

**"WALDEN Conference- Paper"**

The Long-Term Self-Sustainability of Kenyan HIV/AIDS  
Service Organizations, in the Absence of International  
Funding

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by

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This article is an extract from an unpublished  
doctoral dissertation (Njenga, P. N., 2006), Walden  
University, October 2006. As a practical application of the  
finding, the author has incorporated a non profit  
organization called Dr Njenga Foundation of Sustainable  
HIV/AIDS Projects ([www.drnjengafoundation.org](http://www.drnjengafoundation.org) - web under  
construction). It has registered offices in Delaware state  
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## ABSTRACT

The study problem recognized that international donors have funded HIV/AIDS service organizations in Kenya, but although other research has identified problems found in USAID-funded projects, this research explored what the impact on the Kenya HIV/AIDS service organizations might be if these international donations were unavailable. These organizations may cease to exist if international funds are withdrawn, and this would surely disrupt the Kenyan society and intensify the diffusion of HIV/AIDS worldwide.

Thus, the purpose of this study was to evaluate the major competence factors and self financing factors that would influence long-term sustainability of an HIV/AIDS service organization in Kenya, in the absence of external international funding. Hence, the research questions sought to determine what were the major economic, social, environmental, project specific, and self financing factors that would enable the sustainability of the HIV/AIDS service organizations in Kenya.

Qualitative research techniques based on a grounded theory research design were employed. A random sample of 210 HIV/AIDS service organizations in Kenya's Central province and Nairobi city were surveyed by mail on the factors that influence long-term sustainability, and 141 useable surveys were returned.

The research findings resulted in 18 specific major competence factors that determined sustainability. Among these factors include economic (planning, local funding, cost control, curbing fraud); social (cultural change in funding expectations); environmental (disease prevention); project specific (liquidity, synergy); and self-financing. The study recommended implementation of these 18 factors based on a situational cost-benefit analysis, pegging funding to audited reports, and implementation of strategic self-financing projects that include farming, business, manufacturing, tourism, financial investments, real estate, and membership fees. The study emphasized the importance of income derived from self-financing projects because that income would not only enhance the long-term sustainability of the service organization but additionally supplement its existing financial base.

The survival of service organizations that address HIV/AIDS disease in Kenya is critical to the long-term management and prevention of the spread of this dreaded disease that has encroached the Kenyan population and, specifically, the country's families.

## INTRODUCTION

Due to the HIV/AIDS epidemic in some parts of the world, productive human power is affected adversely, particularly in sub-Saharan Africa. The Joint United Nations Program on HIV/AIDS (UNAIDS) reported that the proportionate death rate in 2003 for this region was 73% of the global figure (UNAIDS, 2004). The report indicated that significant financial help for HIV/AIDS disease management in sub-Saharan Africa came from international organizations and foreign nations. Because those international funds are not limitless, research was needed to determine what major factors would influence the long-term sustainability of HIV/AIDS funding in Kenya in their absence.

The current research was based on the assumption that Kenya, a sub-Saharan country, could experience future international turbulence that could adversely affect the inflow of international funding. Although the current status indicates that Kenya has received increased international funding, and that the United States, through USAID, has linked financial funding and AIDS with international stability, future adverse international economic-social-political factors might compel international funding to be withdrawn from Kenya (Global

Policy Forum, November 22, 2003). Indeed, withdrawal of international donations to Kenya is not a new phenomenon since it has happened before during Kenya's last administration. The Global Policy Forum indicated that the International Monetary Fund (IMF) resumed aid to Kenya after a 3-year gap. Recognition of such occurrences by way of this study might cause the HIV/AIDS service organizations to plan and look for other local sources of income. In any case, during the periods when international funding is available, availability of additional local funding could be healthier because it might result in a better mix of HIV/AIDS service organization's sources of income, instead of a heavy reliance on international funding.

For the purpose of this study, and for simplicity, the terms HIV/AIDS projects and HIV/AIDS service organizations refer to the same type of firm or organization. Hence, the terms are used interchangeably.

