

EVALUATION OF FACTORS INFLUENCING PERFORMANCE OF SINGLE STREAM FUNDING HIV PROJECTS IN RWANDA. A CASE OF RALGA PROJECT IN KICUKIRO DISTRICT.

Antyme Kayisabe
Jomo Kenyatta University of Agriculture and
Technology,
Kigali, Rwanda.

Julius Warren Kule (PhD)
Jomo Kenyatta University of Agriculture and
Technology,
Kigali, Rwanda.

Dr. Marcel Ndengo
Jomo Kenyatta University of Agriculture and Technology,
Kigali, Rwanda.

ABSTRACT

The purpose of the study was to investigate factors that influence the performance of Single Stream Funding for HIV projects in Rwanda using a case study of RALGA project in Kicukiro District. To achieve this the study assessed the influence of disbursement of funds, determined stakeholders' involvement, investigated the influence of competence of the implementation team and examined the effect of organizational culture on performance of SSF for HIV RALGA project in Kicukiro District. The study adopted a descriptive research design. Stratified random sampling was used to determine the sample size. The study targeted respondents from RALGA project, Ministry of Health Employees working with the Global Fund project, and Beneficiaries of the project in the community in Kicukiro District totaling 10000 respondents. A sample size of 385 respondents was determined using Yamane's Formula. The study used both primary and secondary data, where questionnaires, interview and annual reports of RALGA project were used. The study used both primary and secondary data, where questionnaires, interview and annual reports of the Global Fund report were used. Primary data for the study was collected using structured questionnaires that were administered to the RALGA members, Rwanda Ministry of Health employees who took part on the SSF HIV RALGA project and beneficiaries of the project. Quantitative data obtained from close ended questions were analyzed by using descriptive statistics. Data collected was analyzed through SPSS version 21. Data analysis involved statistical computations for averages, percentages, and correlation and regression analysis. From the study it was found that disbursement of funds, stakeholders' involvement, competence of project team and organizational culture have a significant influence on performance of SSF HIV RALGA project in Rwanda. The study findings indicated that disbursement of funds, stakeholders' involvement, competence of the project team and organization culture influenced the performance of project by 0.318, 0.222, 0.389 and 0.251 respectively. From the study, it is concluded that there is a positive relationship between disbursement of funds, stakeholder involvement, competence of project team and organizational culture provide proper motivation and combine to enhance firm performance in terms of deadline and successful completion of projects. This study therefore recommends that the implementation team should be committed and support the management in influencing the success of the organization. From the findings and conclusions, for a project to be successful there must be an improved appreciation of the role of project management within projects, and this role must be placed within the context of a wider project alongside other outside criteria and long-term expectations.

Key words: *Disbursement of funds, stakeholders' involvement, competence of the implementation team, organizational culture performance of SSF*

1.0 Background.

Since the inception of development projects in the world; there has been a great impact, with numerous development projects coming up worldwide and more especially in the developing countries (World Bank, 2003). According to Gray and Larson 2008 many Asian, African, and Latin American countries, in spite of their decades of intensive development efforts still suffer from diverse forms of development crisis. While some Asian countries like China and India are reaching significant milestones in their development, little is happening in Africa, especially in sub-Saharan Africa despite the presence of huge amounts of project funds for development being available in Sub-Saharan Africa (Abebe, 2012). Abebe adds that Africa is experiencing a development crisis and the apparent political indifference, mismanagement of collapsing economies as well as entrenched poverty, hunger and HIV/AIDS deepen this disorder.

HIV continues to be a major global public health issue, having claimed more than 34 million lives as of November, 2015. In 2014, 1.2 million people died from HIV-related causes globally (WHO 2015). There were approximately 36.9 million people living with HIV at the end of 2014 with 2.0 million people becoming newly infected with HIV in 2014 globally. Sub-Saharan Africa is the most affected region, with 25.8 million people living with HIV in 2014. Also sub-Saharan Africa accounts for almost 70% of the global total of new HIV infections (UNAIDS 2005).

According to Global Fund (2013), thirty years after AIDS was first reported, HIV continues to spread. Existing prevention efforts, although improving, are often insufficiently comprehensive or inadequately tailored to local epidemics. The Global Fund was established reflecting a shared global commitment to fighting three of the world's most deadly epidemics. It has since helped to fund a rapid scale-up in the prevention, treatment and care of HIV/AIDS, tuberculosis and malaria across more than 150 countries. Its investments have contributed to significant declines in deaths and infections from the three diseases. They have also helped bring about a strong link between funding and results, and a paradigm change in how communities are engaged in health planning and delivery (Global fund 2015).

Performance is a multi-dimensional concept where task performance refers to an individual's proficiency with which he or she performs activities which contribute to the organization's 'technical core'. Contextual performance refers to activities which do not contribute to the technical core but which support the organizational, social, and psychological environment in which organizational goals are pursued (Sonnentag & Frese 2001). Performance is a complex concept that has been explored in numerous studies (Fwaya et al 2012). It has been conceptualized in two fundamental ways, by the drivers of performance and results that are the performance outcomes (Neely, 1998). Researchers have classified the drivers of performance according to internal and external factors and the impact they have on managerial decision-making (Fwaya et al 2012). Understanding the internal and external factors and how they affect an organization's operations is central to effective performance. The external environment in which an organization operates is often referred to its market that is habitually unpredictable and uncontrollable. Projects do not operate in isolation of these environments, leading to a positive or negative impact on project performance (Arshad *et. al* 2010). Rwanda is one of the first countries that received funds from the Global Fund in 2003. In March 2014, the Global Fund Board approved a total allocation for Rwanda for 2014-2016 of USD 396 million. Including existing funding amounts, the allocation is split across the diseases as follows: USD 295 million for HIV, USD 65 million for malaria and USD 36 million for tuberculosis. This brings the total amount awarded to Rwanda to USD 1.2 billion (Global fund 2014). As a result of its successful track record in tackling the three diseases, the Global Fund selected Rwanda to be the first country to pilot a new financing approach called Results-Based Financing. This approach is designed to achieve better results, streamline grant management processes and oversight, and better rely on in country mechanisms (Global fund 2014).

In RBF in development cooperation, the principal is usually a national or sub-national government body of a developing country. The agent is an implementing agency (in the case of performance-based financing) or an individual (in the case of a conditional cash transfer – CCT). RBF may be funded by domestic funds, by donor funds or by a combination of both (Musgrove, 2010). If RBF targets the supply side, it is also called performance-based financing and aims at setting incentives for service providers to deliver good performance. Indicators are set by the principal – often together with the agent. Payment takes place against achievement of these predefined indicators

That successful track record in tracking the three diseases did not leave behind the Single Stream of Funding (SSF), a consolidated of the Round 6 HIV Grant (Phase2), The Round 7 HIV grant and the approved National Strategic Application (SA) which is based on the Rwanda Strategic Plan on HIV/AIDS 2009-2012. The SSF was covering the period of July 2010 to June 2013 (Global Fund, 2014). The study was conducted on a the above mentioned Single Stream Funding (SSF) project implemented by the Rwanda Association of Local Government Authority in partnership with in the Rwanda Ministry of Health through as the stated funding from the Global Fund. The employees that worked on this project of Single Stream Funding for HIV AIDS funded by the Global Fund as well as the beneficiaries of the project were targeted in the data collection drive.

