



**PROJECT PLANNING AND SUCCESSFUL IMPLEMENTATION OF HIV / AIDS PROGRAM IN KISUMU COUNTY, KENYA**

**<sup>1</sup>Mutai Rose Chepchirchir, <sup>2</sup>Dr. Musembi Annastacia**

<sup>\*1</sup> Masters Student, Jomo Kenyatta University of Agriculture and Technology

<sup>2</sup> Lecturers, Jomo Kenyatta University of Agriculture and Technology

**ABSTRACT**

The primary aim of the study was to investigate the impact of project planning on the successful implementation of HIV/AIDS programs in Kisumu County, Kenya. The specific objectives focused on exploring the influence of assessing project financial planning and examining human resource planning in relation to HIV/AIDS program implementation. A simple random sampling method was employed to select ten (10) directors and one hundred (100) guidance and counseling officers, yielding a total sample of one hundred and ten (N=110) participants. Data collection involved using a questionnaire for guidance and counseling officers and an interview schedule for the directors. Analysis was performed using SPSS (Version 22.0), with descriptive statistics presented in tables and figures using frequencies and percentages. The findings indicated that solid financial planning, and efficient schedule management were crucial for the successful implementation of HIV/AIDS programs. Notably, 75% of respondents indicated that stakeholder involvement improved program relevance, while 70% stressed the importance of financial expertise in project management. Furthermore, 78% of participants believed that structured timelines were essential for maintaining project progress. In light of these findings, the study recommended enhancing stakeholder participation in program planning to boost effectiveness. It also advised project managers to cultivate financial management skills to improve resource allocation and ensure sustainability. Additionally, the incorporation of adaptive planning in schedule management was suggested to better navigate unforeseen challenges during program execution.

**Key Words:** Project Planning, Project Financial Planning, Human Resource Planning, HIV/AIDS Program Implementation

## **Background of the Study**

The World Bank (2018) recognizes that HIV/AIDS continues to be a major development burden in many nations across the world, endangering human capability, livelihoods, and growth, and causing misery for millions of families. King'ori (2010) argues that with new donors, higher funds, more accessible treatment, improved knowledge of the illness and its transmission, and a growing awareness of gender disparity in the feminization of the disease in Africa, the environment for treating HIV/AIDS keeps changing rapidly.

According to Anunda (2016), the spread of Human Immunodeficiency Virus (HIV) is massively being controlled by programs designed to distribute Antiretroviral Therapy (ART) as well as prevention strategies such as Elimination of Mother to Child Transmission (EMTCT), voluntary medical male circumcision and Pre and Post exposure prophylaxis. Complete eradication of HIV / AIDS depends on the success of such interventions in addition to others aimed at coming up with emerging technologies like vaccinations, microbicides, and antiretroviral medications that target and immobilize viruses to lower the likelihood of transmission.

## **Statement of the Problem**

In larger Nyanza region and western Kenya, the prevalence of HIV/AIDS is significantly higher than in other regions, with Siaya, Homa Bay, and Kisumu counties together accounting for 27% of all patients on Antiretroviral Treatment (ART) and 31% of the estimated unmet need for ART in Kenya (NASCO, 2018). The HIV prevalence rate in Kisumu County alone stands at 16.3%, which is nearly double the national average of 8.9% (Kenya HIV Estimates, 2020). These alarming figures point to substantial challenges in addressing the HIV/AIDS epidemic in this region. Despite numerous efforts to provide access to ART and other preventive measures, the high prevalence of HIV/AIDS continues to strain healthcare systems and hinder the overall success of intervention programs (NASCO, 2018).

Moreover, existing research on HIV/AIDS interventions has revealed gaps, particularly in understanding the factors influencing the success of these programs in specific contexts. While several studies have examined the effectiveness of HIV/AIDS interventions, many fail to account for the unique socio-economic, cultural, and healthcare delivery challenges that impact program outcomes in Kisumu County (Ngugi et al., 2017). The literature also suggests that many HIV/AIDS programs in this region face difficulties in achieving their objectives due to insufficient resources, weak healthcare infrastructure, and inadequate stakeholder involvement (Mburu et al., 2020). These factors collectively hinder the optimal implementation of HIV/AIDS programs.

