. In addition to the project reflecting the donor's interests, delays in implementation, changes in scope and sometimes abrupt project cancellation are likely to affect project success (Ofori, 2013). Ideally, the performance of HIV projects in terms of timelines/schedule, costs, and continuity should be high owing to the important nature of HIV prevalence and its impact on the economic and social development of Kenya's economy. While about 63% of HIV financing is channeled to the community through NPO (KNASA, 2016), this has not translated to equal results in HIV prevention, care and treatment, and mitigation. There is hence, a need for more innovative ways of running HIV projects for better performance. Project failure leads to financial losses and frustrations from stakeholders who had anticipated project benefits and return on investment. Hyvari (2006) observes that substantive projects exceed the intended cost, running late or failing to meet the targeted goals and objectives. To address this challenge where efforts are not commensurate with results, critical success factors that the project team need to focus on for better project performance need to be identified. Due to the restrictive nature of project scope, time frame for implementation, and restricted budgets for HIV projects as determined by funders, the need to identity critical factors that will lead to successful projects that meet beneficiary and sponsor expectations become important. Though projects have been implemented in Post-independence Kenya, there lack an authoritative documentation on the best practices which subsequent projects could borrow from. Whereas there are numerous Critical Success Factors affecting project performance, empirical and theoretical literature is not clear on which and how these affect community based HIV projects. This quantitative study sought to address this knowledge gap by identifying CSFs specific to community based HIV projects. Based on frequency of occurrence in CSF literature and on Belassi and Tukel (1996) proposed framework that classified project success factors into four groups; those related to the project, related to the project manager and team, related to the organization and related to the external environment, one CSF was identified for this study. This included project planning.

1.3 Objective of the Study

The objective of the study was to determine the influence of project planning on the performance of Community based HIV projects in Kiambu, Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

Three theories have been discussed in this paper. These include the planning theory, stakeholder theory and the scientific Management theory.

The PMBOK guide describes planning theory from different knowledge areas or processes. These planning processes are structured into core processes and facilitating processes (Koskela & Howell, 2002). There are ten core processes which include: scope planning, scope definition, activity definition, resource planning, activity sequencing, activity duration estimating, cost estimating, and schedule development, cost budgeting and project plan development. The output

from these processes which is the project plans, makes up an input to the executing processes. Emphasis is put on the planning processes which has the ten processes, with execution one process and controlling two processes. The planning process focuses on what is to be done and why. The project objectives define what is to be accomplished and should therefore be formulated at the start of the planning process. All activities in the project need to be geared towards realizing the project objectives. In organizations with multiple projects, each project competes for the available resources and the project manager must therefore have high quality and detailed plans with cost and schedule information to support requests for resource allocation. According to Martin and Miller (1982) project planning serves the purpose of communicating to all stakeholders, it defines the objective of the project, it forms a foundation for management to make informed decisions and to also define and solve problems. The planning tools for project planning include the scope of work, work breakdown structure, and critical path method. A project plan is developed through a consultative process that includes the project manager, the team and key stakeholders.

Stakeholder theory was first proposed by Freeman (1984) when he identified stakeholders as any individual or group of individuals who are affected by or can affect the achievement of project goals. Stakeholders are both internal and external to the project and yield power and influence to determine project objectives and resource allocation based on their interests. They are therefore key in determining project success. It is important for the project team to undertake a stakeholder analysis to identify the stakeholders and their influence or power in the project, how they affect or affected by the project, and strategies to manage the expectations of each stakeholder (Golder & Gawler, 2005). Project success largely depends on meeting the interests of key stakeholders. If key stakeholders are not satisfied, the project is likely to face resistance. Inadequate communication is likely to affect team motivation and stakeholder expectations. This theory supports stakeholder involvement in project planning as a critical success factor for project performance of community based HIV projects. Stakeholder theory emphasizes on the need for stakeholder involvement, but does not indicate at what stage of the project they need to be involved and how. This theory informed the relationship between project planning which includes stakeholder involvement and project performance.