#### Problem Statement

International organizations and foreign nations such as the United States of America have funded HIV/AIDS service organizations and institutions in Kenya, but little

empirical evidence is available about the long-term sustainability of those service organizations if international funding is no longer available. A study done elsewhere has indicated that organizational sustainability was critical to survival (Herrera et al, 2003). Problems found in USAID-funded projects have been identified (Gow, 1988). However, this research did not find a study done in Kenya that indicated how the HIV/AIDS service organizations in Kenya might be transformed to a level of self-sustainability, if international donations are unavailable. Moreover, HIV/AIDS deaths have continued to increase in sub-Saharan Africa, including Kenya (UNAIDS, 2004). The issue is critical given the fact that foreign countries and organizations that funded those HIV/AIDS service organizations might one day stop providing funds, in which case those service organizations might cease to exist. A possible cause of that problem appears to be the failure to propagate and promote the major factors (e.g., economic, social, environmental, and organizational specific) that could influence an HIV/AIDS service organization's long-term sustainability. A qualitative study based on a grounded theory design that evaluate the major factors that influenced HIV/AIDS service organization's long-term

survival and sustainability without international funding would help to bring recognition to and possibly would alleviate the problem. It was assumed that those service organizations were long-term, legitimate, and worthy of being promoted to a level of self-sustainability or of being sustained. Thus, the problem and the need to make those organizations sustainable assumed that the service organizations studied were not corrupt and that they used the available resources properly and legitimately.

#### The Study

The purpose was to evaluate the major factors that could influence long-term sustainability of an HIV/AIDS service organization in the absence of external international funding. The purpose was addressed by (a) evaluating the major competence factors that could influence long-term sustainability of HIV/AIDS service organizations in Kenya through this study, (b) evaluating the major self-financing factors that could influence long-term sustainability of HIV/AIDS service organizations in Kenya, and (c) proposing strategic projects and initiatives that could make an HIV/AIDS service organization self-sustaining if the situation presented itself. Thus, the

central research question addressed in this study was: What are the major competence factors that influence an HIV/AIDS service organizations' long-term sustainability in Kenya, in the absence of international funding? That question had the following specific research sub-questions:

1. What are the major economic competence factors that influenced an HIV/AIDS service organization's long-term sustainability in Kenya, in the absence of international funding?

2. What are the major social competence factors that influenced an HIV/AIDS service organization's long-term sustainability in Kenya, in the absence of international funding?

3. What are the major environmental competence factors that influenced an HIV/AIDS service organization's long-term sustainability in Kenya, in the absence of international funding?

4. What are the major service organizations' specific competence factors that influenced an HIV/AIDS service organization's long-term sustainability in Kenya, in the absence of international funding?

5. What are the major financial self-reliance factors that influenced the long-term sustainability of an HIV/AIDS

service organization in Kenya, in the absence of international funding?

#### Assumptions and Limitations

This research assumed certain major factors could influence long-term sustainability of HIV/AIDS service organizations in Kenya, in the absence of international funding.

Furthermore, this research did not attempt to obtain any information and/or opinions from the victims of HIV/AIDS, nor were medical experts or other policy experts consulted, because that was considered to be beyond the scope of the study. The research focused on the responses of managers (key decision-makers) of HIV/AIDS service organization, who are directly responsible for organizational success and survival. The study also assumed that the interest of the victims of HIV/AIDS, medical experts, and policy experts might not be directly related to HIV/AIDS service organizational sustainability. However, their views, which were not included in this study, might be valuable and therefore this research recommended that issue as a lead to future research.

In addition, the research assumed that those service organizations were long-term, legitimate, and worthy of being promoted to a level of self-sufficiency. Therefore, the managerial malpractices such as corruption, theft, and misallocation of resources were assumed not to be present.

Furthermore, the research was based on the assumption that Kenya might be subjected to future international turbulences that could adversely affect the inflow of international funding (as had happened previously), notwithstanding the fact that during the study, Kenya was experiencing increased funding, and United States of America linked financial aid with international stability.

The other assumption was that respondents correctly perceived the meaning of "long-term survival of an HIV/AIDS service organization" which was meant to correctly measure the concept of "long-term sustainability of an HIV/AIDS service organization." That was subject to the respondent's perceived understanding of the term "long-term survival." Such perceived understanding might be influenced by the respondent's cultural background, education level, life style exposure, and other social cultural factors.