Another critical gap in the literature is the role of project planning in ensuring the successful implementation of HIV/AIDS programs. Effective project planning, including resource allocation, is essential for the sustainability and success of any public health intervention. However, there has been limited investigation into how these planning elements specifically impact HIV/AIDS programs in Kisumu County (Owino & Ogutu, 2019). Given the region's unique challenges, the lack of strategic planning could further exacerbate program inefficiencies and lead to suboptimal health outcomes.

Thus, this study aims to address this gap by examining how project planning influences the implementation of HIV/AIDS programs in Kisumu County. The findings are expected to provide actionable insights and strategies to improve program success, ultimately contributing to the broader goal of reducing HIV prevalence and improving the quality of life for affected populations in Western Kenya. The study is crucial for informing policymakers and healthcare providers on how to optimize resources, and enhance program execution in high-prevalence areas (UNAIDS, 2020).

## Objectives of the Study

The main focus of this study is to investigate the influence of project planning on successful implementation of HIV / AIDS program in Kisumu County, Kenya.

### Specific Objectives

- i. To determine the influence of project financial planning on implementation of HIV / AIDS programs in Kisumu County, Kenya.
- ii. To determine the influence of human resource planning on implementation of HIV / AIDS programs in Kisumu County, Kenya.

## LITERATURE REVIEW

### Theoretical review

#### Change Theory

According to Rodgers (2011), change theory of change serves as the foundation for this subject because projects are change agents. A change theory describes how an action contributes to a series of outcomes and impacts that result in the anticipated outcomes and impacts. It may also have negative effects on the intervention's foundation or good effects consistent with the implementation's goal. On rare occasions, it will also display additional incidental elements that support the production of results and the environment in which this occurs.

One of the strengths of this theory is that it offers a theoretical foundation for creating an integrated monitoring and evaluation framework and directing these two crucial project activities. Change theory also aids in bringing together knowledge that is supportive of a program and clarifies how a program is understood to function or not, helping to close the performance gap (Rogers, 2011).

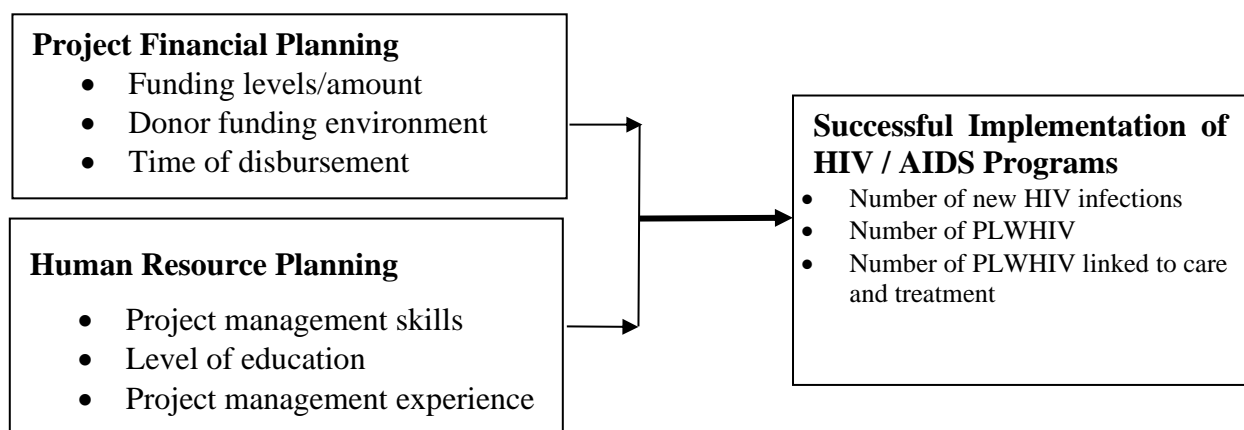
This study employs change theory since its principles were applied for a single evaluation, planning multiple evaluations of different projects that are funded under program, or to collate data and information from multiple evaluations both midterm and final towards the implementation of HIV/AIDS programs. In the same line, this theory develops during the planning stage of a new intervention. It may be applied during implementation, close-out and post implementation. When planning for an evaluation, it is particularly useful to review the change theory applied and review or contextualize as may be necessary.