The Rwanda Association of Local Government Authorities (RALGA) was established in 2002 by the Districts of Rwanda in efforts to enable the former fulfill the new responsibilities that were entrusted to them under the decentralization policy adopted in 2000. RALGA was legally registered in 2003 as a nongovernmental organization although its members are public institutions. This registration was renewed in April 2013 to comply with the law governing local nongovernmental organizations. As membership organization, RALGA was mandated to represent and advocate for the interests of local government in Rwanda. Ten years after its establishment, the association has grown to become a consolidated and respected membership organization. Its board has proven outstanding political and leadership skills while the secretariat has kept on professionalizing its work (RALGA, Action plan 2010 through 2013)

Largely to the HIV/AIDS epidemic in Rwandan from 1990 to 2006, the World Health Organization estimated that the number of total tuberculosis cases in Rwanda tripled (WHO, 2008). The Global Fund initiated a program as a result of consolidation of tuberculosis grants in Rwanda into single stream of funding in rounds; a program that allowed the Ministry of Health to implement all the components of the national tuberculosis control strategic plan and involved different sector and partners, including civil society organizations (Global Fund 2015).

In 2010, the government of Rwanda and the Global Fund have signed a Single Stream Funding grant, an innovation introduced with aim of simplifying the implementation of grants given to countries to fight AIDS, Tuberculosis and Malaria. The single stream of funding grant, signed in Rwanda on November 7th, 2010 consolidated three grants to fight VIH and AIDS: two which already existed and one which was recently approved. The consolidated grant was worth approximately USD380 million and covering three years' period. The money was to help Rwanda halve HIV incidence, reduce AIDS related morbidity and mortality and ensure that people infected and affected by HIV have their rights respected. By having a single stream of funding for Rwanda's HIV response, the aim was to reduce the complexity for the country considerably and align Global Fund financial assistance more closely with Rwanda's needs as it was said by Professor Michel Kazatchkine, Executive Director of the Global Fund to fight AIDS tuberculosis and

malaria. Rwanda has taken initiative to streamline its grant management and decided to consolidate all of its three tuberculosis grants into one single stream of funding (Global 2010).

In this context of the Single Stream Funding (SSF) for HIV/AIDS 2010-2013 financed by the Global Fund to fight AIDS, Tuberculosis and Malaria, the Ministry of Health signed a partnership agreement with the Rwandese association of Local Government Authorities (RALGA) as one of the sub recipients. The partnership comes as result of the successful implementation of the 2 years' RALGA Global Fund HIV Around 7 project which comes to end in September 2010. Through this partnership, RALGA received a grant for its project SSF HIV RALGA, with a total budget amounting to 922,359 USD for a period of 3 years running from July 2010 up to June 2013 however the project was extended to the major activities planned and implemented in this project are the organization of training sessions for District councilors on HIV/ AIDS, reproductive health and behavior change communication. Through this project, RALGA also had to provide financial support to all Districts of the Republic of Rwanda to facilitate the organization of forums at sector level for the promotion of HIV family planning (RALGA, Annual Report 2012-2013, 2013). RALGA has developed a strategic plan for the period starting from July 2010 to June 2015 ensuring participation of the integrity of its employees in the process. This strategic plan has a logical framework summarizing what needs to be done, when and how; with a monitoring and evaluation framework. The implementation of this strategic plan is materialized through annual action plans (RALGA, 2010). The activities of the SSF GF HIV project are encountered in the annual action plans (RALGA, annual Report 2012-2013, 2013)

On February 11,2014 The Government of Rwanda through the Ministry of Health signed an agreement with Global Fund, an international financing organization that aims to attract and disburse resources to prevent and treat HIV, Malaria and Tuberculosis. Under this partnership, Rwanda received a grant of \$204 million for the National Strategic Plan for HIV/AIDS. The same day marked a 10-year successful partnership between the Rwandan government and Global Fund, a partnership that has seen Rwanda achieve major milestones in improving health care and reducing lives lost through Malaria, TB and HIV. The signature inked on February 11,2014 sees Rwanda access funds through a unique model, the result based financing where grants were to be proportional to achievements and outcomes sustained (Mwai, 2014).

Results- Based financing (RBF) is an instrument that links financing to pre-determined results, with payment made only upon verification that the agreed-upon results have actually been delivered (AHF, 2013). Rwanda being one of the poorest countries in the world and has a typical epidemiological profile for sub-Saharan African, the average Rwandan lives is less than USD0.70 per day, per capita annual health spending averages is about USD 14,with donors funding over 40% government about one-third, and beneficiaries contributing roughly one-quarter, therefore performance Based Financing (PBF) is an approach to health financing that shifts attention from inputs to outputs, and eventually outcomes, in health services. whilst inputs are necessary to finance health services, a predominant focus on inputs has failed to deliver the result that are necessary, if the country is to achieve its Millennium Development Goals (Fritshe 2013). The key premise in output-based aid is that it “seeks to address weaknesses by delegating service delivery to a third party under contracts that link payment to the outputs or result delivered. It thus has the potential to improve incentives and accountability, while also expanding opportunities for mobilizing private financing. The focus shifts not only from inputs to output, but also toward the Holy Grail of development outcomes” (Fritshe 2013)

This study sought to evaluate the factors that influencing the SSF for HIV RALGA project performance. The target group will include stakeholders of the project including the RALGA employees who worked on the project, the Ministry of Health employees who worked on the project, beneficiaries of the project residing in Kicukiro District and the Global Fund employees who worked on SSF HIV RALGA project.

1.1 Statement of the Problem

The management of public projects in Rwanda has been a challenge until today; as stated in the budget execution report of the fiscal year 2013-2014 by the Ministry of Finance and Economic Planning; the country is still depending on aids from developed country with 40% of the national budget. To execute the important projects without depending on donors and grants is still the main issue Rwanda. The project financing policy applicable in Rwanda, combined with the poorly designed projects especially in scope definition and cost estimation generates many problems in projects management during their execution. Poor projects studies especially in the construction projects makes the procuring entities face the problem of explaining to the ministry of finance and economic planning the reasons of their request for additional contracts to be able to pay the contractors for the unplanned additional works because the budget requested for those projects has been underestimated during the preparation of the procuring entities' procurement plans. A little number of procuring entities has overestimated the cost of their projects and this disturbs the management of budget execution by the ministry in charge. The issues of poor designs and cost estimation have resulted in delay of payments of contractors' invoices due to the lack of funds for direct payments and this has been affecting the projects implementation time (RPPA, 2014).