The scientific management theory is associated with Taylor (1986-1915) and was proposed with an aim of increasing productivity. The theory is based on the principles of: best method for performing tasks; selection of employees so that each employee is allocated tasks for which they are best suited; training and development of the employee; and cooperation between the management and the employees (Taylor, 1914). Gantt (1861-1919) improved on the theory by introducing the Gantt chart and the Program Evaluation and Review Techniques (PERT) which are used in task scheduling during project planning. Scientific Management theory lays emphasis on the relationship between the project manager and the project team and how they relate to the project based on the project objectives, the process of achieving these goals and how to keep the team motivated to achieve them.

2.2 Empirical Framework

Toor *et al*., (2009) examined construction professionals' perception of critical success factors for large scale construction projects. They administered 80 questionnaires targeting project managers and deputy project managers in 45 large scale construction projects. Participants were asked to rate each success factor based on their frequency of occurrence according to their professional judgment on a given five-point Liker-type rating scale. Nearly all the respondents gave same ratings to the success factors. Effective planning and control, availability of sufficient resources, clarity and details of the written contract and competence of the project manager were highly rated. Inadequate planning will lead to project operating behind schedule and with delays. Furthermore, unless the project team knows exactly where they are heading, it will be difficult to get there. Therefore, setting very clear, realistic, identifiable goals by all stakeholders is important for project success (Lim & Mohamed, 1999).

Paulo *et al*., (2014) undertook a study on the energy sector in Brazil to identify critical success factors in project management. They administered a questionnaire to 320 project managers involved in major projects in the company with 900 projects. The Likert type scale of 1-5 was used to attribute assertion regarding the particular CSF. The study findings identified upper management support, involvement and commitment of stakeholders, clear and realistic objectives and control of changes, transparent and well defined hiring process, and effective communication channels as CSF contributing to the projects effectiveness. They further identified clearly defined scope, project monitoring and control, experienced and competent project manager and sufficient and well allocated resources as CSF for project efficiency.

Dvir and Lechler (2004) examined the relationship between planning and project performance. Using a multivariate analyses, they determined that planning was significantly and positively related to efficiency and customer satisfaction. Sudhakar (2012) notes that user involvement; proper planning, realistic expectations, top management support and clear requirements are the top five project success factors. In a study of success factors and criteria in the management of International development projects funded by European Union in Ethiopia, Getachew and Kahsay (2016) interviewed 160 project managers and project team members. Based on responses in the questionnaire, they concluded that there are five most important factors of project success, which can be considered as critical. They identified clear policy; local ownership of project; consultations during planning; high motivation and interest of project team; and compatible rules and procedures as critical to project success. This study failed to consider project management as a critical project success factor. In their study of CSF for International Development projects in Maldives, Yamin and Sim (2016) received 41 responses to a questionnaire by local project team members of international development projects in Maldives. They observed that coordination; monitoring; project design; institutional environment; and training were ranked as the most important project CSFs. Their study identified monitoring and environmental factors hence supporting the current study, but failed to consider stakeholder support and acceptance by beneficiaries. Its main focus was only on organizational internal factors thus ignoring CSF associated with factors external to the organization. Effah *et al.* (2016) studied CSF for PPP in water supply projects. Using a

questionnaire targeting 41 respondents, they identified commitment of partners, strength of consortium, asset quality and social support, political environment, and National Public Private Partnership unit as CSF. This study contributes to the search for CSF by identifying stakeholder involvement and environmental factors. It however failed to address support from management and project management competence as well as the project team.

Umulisa, Mbabazize and Shukla (2015) assessed the effects of project resource planning practices on project performance of Agaseke Project in Kigali, Rwanda. Specific objectives of the research were to determine the effects of human resources planning practices on Agaseke project service quality, to analyze the effects of financial resource planning practices on the Agaseke project and to analyze the effects of Material and time resource planning practices for timely implementation of Agaseke project. The research design to this study employed a Cross-sectional study design that uses both quantitative and qualitative approaches. The target population of the study is all women who are members of Agaseke Project in the city of Kigali in Kicukiro, Gasabo and Nyarugenge districts estimated to be 3,800 women. Purposive sampling technique was employed for a target group of 400. A questionnaire was administered to 120 respondents. Human resource planning practices were found to influence the performance financial resource planning practices influenced the project performance. A positive and significant relationship between financial resource planning practices including; budgeting, forecasting and having plans for money generation and project performance existed. Budgeting, forecasting and having plans for money generation can lead to improved project performance. Material and time resource planning practices also influenced project performance positively.