### Conceptual Framework

In this study, the project planning factors constituted the independent variables while successful implementation of HIV/AIDS program constituted the dependent variable as illustrated in Figure 1.

#### Independent Variables

#### Dependent Variables



**Figure 1: Conceptual Framework**

Source: Researcher (2024)

### **Project Financial Planning**

Proper financial planning is a key factor influencing the success of HIV/AIDS interventions. The amount of funding allocated determines the program's reach, with higher funding levels enabling more comprehensive services like antiretroviral therapy (ART), counseling, and preventive efforts (Ngugi et al., 2017). Sufficient funding allows programs to reach more individuals, thereby reducing new HIV infections and improving care for PLWHIV. Additionally, a stable donor funding environment is critical for continuous program operations, while inconsistencies in donor support can lead to interruptions that negatively affect service delivery (UNAIDS, 2020). The timing of disbursements also plays a significant role in the smooth functioning of these programs. Delays in financial disbursements can disrupt essential services like ART provision and testing, undermining the program's ability to achieve its goals. Timely funding ensures uninterrupted services, which is crucial for preventing new infections and maintaining high standards of care (Owino & Ogutu, 2019).

### **Human Resource Planning**

Human resource planning plays a pivotal role in the successful implementation of HIV/AIDS programs. The skills of project managers significantly affect the coordination and execution of program activities. Effective management ensures that resources are utilized efficiently and challenges are promptly addressed, resulting in improved outcomes, including a higher number of PLWHIV being linked to care and treatment (Ngugi et al., 2017). The education level of staff also directly impacts the quality of services delivered, as well-trained personnel are better equipped to manage complex HIV interventions and promote adherence to treatment protocols. This can lead to a reduction in new HIV infections (Owino & Ogutu, 2019). Additionally, project managers with extensive experience are better at anticipating potential challenges, such as delays in funding or shortages in resources, and can devise strategies to mitigate these risks, further enhancing program implementation and care for PLWHIV (Mburu et al., 2020).

### **Empirical Review**

#### **Influence of Project Financial Planning and Successful Implementation of HIV/AIDS programs**

According to Chandra (2017), financial planning and forecasting represents a blueprint of what a firm proposes to do in the future. So, naturally planning over such horizon tends to be fairly in aggregative terms. While there are considerable variations in the scope, degree of formality and level of sophistication in financial planning across firms, we need to focus on common elements which include Economic assumptions, sales forecast, Pro forma statements, Asset requirements and the mode of financing the investments.

Pinto (2017) observes that project financing is the process of financing a specific economic unit that the sponsor creates, in which creditors share much of the venture's business risk and funding is strictly for the project itself. An assessment on funding for HIV/AIDS on the influence of HIV/AIDS implementation project management revealed that funds allocated to the HIV/AIDS project was adequate and they facilitated successful implementation.

Another study by Mbogo (2015) study on factors affecting performance of HIV/AIDS programs in Kenya established that there is a relationship between financial constraints and the lack of adequate implementation of HIV/AIDS programs. The study used descriptive survey design, on a target population of staff of Eastern Deanery AIDS Relief program located in Nairobi. A sample of 115 respondents was obtained through stratification sampling, with the key data collection instrument being questionnaires. Findings revealed that the receiver governments treat received funds as replacements and not as supplement to the National budget, highlighting the fact that Kenya continues to rely on donor money to support projects that it could just as easily have planned for but chooses to do so instead.