Performance-based funding emerged in the 1970s in the education sector of the United States. This model was developed to improve the quality of education by funding results attained rather than funding according to the size of an institution or standard budgeting procedures. Today, the performance-based funding model is employed by a number of development organizations and initiatives (including the GAVI Alliance, the Millennium Challenge Account and the European Commission) as a way to increase the accountability, efficiency and effectiveness of funded programs and services. Focusing on performance - by linking funding to the achievement of clear and measurable results - requires investment in measurement systems. Monitoring and evaluation is therefore critical to performance-based funding and must be integrated throughout the life cycle of every Global Fund grant. Three of the key challenges to the Global Fund's model of performance-based funding are ensuring that the indicators for grant performance measurement are appropriate and have baselines, countries have adequate monitoring and evaluation systems to report on their achievements and reported data is accurate and reliable (Global fund 2009)

Rwanda and the Global Fund on 10 February 2014 announced the piloting of a new results-based financing approach with the material reprogramming of Phase 2 of an HIV grant (RWN-H-MOH). The RBF model is designed to streamline and encourage flexibility and eliminate bottlenecks in the financing of programs for countries with stronger capacities. Rwanda's selection as the pilot for the RBF model is based on its success in achieving Millennium Development Goals 4, 5 and 6 and the ability of its national health systems to respond to the challenges confronting the population in terms of burden of disease and HIV prevalence (Grittner A. M, 2013)

On February 11, 2014 the Government of Rwanda through the Ministry of Health signed an agreement with Global Fund, an international financing organization that aims to attract and disburse resource to prevent and treat HIV, Malaria and Tuberculosis. Under this partnership, Rwanda received a grant of \$ 204 million for the national strategic plan for HIV/Aids. This signature inked on February 11, 2014 sees Rwanda access funds through a unique model; the Result Based Financing where grants will be proportional to achievements and outcomes sustained (Mwai 2014).

As a result of its successful track record in tackling the three diseases, the Global Fund selected Rwanda to be the first country to pilot a new financing approach of Results-Based Financing. This approach is designed to achieve better results, streamline grant management processes and oversight, and better rely on in country mechanisms (Global-Fund, 2014)

For the Government of Rwanda and stakeholders, selected were two types of indicators: quantity and quality indicators. Quantity indicators have two subsets: 14 core for general basic health package services (such as: curative consultations, immunization, family planning, etc.) and 10 HIV specific indicators related to voluntary counseling and testing, prevention of mother- to-child transmission, ARVs, and TB/HIV interventions. There are about 140 quality indicators that cover areas from general management of health facilities (hygiene, financial management, drug management, etc.) to quality of specific clinical interventions (family planning, curative consultation, immunization, referrals, etc.) (MSH, 2011)

The question arises there for the country's adaptation to this new model: Will the implementing partners perform on the required scale of performance to keep the same or increased funding for HIV from the Global Fund? What are the factors that influence Global Fund health projects performance in Rwanda and in Kicukiro District in particular?

Most literature reviewed for this paper mentions that RBF in general and PBF in particular can have undesirable or perverse effects (Lavis, Oxman, Lewin, & Fretheim, 2009).

However, in practice, little attention has been paid to factors that influence this performance

The present study was carried out to break a gap in knowledge about the factors that influence the Global Fund funded Single Stream Funding for HIV projects performance by assessing what influence do factors like disbursement of funds on the project, stakeholders' involvement, competence of the implementation team and organization culture on projects performance in Kicukiro District.

1.2 Objectives of the study

1.2.1 General objective

The general objective of the study was to evaluate the factors that influences the Single Stream Funding for HIV in Rwanda Association of Local Government Authority projects performance in Kicukiro District.

1.2.2 Specific objectives

This study was guided by the following research objectives:

1. To assess the influence of disbursement of funds on performance of SSF for HIV RALGA project in Kicukiro District.
2. To determine the influence of stakeholders' involvement on performance of SSF for HIV RALGA project in Kicukiro District.
3. To investigate the influence of competence of the implementation team on performance of SSF for HIV RALGA project in Kicukiro District.
4. To examine the effect of organizational culture on performance of SSF for HIV RALGA project in Kicukiro District.

2.0 Literature Review

2.1 Empirical review

Several researches on factors affecting project completion have proposed either general factors (Sanvido et al., 1992) or specific factors (Chua et al., 1999). In building construction, Sanvido *et al.* (1992) found four CSFs: (1) a well-organized and cohesive facility team; (2) a series of contracts allowing to encourage the various specialists to behave as a team without conflicts and to allocate risk and reward correctly; (3) experience in various aspects of similar facilities; and timely, valuable optimization information from related parties in the planning and design phases.

Ogunlana (2009) studied in critical success factors in large scale construction projects in Thailand. Their study emphasized that success factors vary across various projects. Their findings revealed project planning and control, project personnel and involvement of client as critical factors influencing project success. Ann et al. (2006) in their study, investigated on CSFs in construction project briefing. Briefing process is prerequisite to achieving success in project performance. This process involves the interpretation of clients 'actual views and requirements to project participants. Their study considered open and effective communication, clear and precise briefing documents, clear intention and objectives of client and clear project goal and objectives as critical success factors.

Ugwu *et., al.* (2007) identified nine top critical success factors that would act as enablers for successful implementation of ICT projects in construction as cost of development, top management support, availability of appropriate tools, development team knowledge and understanding of construction processes, ease applications, clear definition and understanding end user, clear communication, standardization issues and change management of organization level. Marterella (2007) reviewed over 50 business processes and disclosed eight critical sales success factors influencing business performance as selection, performance management, skills assessment, defined solution offerings, demand creation, qualifying, proposal clarity and existing client expansion. Jaselkis and Ashley (1988) identified the determinant factors in order to achieve budget, schedule and outstanding project performance. They identified 27 factors and grouped the success factors into four headings, which included project manager 's capabilities, experience and authority, the stability of project team, project planning and control effort. After analyzing the information from 78 projects by logistic regression, they identified reducing team turnover 'and program constructability ', as the two key factors required for achieving project success on construction works.

Jaselkis and Ashley (1991) investigated the impact of the project team, planning and control efforts as they relate to achieving overall 'project success, better-than expected schedule performance and better-than-expected budget performance. As in previous research, this research also used the discrete choice model as the analysis method. The results demonstrated that the key success factors affected the project outcomes differently. For example, increasing the number of budget updates 'has better schedule and overall project performance. Implementation of a constructability program 'seems to have a significant impact on achieving overall project success and better schedule performance – especially on fixed-price contracts. Reducing team turnover has more significant impact on improving budget performance than it does in achieving better schedule or overall project performance.