Jiang *et al.*, (1996) identified clearly defined project goal, skilled project manager, top management, competent team member and availability of needed resources as CSF. The Standish Group (1994) CHAOS report indicates that the top five success factors are user involvement, top management support, clear requirements, proper planning and realistic expectations. Pinto and Slevin (1988) developed a model and identified ten CSF for project implementation. These are top management support, project mission, customer involvement, project plan, personnel recruitment, technical tasks, client acceptance, communication, monitoring and feedback, and trouble shooting. Osoro and Owino (2014) researched on the effects of implementation of project plans on the performance of Commercial Banks in Kenya. The thematic focus was on organizational culture, organizational structure, corporate leadership and financial resource. Towards achieving this, the study purposively targeted a case of Migori Town to form a basis for objective generalization. The town has six commercial banks in whose purview the target population of 90 staff was constituted. Sampling was conducted by proportional stratified sampling to generate ultimate respondents of 30 being one third of the target population, whose views and opinions was used for the study's generalizations. From the identified respondents, questionnaires were administered to collect the required data, which were then processed and analyzed using descriptive statistics and content analysis. The target respondents were the bank managers and section heads. The research also used secondary data for the study. The data was analyzed using both descriptive and inferential statistical analyses. The study found that organizational culture, organization structure, corporate

leadership and financial resources influenced implementation of project plans at commercial banks in Migori Town.

Lemma (2014) investigated the role of project planning on project performance in Ethiopia. The main objective of the research presented in this paper was to assess the role of project planning on project performance in Ethiopia. In order to achieve the objectives, information of past/executed/ projects was collected from 43 organizations. A questionnaire survey conducted to collect data from the respondents that consisted of project manager, supervisors, and other related respondents. The study used SPSS version 20 for correlation and regression analysis, and MTS to identify the influential/important/ planning process/activities under each planning knowledge areas. The findings of the thesis indicate that the main planning input factors that affect the performance of planning processes are: - human, management, technical and organizational factors. And also the finding identifies the main problem areas in planning processes as risk, scope, quality human resource, and integration knowledge areas were inadequately/poorly/ performed in the studied project. The result of the finding also identifies some influential planning activities that affect the performance of project outcome.

Idoro (2012) evaluated levels of project planning and their effects on performance in the Nigerian construction industry. This study compared the level of project planning on public and private sectors projects and its impact on performance. The purpose was to create awareness of the level and effectiveness of the planning done by public and private clients in the delivery of construction projects. A questionnaire survey administered to a sample of 130 client representatives selected by stratified random sampling from the population of public and private clients in the Nigerian construction industry was used and analyzed using descriptive statistics, the t-test and Spearman correlation test. The results showed that the level of preconstruction planning on private sector projects was higher than that of public sector projects while the level of contract planning done by the latter is higher than that of the former. Furthermore, the performance of private sector projects was higher than that of public sector projects in many of the parameters used. However, the level of preparation of life-cycle charts that concern project delivery time in both public and private sectors projects was low and the level of project planning in the two categories of projects has a limited impact on project performance.

3.0 METHODOLOGY

This study used a descriptive survey to determine the relationship between project planning on performance of community based HIV projects and adopted stratified random sampling to identify a sample size of 151 respondents out of the target population of 249 NPOs implementing HIV projects in the 12 sub-Counties in Kiambu. A structured questionnaire with closed and open ended questions collected primary data. A pilot study to test the validity and reliability of the research instrument using Cronbach's alpha was undertaken. The collected data was edited, cleaned and analyzed using descriptive statistics with the aid of Statistical Package for Social Science (SPSS 21.0). Correlation and regression was used to determine the relationship between critical success

factors and project performance of Community based HIV projects. Data was presented in tables, charts and figures.