Mohammed (2008) carried out a study to determine the importance of financial planning in micro finance firms. The study was addressing the need for such firms to apply financial planning in the management of its resources to enhance efficiency and minimize costs in the

micro finance firms in Kenya. The study was carried out his study on micro finance firms among them been Kenya women finance trust which is one of the fastest growing micro finance firms specializing on providing finances to women intending to start or expand their business ventures. The study sought to identify which financial planning techniques the firms were applying in managing and allocating its financial resources so as to enhance efficiency, expand and minimize its costs. Data was collected from the micro finance firms which showed that firms which had adopted financial planning techniques in managing and allocating resources achieved high efficiency, growth and minimized their costs. The firms which had applied little or no financial planning techniques had lower efficiency and slower financial growth.

A study conducted to review the implications of Performance-based financing for improving HIV/AIDS service delivery in Sub-Saharan Africa presented that performance based financing positively affected HIV service access and quality however critical health system and governance knowledge gaps remain (Suthar et al, 2017). The study was conducted among Sub-Saharan African states, with a systematic review methodology of cross-sectional studies. A target population of Studies evaluating performance based financing in people with HIV/AIDS. A sample of only 4 studies was analyzed published from 2009 to 2015 and including 173,262 people, met the eligibility criteria (Suthar, Nagata, Bärnighausen, & Eyerusalem,, 2017). Literature has shown that HIV and AIDS financing in Kenya is highly donor dependent as depicted Ngare and Cheluget (2019).

### **Influence of Human Resource Planning on Successful Implementation of HIV/AIDS Programs**

According to Shirey (2018), organizations that have embraced human resource planning realize better output as opposed to those that have not because a variety of human resource planning steps are put in place which are likely to enhance the attainment of organizational goals (David, 2001). Human resource planning offers a structure to ensure management as well as organizational actions and thorough execution of decisions all the way through location of goals and objectives that offer a foundation in the measure of organizational performance

According to Boxall (2015), human resource planning aids organizations to acquire a track or course to follow in pursuit of intended goals and objectives which in turn guide the workers on the path to follow. Thus human resource planning acts as a guide in directing the organizational discovery of its major goals and provides a map as to which path to follow in realizing them. In addition, human resource planning processes shape an organization's recruitment and selection strategy using organized, rational and sensible approach. HRP discloses as well as elaborates organizational openings plus risks by enabling a structure for sound making decisions.

Mirembe (2016) observes that human resource planning facilitates the achievement of an effective and consistent performance. Through human resource planning organizations invest in the nurturing and development of the workers by ensuring that workers are well trained in the various skills and knowledge required by the organization Dienemann (2015) opined that human resource planning may be utilized as a way to encourage transformation of workers.

Ngui carried out a study on the effect of employee resourcing strategies on the performance of commercial banks in Kenya where it was established that that employee resourcing strategies have a significant positive effect on performance of the aforementioned banks. In addition, the study findings indicated that, there is a positive relationship between strategic employee resourcing and employee performance in commercial banks in Kenya. It was recommended that that banks should develop and document strategies for human resource planning so as to enhance employee and organizational performance.

In his study, Katua (2014) inferred that, human resource planning strategies can enhance performance of a firm. According to their findings, the scholars recommended that firms ought to develop and document strategies for human resource planning with the object of enhancing

both employee and organizational performance. The fundamental importance of human resource planning practices to the organization's performance has been underscored; yet the same has hardly been studied in the context of Kenya's County Governments. There is need for a similar study to be carried out on the influence of human resource planning on successful implementation of HIV/AIDS program in Kisumu County, Kenya.

### **RESEARCH DESIGN AND METHODOLOGY**

This study employed a mixed-methods approach, incorporating both cross-sectional descriptive and correlational research designs. The target population for this study consisted of twenty (20) guidance, counseling, and testing centers that operated between 2020 and 2022 within Kisumu County, along with twenty (20) directors and two hundred (200) guidance and counseling officers. To arrive at the sample of the counseling and testing centers used in the study, the study will use 50% of the targeted number of counseling and testing centers; which equivalent to ten (10) counseling and testing centers. Additionally, a sample of ten (10) directors and one hundred (100) guidance and counseling officers will be used in the study. According to Gay, Mills and Airasian (2009), 10% to 50% of the population is sufficient for reliable findings in a study.