Chua et al. (1997) used another method to analyze the data derived from Jaselkis and Ashley (1988) 's research. They used neural networks as the analyzing method focusing on budget performance only. The final model identified eight factors which were most important for budget performance. These eight factors included (1) number of organizational levels from the project manager to the craft workers, (2) amount of detailed design completed at the start of construction, (3) number of control meetings during the construction phase, (4) number of budget updates, (5) implementation of a constructability programs, (6)

team turnover, (7) amount of money expended on controlling the project and (8) the project manager 's technical experience. Kog et al. (1999) replicated Chua et. al. (1997) 's research, but they aimed at identifying the key determinants for construction schedule performance. Like Chua *et al.*, (1997) 's research, they also used the data derived by Jaselkis and Ashley in 1988. The key determinants included (1) time devoted by the project manager to a specific project, (2) frequency of meetings between the project manager and other project personnel, (3) monetary incentives provided to the designer, (4) implementation of constructability program and (5) project manager 's experience on projects with a similar scope.

Chan and Kumaraswamy (1997) have determined and evaluated the factors causing delays for construction projects in Hong Kong. They have identified 83 hypothesized delay factors and grouped them into eight categories. The main reasons for delay were analyzed and ranked according to different groups classified on the basis of (a) role of the parties in the local construction industry (i.e. whether clients, consultants and contractors) and (b) the type of projects. They collected data from 167 local construction organizations and analyzed it by using the relative impact index method in order to rank the determinant delay factors for different types of construction projects. The results indicate that the five principal and common causes of delays are: poor site management and supervision, unforeseen ground conditions, low speed of decision making involving all the project team, client initiated variations and necessary variations of works. Distinguishing the characteristics of the success factors and the issues which influence the success factors for construction project have also been popular topic. Kothari (1986) and Chan (1992) identified the characteristics of the project manager in construction management. Kothari (1986) identified the characteristics of a successful project manager as: leadership, technical knowledge and experience, communication, planning and organization, motivation and personality. Chan (1992) identified the additional characteristic of coordinating and controlling. In Africa, Enshassi et al (2006) studied causes of contractor's business failure in developing countries. These were grouped together to only five main groups which are: managerial, financial, business growth, business environment and political factors. Managerial factors are mainly related to experience, decisions, procurement, control, productivity, communication and claims factors; financial factors are mainly related to loans, cash flow, profit, expenditures, material wastages, equipment cost and usage, and variation order; business growth factors are mainly related to managerial development, size of projects, type of work and number of projects; business environment factors are mainly related to regulations, awarding, economy, owner involvement and accounting practices and political factors are mainly related to delay, closure, lack of resource, high cost of materials, banks policy and dealing with suppliers. The results showed that political group is the most important influencing factor on contractor's business failure in Palestine. Otherwise, Business growth and Business environment had been ranked as the lowest influencing factors on failure. Previous studies from Nigeria have revealed that soft factors have been applied in project delivery in Nigeria but poor project performance has also been recorded. This has resulted to low productivity growth which runs across all industrial sectors including Nigerian Construction Industry (Adenikinju & Ayonrinde, 2001). Malladi (2007) stipulated that enhancement of project performance will bridge productivity gaps. Adenikinju (2005) graded productivity performance in Nigeria to be below average. His findings revealed technical inefficiency as a major influence to the decline. The result showed that technical efficiency declined by -1.29 percent per annum for the period of 1962-2000 while technical change declined by -1.01 percent annually over the same period.

Iyer and Tha (2006) found out through a survey in India that two most critical success factors are commitment of participants 'and owners 'competence. Executive support, user involvement, experienced project manager, clear business objectives, minimized scope, standard software infrastructure, firm basic requirements, formal methodology and reliable estimates were found out as the nine top success factors

influencing project performance (Gartner group, 2004). In Gaza strip, there are many projects fail in performance. There are many constructed projects fail in time performance, others fail in cost performance and others fail in other performance indicators. In 2006 there were many projects which finished with poor performance because of many evidential reasons such as: obstacles by client, non-availability of materials, roads closure, amendment of the design and drawing, additional works, waiting the decision, handing over, variation order, amendments in Bill of Quantity and delay of receiving drawings (UNRWA, 2007). Amaka (2011) studied the critical success factors influencing project performance in Nigeria. The research survey demonstrated the operating environment has a vital role in determining the critical success factors influencing project performance of a project. The result revealed six critical success factors which can influence project performance in Nigeria. These factors were objective management, management of design, technical factors, top management support and risk management. Various attempts have been made by different researchers to determine critical success factors in construction (Beale & Freeman, 1991; Pinto & Slevin, 1987). The literature abounds with lists of variables supposedly influencing the quality of a building project. There are some variables common to more than one list, but there is certainly no general agreement on the variables. Review of this previous research reveals some common threads of variables as affecting the quality of a building project. The generally perceived factors that influence quality performance can be grouped under the headings of business related factors, project procedures, project management actions and human-related factors.

Project performance Factors were assessed by Rubin and Seeling in 1967 when they were investigating on the impact of project manager's experience on the project's success or failure. Technical performance was used as a measure of success. The conclusion was that project manager's previous experience has minimal impact on the project performance, whereas the size of the previously managed project does affect the manager's performance as in 1983, Baker, Murphy and Fisher suggested that instead of using time, cost and performance as measures of project success, perceived performance should be the measure. In 1986, Hughes conducted a study to identify the factor project performance and concluded that project fail because of improper basic managerial principles, such as improper focus of the management system, by rewarding the wrong action and the lack of communication of goals (Belassi & Tukel, 1996) In their book, Morris and Hough studied eight large, complex projects which had great potential economic impact but were poorly managed and generally failed. They identified the success and failure factors for each of them. Based on this experience, they suggested seven dimensions of project success. They concluded that although their analyses of success factors are aimed at large, complex project, they are also relevant to project in general (Belassi & Tukel, 1996)

It was also researcher's intent in this paper to only assess selected factors, and their influencing which led to SSF for HIV RALGA project successful performance.