The scope of the study limited the research to HIV/AIDS service organizations and programs in Kenya's Central

province, and Nairobi city because of the cost and follow-up logistic reasons. The Central province was mostly occupied by the historically agricultural Kikuyu community, which had accepted the modern way of living, while Nairobi city was comparable to any city in developing nations where the gap between rich and poor seemed to be wide. The cultural differences of the respondents might have influenced the outcome of the study. Furthermore, the fundraising preferences might be subject to other tribal considerations, and, therefore, might affect the outcome of the study. In addition, religious affiliation of the HIV/AIDS service organization might have different attributes of beliefs and ethics, which might be a limiting factor in this study.

The existing and current official 2003 directory used to derive the random sample of the test organization was assumed to be a correct representation of all HIV/AIDS service organizations and programs in Kenya. Furthermore, it was assumed that if a service organization mailing address was in Nairobi or in Central province, then its administration was in Nairobi or Central province.

### Significance of the Study

This study was significant because it searched for a possible solution for HIV/AIDS service organizations' long-term viability if international funding was withdrawn from Kenya. It was academically important because it added to the knowledge base on this subject matter. Furthermore, long-term financial viability of any HIV/AIDS service organization or program in Kenya was a practical social issue that was worthy of study.

### Theoretical Framework & Literature Review

The literature review looked at theories and issues of organization sustainability and project/program financing as they related to long-term sustainability of HIV/AIDS service organizations or projects. This research employed the sustainability theory framework advanced by Herrera et al. (2003). Herrera et al. identified social, environmental, economic, and institutional factors as sustainability indicators for Baja California Sur, Mexico. Furthermore, the Dow Jones Company Inc. (2004) Sustainability Index Report used economic, environmental, and social factors to measure corporate sustainability. This researcher evaluated whether economic, social,

environmental, and service organization-specific factors could influence long-term sustainability of HIV/AIDS service organization in the absence of international funding.

However, Herrera et al. (2003) asserted that sustainable development was a complex concept to measure. Other authors also advanced this complexity view. In an article titled "What is Sustainability Anyway?" Plugh (2003) viewed the sustainability concept as wide and ambiguous, and therefore, approachable from many perspectives. Plugh, however, conceptualized the aspects of sustainability to relate to "human survival, biodiversity, equity, and quality elevation" (p. 2). Heckert (1993) found that the factors that augmented sustainability of HIV/AIDS response in Bristol, England included project management, networking, resource availability, victim involvement, and government policy. Von Amsberg (1993) also asserted that the concept of sustainability was controversial and needed careful definition.

Issues on HIV/AIDS service organizations' self-reliance followed the non-government project/program (NGO) expert views of seminal authors such as Davis, (2003). In an article about non-government organizations (NGO) self-

reliance, Davis (2003) identified self-reliance financing activities as a key sustainability issue. Davis further identified the following self-reliance financial activities: membership fees for services, product sales, selling or licensing name, rental of unutilized assets, business ventures, interest on savings, and investment dividends. These activities were used in this research study to measure service organization's self-financing capacity.

Finance theories focused on financial management and project appraisal issues relevant to this study that were raised by authors such as Beenhakker (1997). According to Beenhakker, many projects required co-financing among beneficiaries, sponsors, government, commercial banks, World Bank, and the International Monetary Fund. Project financial backup has undoubtedly been a central focal point and determinant in the effectiveness of locally and internationally funded humanitarian projects. This researcher suggested that such projects might be of two types: a short-lived *bullet* project that targeted a predetermined end goal, and a long-term *ongoing* project, which required continuous management. This research was concerned with an HIV/AIDS service organization or

organization of long-term nature that required continuous management.

In an article based on the results of a study sponsored by United States Agency for International Development (USAID), Gow (1988) analyzed and identified "nine notorious problems" found in USAID-funded projects which among others, includes inconsistent political, economic, and environmental policies; staff limitations; planning; and project's failure to address its long-term sustainability issues (Gow, 1988, p. 1400). In addition, Gow recommended that internationally funded projects might overcome operational limitations if they addressed issues that concerned stakeholders' interests and democratic management that incorporated leadership commitment and staff appraisal policy.