Additionally, a simple random sampling procedure was utilized to select the counseling and testing centers that participated in the research. The study aimed to sample 50% of the targeted counseling and testing centers, resulting in ten (10) centers being included in the study. Furthermore, a sample of ten (10) directors and one hundred (100) guidance and counseling officers was also selected. According to Gay, Mills, and Airasian (2009), a sample size representing 10% to 50% of the population is generally sufficient to yield reliable findings.

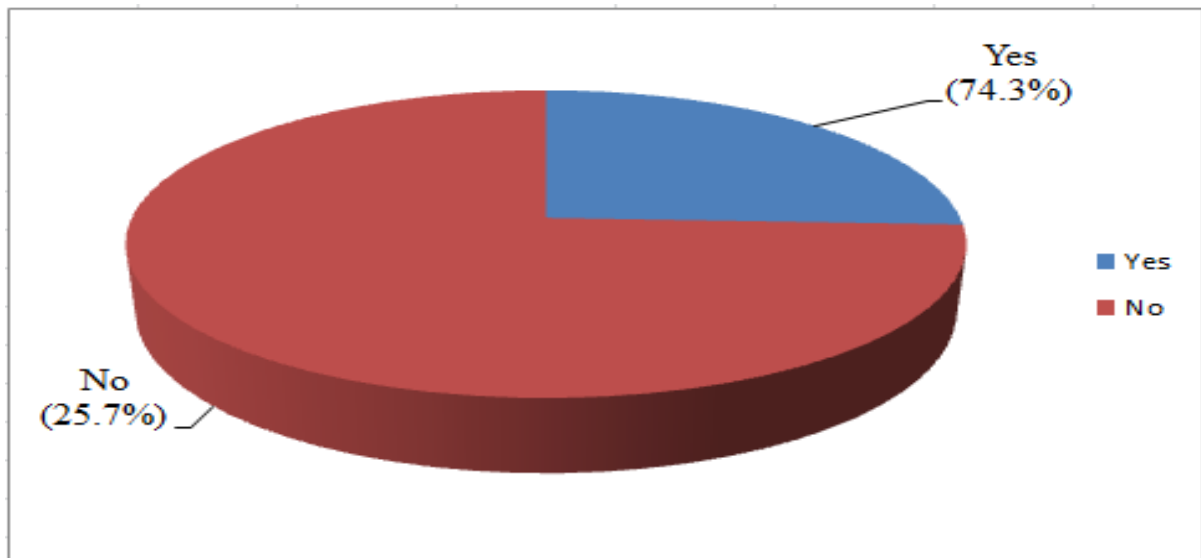
In the open-ended questions, the researcher will take notes while interviewing the key informants, whereas closed-ended questions have options which are determined by the researcher. The Statistical Package for the Social Sciences (SPSS) Version 21 will be utilized for coding and conducting the statistical analysis. Quantitative data collected was analysed using descriptive and inferential statistical tools. Pearson R correlation was used to measure the strength and direction of linear relationship between variables. Multiple regression models was fitted to the data in order to determine how the independent variables influence the dependent variable.

### **DATA ANALYSIS AND INTERPRETATION OF RESULTS**

One hundred and ten (110) questionnaires in total were administered but the researcher managed to obtain Eighty five (85) completed questionnaires representing 73% response rate. The questionnaire contained questions that addressed the objective of the study.