2.4 Conceptual Framework

In this study the independent variables are the factors influencing performance of Single Stream Funding for HIV in Rwanda and the dependent variable is project performance. The variables and their relationship are shown in the figure below:

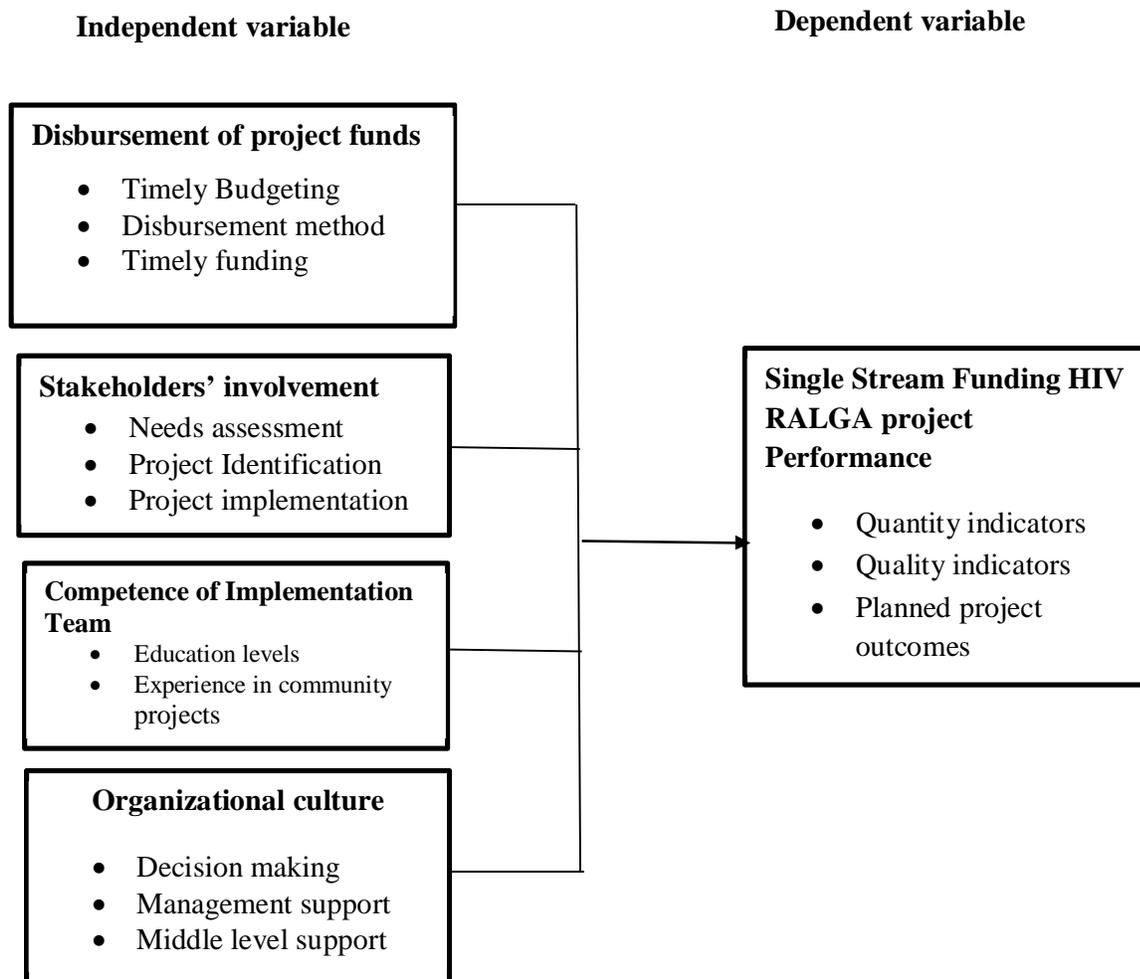


Figure 2.11: Conceptual Framework
 (Source Researcher 2016)

2.4.1 Disbursement of project funds

According to Nduko *et. al*, 2015 disbursement delays are defined as the timing between the pledge by financier to give aid to a country and the time the country receives the money. Leurs (2005) defines delay to first disbursement as the timing in number of days, between the approvals date of the project by the international development agency pledge and the date of satisfaction of all the conditions the country such that the donor can release the first tranche of its financing. A budget is a detailed and quantities plan. It shows the information about the acquisition and use of financial and other resource over a specific time period, either a long-range period (two-to ten year) or a shot-term period (one- to two –years or monthly, or daily- based). Budgets require management to specify expected sales in the case of a market organization. Cash inflows and outflows, and costs (Horngren, 2006). A budget provides rational and tangible data facilitating and enabling decision-making of organizations. Instead of expressing a budget as a statically financial plan or blueprint, the term “budget” refers to the act of preparing a budget as the activities of predicting and qualifying future equipment for finance (Garrison, 2003). If administered wisely, budget (a) compels management planning, (b) provides definite expectation that are the best framework for judging subsequent performance, (c)promotes effective communication and coordination among various segments of the organization (Horngren C., 1977).

2.4.2. Influence of stakeholders' involvement to projects performance overview

Stakeholders are individuals or organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project implementation or successful project completion (PMI, 2000). According to Freeman (1984), Stakeholders are those persons involved and affected by the activities of the project. McElroy and Mills (2000) looks at project stakeholders as persons or groups of people who have a vested interest in the success of a project and the environment within which the project operates. Stakeholders can either be primary or secondary stakeholders (Winter et al., 2006). Primary stakeholders have more interest in the project than the secondary stakeholders (Morris et al., 2006). According to (Baker, 1988), there are four primary stakeholders to any project; these include customers, developers/ sponsors, project teams and product end-users.

2.4.3. Competence of the Implementation Team and Performance

Teamwork and composition in the project implementer-vendor-consultant partnership is a key factor influencing project implementation success. Good coordination and communication between the implementation partners are essential. Since project covers a wide range of functional areas, it is also important to have a cross-functional project core team. It is extremely critical that partnership trust is present and the team members are working well together.

Al-Mashari *et. al.* (2003) argues that constantly monitoring the progress of project implementation and providing direction to the project team is also major duties of top management which is critical for the success of project implementation. In general, although there are some variations in defining top managements duties in project implementation, the importance of their commitment and support is highlighted by all referred researchers. Zwikael (2006) argues that the high importance of top management support is considered to be among the Critical Success Factors for project management. It is also important to emphasize effective top management support for different project scenarios. Critical top management support includes a broad range of activities in an organization, including developing project procedures that include the initiation stage, training programs, establishing a project management office, support quality management and so on.

2.4.4 Organizational Culture in relation to performance

Organizational culture influences many aspects of business. This influence can be strong or weak, direct or indirect (Nikolic et al 2011) can also be positive or negative. The study of an organization's culture is important for the implementation of an organization's strategies (Bashir et al 2012). Lately organizations are trying their best to keep pace with the changes dictated by market dynamics and which impact on the organizational culture. Another very critical factor is change management program and culture. An organizational culture where the employees share common values and goals and are receptive to change is most likely to succeed in project implementation. Furthermore, user training, education and support should be available and highly encouraged. Change agents should also play a major role in the implementation to facilitate change and communication, and to leverage the corporate culture.