4.0 FINDINGS AND DISCUSSIONS

4.1 Descriptive Analysis

Table 1: Descriptive Analysis for Project Planning

Statements	Totally Disagree	Disagree	Not sure	Agree	Totally agree	Mean	Std. Deviation	CV
Clear objective definition	3.80%	5.40%	3.80%	31.50 %	55.40%	4.29	1.04	0.24
Stakeholder consultation	5.40%	9.20%	12.30 %	30.80 %	42.30%	3.95	1.19	0.30
Objective understood	2.30%	3.80%	9.20%	43.80 %	40.80%	4.17	0.92	0.22
Parameters for appraisal	6.20%	10.00%	13.10 %	35.40 %	35.40%	3.84	1.19	0.31
Aligned to strategic plan	3.10%	5.40%	7.70%	50.00 %	33.80%	4.06	0.95	0.23
Stakeholder analysis	1.50%	6.90%	6.90%	46.20 %	38.50%	4.13	0.93	0.22
Stakeholder expertise	3.90%	7.00%	7.00%	46.90 %	35.20%	4.02	1.03	0.26
Beneficiary expectations	3.10%	6.20%	5.40%	40.80 %	44.60%	4.18	1.00	0.24
Planning tools used	6.90%	10.00%	6.90%	37.70 %	38.50%	3.91	1.22	0.31
Stakeholder management	3.10%	13.80%	10.80 %	40.00 %	32.30%	3.85	1.12	0.29
Average						**4.04**	**1.06**	**0.26**

Results in Table 2 indicated that majority of the respondents who were 86.9% (31.5%+55.4%) agreed with the statement that the project's objectives are clearly defined and are Specific, Measurable, Achievable, Realistic and Time bound. The statement had a mean score of 4.29 and a standard deviation of 1.04. This implies that most of the respondents were agreeing to the statement and response variation was very low. The results also showed that majority of the respondents 73.1% (30.8%+42.3%) agreed to the statement that all key stakeholders are involved in formulating project objectives. The statement had a mean score of 3.95 and a standard deviation of 1.19. This implies that most of the respondents were agreeing to the statement and the variation in response was very low. Further, the results indicated that majority of the respondents 84.6% (43.8%+40.8%) agreed to the statement that the project objectives are well understood by the project team. The response had a mean score of 4.17 and standard deviation of 0.92. This indicated that most of the respondents were agreeing to the statement and that the response variation was low. Furthermore, the results showed that majority of the respondents who were 70.8%

(35.4%+35.4%) agreed with the statement that parameters for effective project performance appraisal are developed by the project team and key stakeholders during planning. The statement response had a mean of 3.84 and a standard deviation of 1.19. This indicates that most of the respondents were agreeing to the statement and the response variation was very low. Additionally, the results indicated that majority of the respondents who were 83.8% (50.0%+33.8%) agreed that project objectives are aligned with the organization's objectives/strategic plan. The statement had a mean of 4.06 and a standard deviation of 0.95. This indicated that most of the respondents were agreeing with the statement and the variations in responses were low. The results are in line with Drucker who popularized management by objectives. Further, Chandan (2011) notes that involvement of the project team in goal setting motivates the team to perform better and achieve the project objectives. Since projects are always implementing strategies, project objectives should be directly connected to the organizations strategic objectives (Osorio *et al.*, 2014).

In addition, results indicated that majority of the respondents 84.7% (46.2%+38.5%) agreed with the statement that stakeholder analysis is done to determine their level of power and influence. The statement had a mean of 4.13 and a standard deviation of 0.93. This is indicative that most of the respondents were agreeing to the statement and the variation in response was very low. Moreover, results revealed that majority of the respondents who were 82.1% (46.9%+35.2%) agreed to the statement that all key stakeholders have been involved in detailed project planning and reviews within their area of expertise. The statement had a mean of 4.02 and a standard deviation of 1.03 which indicates that most of the respondents were agreeing to the statement and that the variation in response was low. The results also revealed that majority of the respondents 85.4% (44.6%+40.8%) agreed that beneficiaries' expectations and desires are discussed and agreed by the project team. The statement had a mean of 4.18 and a standard deviation of 1.00. This means that most of the respondents were agreeing to the statement and that the variation in response was low.