#### **Project Financial Planning**

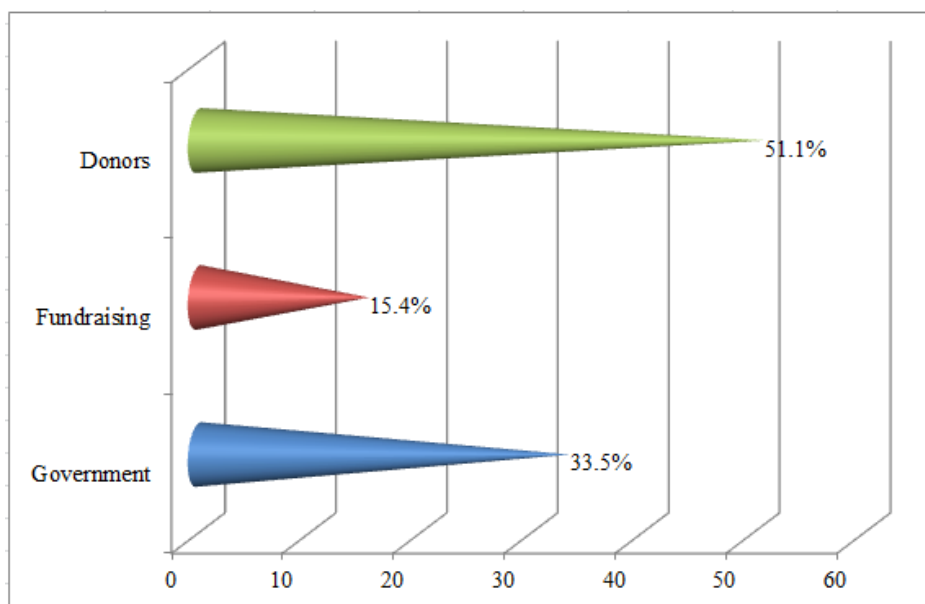
Study sought to examine whether there was adequate funding for its HIV/AIDS programs. The respondents were asked to indicate whether their organizations had adequate funding for HIV/AIDS programs. Figure 4.1 shows the distribution of responses on whether their organizations had adequate funding for HIV/AIDS programs.



**Figure 1: Distribution of responses on whether their organizations had adequate funding for HIV/AIDS programs**

Figure 4.6 shows that, majority (74.3%) of the respondents who took part in the study denied that their organizations had adequate funding for HIV/AIDS programs while 25.7% of them agreed that their organizations had adequate funding for HIV/AIDS programs. This gap highlights a significant challenge in executing effective HIV/AIDS interventions, as inadequate funding can significantly restrict resources, staffing, and the overall reach of programs.

The respondents were further asked to indicate the sources of funding for the implementation of HIV/AIDS programs in their organization. Figure 4.7 shows the distribution of responses on sources of funding for the implementation of HIV/AIDS programs in their organization.



**Figure 2: Distribution of responses on sources of funding for the implementation of HIV/AIDS programs in their organizations.**

Slightly more than half (51.1%) of the respondents who took part in the study indicated that donors were the source of funding for the implementation of HIV/AIDS programs in their organizations. This was followed by 33.5% of them who were for fundraising 15.4% of them indicated that the government was the source of funding for the implementation of HIV/AIDS

programs in their organizations. This scenario emphasizes the importance of understanding funding dynamics to evaluate the sustainability of these initiatives. It also highlights the necessity of increasing government participation and diversifying funding sources to improve the resilience of HIV/AIDS interventions in Kisumu County.

The respondents were asked to indicate their level of agreement on the influence of project financial planning on implementation of HIV / AIDS programs. Table 1 shows the distribution of responses on the influence of project financial planning on implementation of HIV / AIDS programs.

**Table 1: Responses on the influence of project financial planning on implementation of HIV / AIDS programs**

Statement	SA		A		UD		D		SD	
	F	%	F	%	F	%	F	%	F	%
Financial planning ensures that projects delivered to funders' satisfaction are an indicator of project implementation	35	13.6	198	76.7	-	-	25	9.7	-	-
Financial planning ensures that projects are completed in time are an indicator of project implementation	92	35.7	155	60.1	-	-	11	4.3	-	-
Financial planning enhances transparency with staff and investors	146	56.6	59	22.9	-	-	17	6.6	-	-
Projects delivered within budget are an indicator of project implementation	169	65.5	59	22.9	-	-	30	11.6	-	-
Financial planning enhances smart budget allocation										

Table 1 shows that majority (76.7%) of the respondents who took part in the study were in agreement that financial planning ensures that projects delivered to funders' satisfaction are an indicator of project implementation. This was supported by 13.6% of them who strongly agreed with the statement while only 9.7% of them felt otherwise.