3.0 Research design

This study adopted descriptive research design. Descriptive study is a study concerned with describing the characteristics of a particular individual or of a group (Kothari, 2004). The study sought to evaluate the factors that influences the Single Stream Funding for HIV in Rwanda Association of Local Government

Authority projects performance in Kicukiro District. It adopted a case study survey. A case study involves careful and complete observation and analysis of a unit in its relationship to any other unit in the group (Kothari, 2004). A survey design is associated with a guided and quick collection, analysis and interpretation of observation (Mugenda & Mugenda, 1999).

3.1 Target population.

Target population is the specific population about which information is to be collected (Ngechu, 2004). It is a well-defined or specified set of people, group of things, households, firms, services, elements or events which are being investigated. The target population of this study comprised of stakeholders of the SSF HIV RALGA project including the officials from the RALGA, Rwanda Ministry of Health and the Global Fund as well as the beneficiaries of the project in Kicukiro District. The total number of targeted population is estimated at 10,000.

Table 3.11 Target population

Area of Operation	Population
Ministry of Health Employees	4
RALGA employees	6
Members of RALGA Forums on the SSF project	76
Beneficiaries of the project	9914
Total	10000

3.4 Sample size and sampling procedure

A sample size of 385 respondents was determined from a total population of 95 individuals using the formula by Yamane (1967). Stratified random sampling technique was used to select the stakeholders of the SSF HIV RALGA project of 2010 through 2014. Stratified random sampling technique ensures that different groups of a population are adequately represented in the sample. Stratified sampling divides the population into homogeneous groups such that the elements within each group are more alike than the elements in the population as a whole (Nachimas & Nachimas 2008). Purposive sampling was used to select individuals from the various strata.

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n= Sample size

N=Total population size (10000)

e= 0.05 level of significance

$$n = \frac{10000}{1 + 10000(0.05)^2} = 385$$

3.4.1 Sample Frame

Sampling frame is a list of all the population subjects that the researcher targeted during the study. The sample frame for this study is shown in the Table 3.2

Table 3.12 Sample frame

Data Source	Number of individuals	Justification for the numbers considered
Ministry of Health Employees working with the Global Fund project	4	Since they are the only Ministry of health employees who worked on the SSF Global Fund project available at the Ministry of Health. Purposive sampling was used.
RALGA employees	6	Since these are the only employees of the RALGA still in service and worked on the project. Purposive sampling was used.
Members of RALGA Forums on the SSF project	76	These are an estimated number of accessible members of the SSF RALGA forums who are either still in service of the sectors or still live in the neighborhood where RALGA was finding them at the time of the project implementation. Purposive sampling was used.
Beneficiaries of the project in the community in Kicukiro District	299	The remaining number between the sampled and the other sample elements targeted. These are community members who benefited on the project's work. Purposive sampling was used.
Total	385	

4.0 RESEARCH FINDINGS AND DISCUSSIONS

Regression Analysis

Regression analysis was done to determine the relationship between factors that influence performance of the projects

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.294	.268	.130

a. Predictors: (Constant), Disbursement of funds, stakeholders' involvement, competence of project team and Organizational culture

Table 4.11 shows that the coefficient of determination R square is 0.294 and R is 0.542 at 0.05 significant level. The coefficient of determination indicates that 29.4% of the variation in the dependent variable project performance is explained by the independent variables (Disbursement of funds, stakeholders' involvement, competence of project team and Organizational culture).

Table 4.12 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.575 ^a	3	.192	11.388	.000 ^b
	Residual	1.379	348	.017		
	Total	1.953	351			

a. Dependent Variable: Performance of Organization

b. Predictors: (Constant), Disbursement of funds, stakeholders' involvement, competence of project team and Organizational culture

Table 4.12 presents the results of Analysis of Variance (ANOVA) on factors influencing performance of project versus project performance. The ANOVA results for regression coefficient indicate that the significance of the F is 0.00 which is less than 0.05. This implies that there is a positive significant relationship between factors and performance and that the model is a good fit for the data

Table 4.13: Coefficient results showing the relationship between the combined factors and performance

Mode		Unstandardized		Standardize	t	Sig.
1		Coefficients		d		
		B	Std. Error	Beta		
1	(Constant)	.455	.231		1.973	.106
	Disbursement of funds	.016	.009	.444	1.815	.009
	stakeholders' involvement	.182	.050	1.231	3.616	.036
	competence of project team	.153	.017	1.075	3.159	.025
	Organizational culture	.204	.240	.230	.850	.028

From the data in the Table 4.13 it can be observed that our linear regression equation is $Y = 0.455 + 0.016 X_1 + 0.182 X_2 + 0.153 X_3 + 0.204 X_4$ or precisely.

Performance of SSF/HIV Project = 0.455 + 0.016 (Disbursement of funds) + 0.182 (Stakeholders involvement) + 0.153 (Competence of the project team) + 0.204 (Organization culture)

From the above regression equation, it was revealed that holding Disbursement of funds, stakeholders' involvement, competence of project team and Organizational culture zero, project performance would be at 0.455. While holding all other variables constant a unit increase on Disbursement of funds would lead to increase in project performance by a factor of 0.016, While holding all other variables constant a unit increase in stakeholders' involvement would lead to increase in project performance by a factor of 0.182, While holding all other variables constant a unit increase in competence of project team would lead to increase in project performance by a factor of 0.153 and While holding all other variables constant a unit increase in Organizational culture would lead to increase in project performance by a factor of 0.204.

5.0. Conclusions

This section focuses on a detailed discussion of the major findings of the study which also entails comparing the study findings to the literature. The study established that disbursement of funds influenced the performance of RALGA project. From the analysis of the disbursement of funds attributed 31.8% variation in performance. This is in agreement with Bulir and Lane (2002) observed that project funds disbursement which are heavily aid-dependent is up to 7 times more volatile than domestic fiscal revenue determines the performance of a project.

The study established that stakeholders' involvement influence the performance of RALGA project, sentiments of Cohen (1999) states that stakeholders' involvement leads to increased commitment; Cohen argued that those individuals with high levels of project involvement, which stem from positive experiences on-the-job, make attributions for these experiences to the project. High job involvement stakeholders feel compelled to reciprocate in some form. The study also revealed that stakeholders influenced the expectations and perception of the residents concerning the project. This is supported by the fact that stakeholders are willing to participate in the project by carrying out the specific tasks of the present project (Mills, 2000).

The study revealed that competence of the implementation team influenced the performance of the RALGA project to a very great extent. According to Jordan (2008), teamwork and competency in the project implementer-vendor-consultant partnership is a key factor influencing project implementation success. Good coordination and communication between the implementation partners are essential. The study confirmed the statement that the implementation team keep track of important information. A report by Kauffman (2005) indicated that making sure that managers are a part of the implementation process, their motivation towards the project will increase and they will see themselves as an important part in the process. The study also revealed that the team ensured that the project accounts are audited, also through skills training, education and support services the performance of project if positively influenced (Young, 2008).