The results equally revealed that majority of the respondents who were 76.2% (37.7%+38.5%) agreed that planning tools such as Gantt chart, work plans, operational plans are used in an effective way in project planning indicating the role of each stakeholder. The mean of the statement was 3.91 and the standard deviation was 1.22. This implied that majority of the respondents were agreeing to the statement and that the variation was low. Finally, majority of the respondents 72.3% (40%+32.3%) agreed that the project has stakeholder management plan in place. The statement response mean was 3.85 and the standard deviation was 1.12. This implies that majority of the respondents were agreeing to the statement and the variation in responses was low. Wateridge (1995) noted that while not all the interests of stakeholders may be satisfied by the project, it's important to ensure that key stakeholder interests are addressed. The decision on which stakeholders is key or not can only be realized by undertaking a stakeholder analysis, Overall, the average mean of the responses was 4.04 which means that majority of the respondents were agreeing to the statements in the questionnaire on project planning. The standard deviation was 0.06 meaning that the responses were clustered around the mean response. The findings are in line with Umulisa, Mbabazize and Shukla (2015) who noted that human resource planning practices

influenced the performance. They also found out that financial resource planning practices influenced the project performance. A positive and significant relationship between financial resource planning practices including; budgeting, forecasting and having plans for money generation and project performance existed. Budgeting, forecasting and having plans for money generation can lead to improved project performance. Material and time resource planning practices also influenced project performance positively. Further, Lemma (2014) findings indicated that the main planning input factors that affect the performance of planning processes are: human, management, technical and organizational factors.

4.2 Content Analysis

The respondents were further requested to indicate how objectives in their project were formulated. The results are tabulated in Table 2.

Table 2: Objective Formulation

Objective formulation	Themes	Frequency (%)
1	From donor	23
2	Consultative fora	34
3	From project team	24
4	Copying from similar project	19
Total		**100**

Majority of the respondents (34%) indicated that they formulated the project's objectives through a consultative forum with key stakeholders. Groenendijk and Dopheide (2003) noted that well-formulated, genuine outcome (and impact) objectives are of great importance if the outcome and impact assessment is to have any significance. Mirza *et al*. (2013) observes that it is almost impossible to achieve project success without an agreed project objective.

Further, the respondents were asked to indicate the role played by stakeholders in performance of community based HIV projects. The results are presented in Table 3

Table 3: Role of Stakeholders

Role of stakeholders	Themes	Frequency (%)
1	Financial support	36
2	Beneficiaries	14
3	Monitoring project progress	29
4	Setting project goals	21
Total		**100**

Majority of the respondents (36%) indicated that stakeholders are involved in providing support to the project through funding. MacArthur (2011) indicated that the role of stakeholder range from participation through to consultation, partnership, delegation and, ultimately, to being in control.

Knox and Gruar (2007) noted that NGO stakeholders are generally more important than those in commercial businesses because they often have complex relationships with the project team and are closely involved in the achievement of the organizational goals

On project planning still, the respondents were asked to list down some of the challenges the project team face in engaging stakeholders. The results are presented in table 4

Table 4: Likely Challenges of Stakeholder Involvement

Challenges		Themes	Frequency (%)
	1	Effective and efficient Communication	33
	2	Conflict of interest	49
	3	Political influence	5
	4	Funds embezzlement	5
	5	Negative stakeholders	8
Total			**100**

Most of the respondents (49%) indicated that conflict of interest by most stakeholders rendering them unreliable is the biggest challenge they face in engaging stakeholders. Abiero (2010) found that degree of expectations of stakeholders on the project is a challenge to its planned implementation.

Further still, the respondents were asked to give suggestions on how these challenges can be addressed. The results are as shown in Table 5.

Table 5: How Challenges of Stakeholder Involvement could be addressed

Addressing Challenges	Themes	Frequency (%)
	Stakeholder communication plan	22
	Exhaustive stakeholder mapping and analysis	67
	Involving stakeholders in technical aspects	11
Total		**100**

Majority of the respondents (67%) indicated that the challenge of stakeholder engagement can be addressed by exhaustively mapping all HIV stakeholders and analyzing their interests and influence on the project. Reed (2008) argues that stakeholder participation must be institutionalized, creating organizational cultures that ensure participants feel able to negotiate and know their voices can be considered in this process. Although, participatory process may seem risky, it can be promising if it is well designed.