Majority (60.1%) of the respondents agreed that financial planning ensures that projects are completed in time are an indicator of project implementation. This was supported by more than a third (35.7%) of them who strongly agreed with the statement while the remaining percentage of them (4.3%) felt otherwise.

Regarding whether financial planning enhances transparency with staff and investors, 56.6% of the respondents who took part in the study agreed with the statement. This was supported by 22.9% of them who agreed with the statement. Only 6.6% of them indicated otherwise.

Majority (65.5%) of the respondents strongly agreed that projects delivered within budget are an indicator of project implementation. This was supported by slightly less than a quarter (22.9%) of them who agreed with the statement while only 11.6% of them felt otherwise.

On whether financial planning enhances smart budget allocation, 59.3% of the respondents strongly agreed with the statement as this was also supported by more than a third (36.8%) of them who agreed with the statement. The remaining percentage of them (3.9%) disagreed with the statement.



When asked to indicate the extent to which project financing influences the implementation of HIV / AIDS programs in their organization, nearly all (98.8%) of the managers who took part in the study felt that class room supervision of respondents by the managers felt that project financing influences the implementation of HIV / AIDS programs in their organization to a great extent. The remaining percentage of them (1.2%) was undecided.

The findings of this study on financial planning for HIV/AIDS programs align closely with the literature reviewed, highlighting the essential role of effective budgeting and resource allocation in achieving program objectives. About 70% of respondents stressed the importance of project managers having financial expertise, reflecting Nyaga's (2018) assertion that financial skills are crucial for proper fund utilization and long-term success. Additionally, the emphasis on developing local funding sources to reduce dependence on donor support resonates with Ngare and Cheluget (2019), who noted that sustainable projects should be able to maintain themselves after donor support ends.

While this study supports existing literature on the significance of financial planning for HIV/AIDS programs, it stands out by stressing the need for project managers to cultivate financial expertise to effectively manage funds. Unlike earlier studies that primarily focus on the drawbacks of donor reliance, this research advocates for forming local partnerships to promote financial independence, offering practical recommendations for enhancing program sustainability. By concentrating on the implications of financial management skills and local revenue generation, this study addresses a gap in the literature, providing a holistic view that connects effective financial planning not only to sustainability but also to the operational efficiency of HIV/AIDS initiatives, thereby contributing to both policy and practice.

### Professional Development and Training Programs

The respondents were asked to indicate their level of agreement on the influence of human resource planning on implementation of HIV / AIDS programs. Table 2 shows the distribution of responses on the influence of human resource planning on implementation of HIV / AIDS programs.

**Table 2 Responses on the influence of human resource planning on implementation of HIV / AIDS programs.**

Statement	SA		A		UD		D		SD	
	F	%	F	%	F	%	F	%	F	%
The organization undertakes comprehensive human resource planning annually.	59	71.3	12	14.0	-	-	18	14.7	-	-
The organizations' HR Planning is based on the required skills, knowledge and abilities of existing employees.	23	37.6	62	62.4	-	-	-	-	-	-
The organization has sufficient employees to achieve its goals.	52	55.4	23	37.2	-	-	12	7.4	-	-
The human resource planning process leads to fair distribution of work among the employees	50	58.1	23	37.2	-	-	6	4.7	-	-
Human resource planning prevents overstaffing or understaffing.	13	14.0	70	80.2	-	-	2	5.8	-	-

As shown in table 2 above, majority (71.3%) of the respondents who took part in the study strongly agreed that the organization undertakes comprehensive human resource planning annually. This was supported by 14.0% of them who agreed with the statement while only 14.7% of them indicated otherwise.

Majority (62.4%) of the respondents agreed that the organizations' HR Planning is based on the required skills, knowledge and abilities of existing employees. This was supported by more than a third (37.6%) of them who strongly agreed with the statement while the remaining percentage of them (7.4%) felt otherwise. Regarding whether the organization has sufficient employees to achieve its goals, 55.4% of the respondents who took part in the study strongly agreed with the statement. This was supported by 37.2% of them who agreed with the statement. Only 7.4% of them indicated otherwise.