The study revealed that culture affected project implementation. These findings are in line with Nikolic et al (2011) who argues that organizational culture influences many aspects of business. This influence can be strong or weak, direct or indirect; can also be positive or negative. The study established that bureaucratic culture, individualism and integrity affected project implementation. According to Safi et al (2011) say organizational culture develops through interaction of employees with each other in performance of organizational tasks and achieving organizational goals. The employees learn different attitudes, behaviors, beliefs and values from each other. Culture is thus the system of shared beliefs, values, customs, behaviors and artifacts that the members of society use to cope with their world, with one another and transmitted from generation to another through learning.

5.4. Recommendations

1. From the summary of findings and conclusions in this chapter, the study established that majority of the respondents were male compared to females. This study therefore recommends that there should be gender equity in the appointments and choosing beneficiaries in all levels of running RALGA projects.
2. The study established that the majority of the respondents strongly agreed that stakeholders were not politically and economically interested in the project. This study there recommends that stakeholders should be politically and economically interested in the RALGA project so as to attract government interventions and non-governmental organizations into the health sector.
3. The study established that majority of the respondents were neutral on whether the team trained, educated and supported the employees in project implementation. This study therefore recommends that implementation team needs to be trained, educated and supported to enhance their competency and delivery.
4. The study also established that the implementation team is not committed and does not support the management in influencing the success of the organization. This study therefore recommends that the implementation team should be committed and support the management in influencing the success of the organization. From the findings and conclusions, for a project to be successful there must be an improved appreciation of the role of project management within projects, and this role must be placed within the context of a wider project alongside other outside criteria and long-term expectations.
5. The study also recommends that integrating technology into project management process could be one of the best ways that contribute to project success. When team members see their test results and work progress immediately, they are more likely to be interested and motivated towards the outcome.

5.5. Areas for further research

1. The study recommends further studies on factors influencing management of HIV/AIDs projects funds in other sub counties for generalization.
2. The study recommends further research studies on factors influencing access to project funds.
3. The study also recommends an in-depth study on gender role in community based organizations undertaking development projects.

REFERENCES

1. Agarwal, A. (2011). *Models and theories of performance management system*.
2. Aguinis, H. (2009). *Performance management. 2nd edition*. Dorling Kindersley India pvt.ltd.
3. AHF. (2013). *Result based financing for health*. The World Bank.
4. Al-Mashari, M, Al-Mudimigh A, Zairi M. (2003). *Enterprise resource planning: A taxonomy of critical factors*”, European Journal of Operational Research 146 352-364.
5. Belassi, W., & Tukel, O. (1996). *A new framework for determining critical success/ Failure factors in projects*. International journal of business and change management.
6. Bhatta, B. (2013). *Research Methods in Remote Sensing*. New York: Springer Drodrecht Heidelberg
7. Brownley, O. N. (2015). *Factors that influence the completion of cdf funded projects in kangundo constituency*. Journal of management.
8. Bourne, L. (2008b). *Stakeholder relationship management maturity. Paper presented at PMI Global Congress – EMEA, St Julian’s*.
9. Carole, Kimberlin, & Winterstein, A. (2008). *Validity and reliability of measurement instruments used in research*. American Society of Health Systems Pharmacists. Inc.
10. Cercerone, Briceno, & Gauri. (2005). *Contracting PHC services : the case of Costa Rica, in: G. M.La Forgia (ed.), Health systems innovations in Central America lessons and impact of new approaches*. Washington DC World bank.
11. CHAOS. (1994). *The Standish group Report: Chaos*. Standish group.
12. Cheung, H. (2004). *Risk matrix: an approach for prioritizing risks*.
13. Cooper, R. and Schindler, P. (2003). *Business Research Methods*. Boston: McGraw- Hill.
14. Donaldson, & Preston. (1995). *The Stakeholder Theory of the Corporation: Concepts, Evidence and Implications; The Academy of Management Review*. Stakeholder Management Template.
15. Drod, E. (2014). *Validity and Reliability in social research. California State University, Los Angeles:: Education Research and perspectives, vol.38, No.1*.Ed. Freeman.
16. Drost, E. A. (2010). *Validity and Reliability in Social Science Research*. Education Research and Perspectives, Vol.38, No.1.
17. Eisenhardt, k. (2009). *Agency theory: An Assessment and Review*. Academy of Management Review.
18. Fama, E. F. (2001). *Agency Problems and the Theory of the Firm*. Journal of Political Economy, 88(2), 288–307.
19. Freeman, R. (1984). *Strategic Management: A stakeholder Approach*. Boston: Pitman Press.
20. Freeman, R. E. (2007). *Managing for Stakeholders: Survival, Reputation, and Success*, New Haven, CT: Yale University Press.
21. Fritsche, L. ((2013)). *Rwanda : Performance-Based Financing in Healt Emerging Good Practice in Managing for Development Results*.
22. Ft.com. (2015). *Definition of stakeholder theory*. Financial Times.
23. Fund, G. (2009). *Rwanda health financing policy Government of Rwanda*. Gloabal Fund b.
24. Fund, G. (2011). *Program Grant agreement for single stream of Funding Global Fund*. Global Fund.
25. Garrison, R. (2003). *Management Accounting S*. New York .
26. Gituto B.M. (2007). *Beyond CDF: Making Kenya’s Sub-Sovereign Finance Work for the Socially Excluded*, Henrich Boll Foundation,
27. Global, F. (2010). *Rwanda ‘s HIV Grants consolidated in a single stream of funding. Global Fund*.
28. Global__Fund. (2009). *Performance Based Funding at the Global Fund. PBF brochure, 1*.