4.3 Correlation Analysis between project planning and Project Performance

Table 6: Correlation Analysis Results

Variable		Project performance
Project planning	Pearson Correlation	.386**
	Sig. (2-tailed)	0.000

4.4 Regression Analysis for Project Planning

Table 7 presents the model fitness for used for regression model in explaining the study phenomena.

Table 4.26: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533a	0.284	0.223	0.55963

The results in table 7 show that project planning was found to be satisfactory in explaining project performance. This is supported by coefficient of determination also known as the R square of 28.4%. This means that project planning explain 28.4% of the variations in the dependent variable which is project performance. Sudhakar (2012) noted that proper planning, realistic expectations and clear requirements are project success factors.

Table 8 presents the ANOVA results for project planning

Table 8: ANOVA Results on Project Planning

	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.523	10	1.452	4.637	0.000
Residual	36.643	117	0.313		
Total	51.166	127			

Table 8 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Further, the results imply that the independent variable which is project planning is a good predictor of project performance. This was supported by an F statistic of 4.637 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level. Lemma (2014) identified the main planning input factors that affect the performance of planning processes as: -human, management, technical and organizational factors.

Table 9 presents the optimal model for project planning.

Table 9: Optimal Model for Project Planning

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.79	0.228		12.246	0
Project Planning	0.283	0.06	0.386	4.736	0.000

Regression coefficients in Table 9, revealed that there was a positive and significant relationship between project planning and project performance (r=0.283, p=0.000). This was supported by a calculated t-statistic of 4.736 which is larger than the critical t-statistic of 1.96 (Kothari, 2011). These results agree with Naoum, Fong and Walker (2004) who described planning as one of the key tools that stakeholders use to ensure that projects are successful. Further, Faniran, Oluwoye and Lenard (1998) noted that the measures of the effectiveness of project planning and the measures of the performance of the project itself are the same. Therefore the planning of a successful project can be regarded as effective while that of a failed project can be described as ineffective.

The model for project planning is

$Y=2.79+0.283X_1$

Where:

Y= Project Performance

X_1= project planning

Hypothesis testing for project planning

The hypothesis to be tested was:

H_O: Project planning has no significant influence on performance of community based HIV projects in Kenya

The hypothesis was tested by using simple linear regression (Kothari, 2011) and determined using p-value. The acceptance/rejection criteria was that, if the p value is greater than 0.05, we do not reject the null hypothesis but if it's less than or equal 0.05, the null hypothesis is rejected. Therefore the null hypothesis is that project planning has no significant influence on performance of community based HIV projects in Kenya. Results in Table 4.28 show that the p-value was 0.000. This was supported by a calculated t-statistic of 4.736 which is larger than the critical t-statistic of 1.96. The null hypothesis was therefore rejected. The study therefore adopted the alternative hypothesis that project planning has a significant influence on performance of community based HIV projects in Kenya.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The objective of the study was to determine the influence of project planning on the performance of Community based HIV projects in Kenya. The findings indicated that project planning was satisfactory in explaining project performance. The analysis of the variance (ANOVA) results indicated that the overall model was statistically significant. Further, the results imply that the independent variable which is project planning is a good predictor of project performance. Overall findings indicated that there was a positive and significant relationship between project planning and project performance.

5.2 Conclusions

The study concluded that project planning had a significant and positive relationship with project performance of Community based HIV projects in Kenya. Clear definition of project's objectives as well as involving all stakeholders in objectives settings leads to a better understanding of the objectives by project team consequently leading to a successful project. Further, aligning of project objectives and organizations strategic plan leads to a better project performance. For projects to be successful, stakeholder's analysis must be conducted to determine their level of influence and ensure that all stakeholders are involved.

5.3 Recommendations

This study recommends that project managers involve key stakeholders in formulating clear and achievable objectives prior to the commencement of the project, and that these goals are clearly communicated to all stakeholders and agreed upon before project execution. The project performance criteria should also be agreed upon before project execution so that routine tracking of project performance can be done, and results are measured against planned goals. The engagement of all stakeholders during the entire life cycle should be well handled to ensure that their interests are addressed, and that the negative stakeholders are also managed to counter their interference with the project performance.

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