On whether the human resource planning process leads to fair distribution of work among the employees, 58.1% of the respondents strongly agreed with the statement as this was also supported by 37.2% of them who agreed with the statement. The remaining percentage of them (4.7%) disagreed with the statement. An overwhelming majority (80.2%) of the respondents who took part in the study were in agreement that human resource planning prevents overstaffing or understaffing. This was supported by 14.0% of them who agreed with the statement while the remaining percentage (5.8%) of them disagreed with the statement.

On the extent to which human resource planning influences the implementation of HIV / AIDS programs, nearly all of the managers who took part in the study felt that human resource planning influences the implementation of HIV / AIDS programs to a very great extent. The findings of this study on human resource planning in HIV/AIDS programs align with existing literature, emphasizing the critical role of comprehensive HR strategies in boosting staff performance, as indicated by 74% of respondents. This supports earlier work by Shirey (2018) and Mirembe (2016), which asserts that effective HR planning leads to increased motivation and efficiency, ultimately enhancing program outcomes. Notably, this research highlights the necessity for continuous evaluation of HR practices to adapt to the evolving needs of HIV/AIDS interventions, a point emphasized by 66% of participants. This focus on aligning workforce skills with current demands sets this study apart from previous research, making it particularly relevant in addressing modern challenges. By offering empirical evidence that connects strategic HR planning to program success, this study provides important insights for both the literature and practical applications, advocating for a more systematic approach to human resource management in HIV/AIDS initiatives.

### Regression Coefficients

The regression coefficients are presented in table 4.7 below.

**Table 3: Coefficients table**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.878	.586		4.914	.000
1 Project financial planning	.225	.080	.173	2.826	.005
Human resource planning	.253	.075	-.213	-3.382	.001

a. Dependent Variable: Successful Implementation of HIV / AIDS program

a unit change in Project financial planning would result in 0.225 change in Successful Implementation of HIV / AIDS program and a unit change in human resource planning would result in 0.253 change in Successful Implementation of HIV / AIDS program. Findings in the table also show that project financial planning ( $p=0.005$ ) and human resource planning ( $p=0.001$ ) were statistically significant.

## Conclusions

### Financial Planning on Successful Implementation of HIV / AIDS Programs

The research underscores that financial planning is a critical determinant of the success and sustainability of HIV/AIDS programs. Adequate financial resources and strategic budgeting allow programs to implement initiatives effectively. The reliance on donor funding poses challenges, emphasizing the need for program managers to possess financial expertise to optimize resource allocation. Developing sustainable funding strategies, including local partnerships, can enhance program resilience and ensure continuity of care.

Effective financial planning aligns resources with strategic goals and community needs, ultimately contributing to impactful health outcomes.

### Human Resource Planning on Successful Implementation of HIV / AIDS Programs

The findings illustrate that human resource planning is integral to the effective implementation of HIV/AIDS programs. Organizations that prioritize comprehensive HR strategies focused on recruitment, training, and development experience enhanced staff performance. Investment in workforce capacity-building translates to improved service delivery.

Ongoing evaluation of HR practices is necessary to align workforce competencies with changing community demands. This dynamic approach enables programs to remain responsive and effective. Strategic human resource planning is not merely administrative; it is a critical factor that directly influences the success and sustainability of HIV/AIDS initiatives.

## Recommendations

1. There is a need to develop robust financial strategies that integrate donor funding with local revenue generation to ensure the financial sustainability of HIV/AIDS initiatives.
2. There is a need to implement strategic human resource planning focused on the recruitment, training, and retention of qualified personnel, which will boost program effectiveness. Regular assessments of human resource practices are also necessary to maintain alignment with program goals and the evolving demands of the community.

## Suggestions for Further Studies

1. Additionally, there is a need to explore the effectiveness of various human resource training programs, focusing on their impact on staff performance and retention in HIV/AIDS initiatives.
2. Finally, research on the cultural and social factors influencing the implementation of HIV/AIDS programs in different communities can provide valuable insights for tailoring interventions to meet diverse needs.

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