29. GlobalFund. (2011). *The Global Fund Strategy 2012-2016: Investigating for Impact*.
30. Global-Fund. (2014). *Audit of Global Fund Grants to Rwanda*. Geneva, Switzerland.
31. Golafshani, N. (2003). Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report Volume 8 Number 4*.
32. Grittner, A. (2013). *evidence from performance-based financing in the health sector*. . Bonn : German Development institute.
33. Grittner, A. M. (2013). Results-based Financing, Evidence from performance-based financing in the health sector. *German Development Institute Discussion Paper*.
34. Hassan, A. (2012). *Influence of stakeholders roel on performance of constituencies development fund projects a case study of Isiolo North constituency, Kenya*. University of Nairobi.
35. Henriksen, P. & Uhlenfeldt, T. (2006). *Contemporary Enterprise-Wide Risk Management Frameworks*. In: Andersen, Torben Juul [Ed.]. Perspectives on Strategic
36. Hill, R. (1998). *Interpersonal Computing and Technology: An Electronic Journal for the 21st Century*. AECT.
37. Horngren. (2006). *Introduction to Financial Accounting*. Upper Saddle River, NJ Pearson/prentice . hall 9thedi.
38. Horngren, C. (1977). *Cost Accounting: A Managerial Emphasis*. . Englewood Cliffs.
39. Jupp, V. (2006). *The SAGE Dictionary of Social Research Methods* . SAGE Research methods.
40. Kerote O. A. (2007) *The Role of the Local Community in the Management of Constituency Development Funds in Sabatia Constituency in Vihiga*. A research Project Submitted in Partial Fulfilment for the Requirements of Post Graduate Diploma in Project Planning and Management, University of Nairobi, Kenya.
41. Klapper, L. F. and Love, I. (2003). *Corporate Governance, Investor Protection and Performance in Emerging Markets*. Journal of Corporate Finance, 10 (5), 703-28.
42. Kothari, C. R. (2007). *Research methodology: Methods and techniques*. New Delhi: New Age International.
43. Lavis, J. N., Oxman, A. D., Lewin, S., & Fretheim, A. (2009). *SUPPORT Tools for evidence-informed health Policymaking (STP)*. Health Research policy and Systems.
44. Loo, R. (2002). *Working towards best practices in project management: A Canadian study*. International Journal of Project Management, 20, 93-8
45. Mabey, C., Salaman, G., & Storey, J. (1999). *Human resources Management: A strategic Introduction*. 2ndedition. Blackwell publisher's ltd.
46. Meessen, Kashala, & Musango. (2007). *Output-based payment to boost staff productivity in public health centres: contracting in Kabutare district, Rwanda*. US National Library of Medecines National Institute of Health.
47. Millflin, H. (2000). *American Heritage Dictionary of the English Language*. Boston.
48. Moodley, K. (2002). *Project stakeholders, Engineering Project management*.
49. MSH. (2011). Improving Health in Rwanda with Performance Based Financing. *management Science for Health*.
50. Mugenda O. & Mugenda A. (2003). *Research Methods: Quantitative and Qualitative Approaches*, Kenya-Acts Press, Nairobi,
51. Munyi, C. M. (2012). *The Influence of Constituency Development Fund (CDF) Projects On Public Primary Schools Performance In Kenya Certificate Of Primary Education (KCPE) Examination In Starehe Constituency, Nairobi County*. Unpublished MBA thesis, University of Nairobi.

52. Mwai, C. (2014). *Ten years of Global Fund in Rwanda* . The new times.
53. Mwangi S. K. and Meagher, P. (2004), *Devolution and Development*, Ashgate Publishers,UK.
54. Ngesa, R (2012) *Influence of institutional factors in timely completion of infrastructure projects: a case of World Bank financed projects in the road sub-sector in Kenya*
55. Ngugi, P. (2006). *Factors Affecting Effective Implementation of CDF Projects In Machakos Town Constituency, Machakos country In Kenya*. International journal of current Business and Social science; vol.1 science IJCBSS.
56. Nick, B. (2003). *How to Measure and Analyze Corporate Governance*. International Financial Law Review, 22 (1) 40–47
57. Oxman, & Fretheim. (2006). Results-based financing (RBF). *Health Systems*.
58. Obwari, H. N. (2013). *Influence of constituency development fund on education development in the counties: a study of public secondary schools in Likuyani constituency, Kakamega County, Kenya*. Unpublished MBA thesis, University of Nairobi.
59. Ochieng, F. O., and Tubey R. (2013). *Factors Influencing Management of CDF Projects. A Case of Ainamoi Constituency, Kericho County*. International Journal of Science and Technology Volume 2 No. 1.
60. Pfeffer, J. (1994). *Competitive Advantage through People*, Cambridge, MA: Harvard Business School Press.
61. Pheng, W. (2006). An integrative contingency model of software project risk .
62. Polonia, G. (2013). Analysis of sample size in consumer surveys. *GFK*.
63. Polonia, G. (2013). Analysis of sample size in consumer surveys. . *GFK Polonia*.
64. Press, C. U. (2015). Description of Stakeholder Theory The State of the Art . <http://www.cambridge.org/gb/academic/subjects/management/strategic-management/stakeholder-theory-state-art> .
65. Qi, Y. (2010). *The impact of the budgeting process on performance I small and medium Sized firms in china*. *Print Partiners* . Ipskamp, Enschede.
66. R, E., & R, L. (2010). *The performance based incentives working group (eds.), Performance incentives for global health: potential and pitfalls*. Washington,DC: center for global development.
67. RALGA. (2013). *Action plan 2010 through 2013*. RALGA.
68. RALGA. (2013). *annual Report 2012-2013*. Kigali: RALGA.
69. Rege, D. v. (2014). Rwanda and Global Fund sign a pilot results-based financing model. *Global Fund Bulletin*.
70. Rusa, L. (2009). Rwanda : Performance-Based Financing in the public sector.
71. Rapa, A. and Kauffman, D. (2005). Strategy implementation – an insurmountable obstacle, *Handbook of Business Strategy*, 6 (1): 141-146
72. Republic of Kenya (2002). *Poverty Reduction Strategy Paper*. Nairobi: Government Printer.
73. Roxana G, R. (2009). Decentralization, Accountability and the MPs Elections: The Case of the Constituency Development Fund in Kenya. Briefing Paper 02.
74. Salaman, G., & Storey, J. (2005). *Strategic Human resource management: Theory and Practice*. 2nd edition. Sage Publications ltd.
75. Sheehy, B. (2005). *Scrooge-The Reluctant Stakeholder: Theoretical Problems in the Shareholder-Stakeholder Debate*. University of Miami Business Law Review.
76. Shen L *et al* (2011). Key Assessment Indicators for the Sustainability of Infrastructure Projects. *American Society of Civil Engineers*.

77. Stakeholdermap.com. (2016). *Stakeholder Analysis, Project Management, templates and advice*. Stakeholder Management templates .
78. TheGlobalFund. (2010). *Program grant Agreement For Single Stream of Funding*.
79. Thomas Donaldson, L. E. (1995). *The stakeholder theory of corporation: concepts, Evidence and implications*. Maryland: Academy of Management.
80. Wanjiru G, (2007). The CDF Social Audit Guide Open Society Initiative for East Africa Websites surfed:
81. Winter, M., Smith, C., Cooke-Davies, T. and Cicmil, S. (2006b). The importance of „process“ in rethinking project management: the story of a UK government-funded research network. *International Journal of Project Management*, 24(8), 650-62.
82. Zwikael, O. and Globerson, S. (2006). *From critical success factors to critical success processes*. *International Journal of Production Research*, 44(17), 3433-49.