#### HIV/AIDS Global Statistical Information

This research considered UNAIDS information and statistical data to be the most representative of the available data because UNAIDS was the global United Nations umbrella organization which advocated for HIV/AIDS disease. According to the UNAIDS (2004d) report on the global AIDS epidemic, estimated global spending on HIV/AIDS management

was \$5 million in 2003 and that was expected to increase to \$12 million in 2005 and \$20 million in 2007. Approximately 43% of that funding was for sub-Saharan Africa, 28% for Asia, and 29% for the rest of the world. The report indicated that the United States alone was to provide \$15 billion within the following five years. The report also indicated that in sub-Saharan Africa, only 4% of HIV victims received treatment. The following Figure 1 illustrates the global trend and magnitude of HIV/AIDS infections.

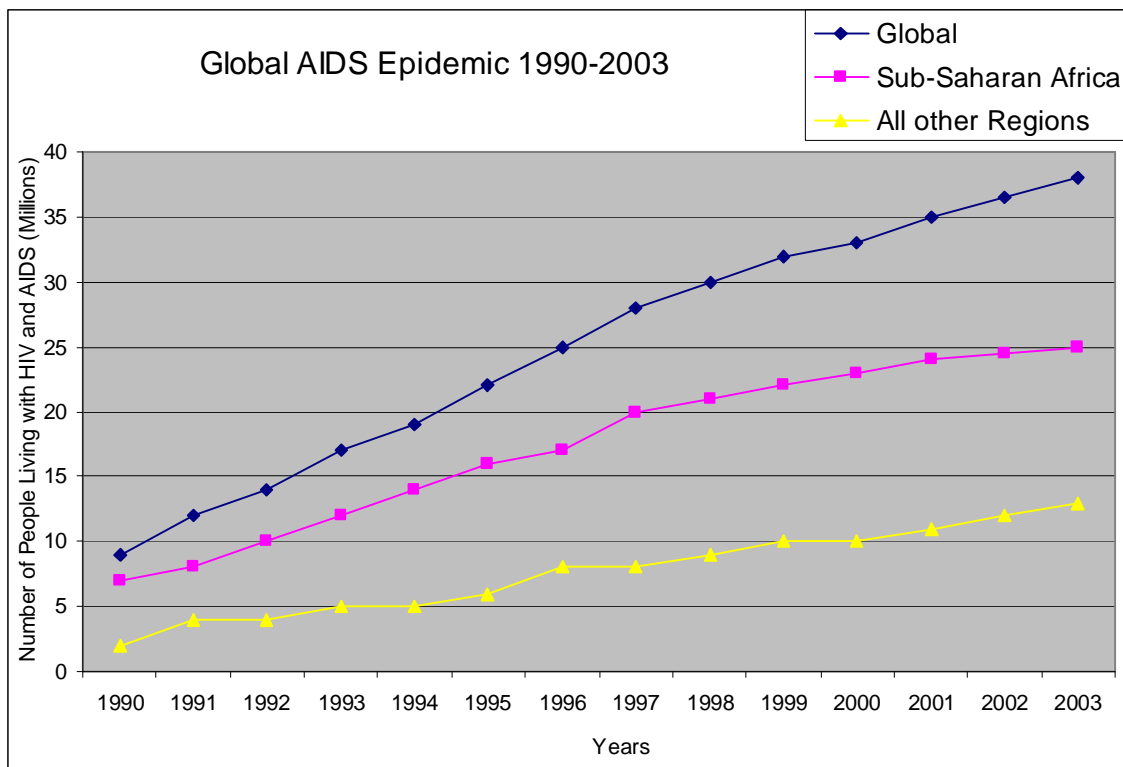


Figure 1. Global AIDS epidemic.

From UNAIDS/WHO (2004) global estimates of HIV/AIDS from 1990 to 2003 (pp. 2-3). Received permission to use this information. See appendix D, P 156.

Figure 1 plots three lines representing increasing trends in the number of people living with the HIV/AIDS disease infection in (a) the world (global), (b) in sub-Saharan Africa only, and (c) in the rest of the world excluding sub-Saharan Africa. Figure 1 further indicates that the rate of HIV/AIDS infection was greater for sub-Saharan Africa than for the rest of the world. Further, the UNAIDS/WHO (2004) report indicated that in 2003, of the global 38 million people who lived with HIV/AIDS; 66% of them were in sub-Saharan Africa, the region which accounted for only 10% of the world population. This research contended that the trend in sub-Saharan Africa seemed to threaten not only the very fabric of family structures, but also threatened human productivity and survival.

According to the UNAIDS (2004, July 12) report on the *Global Aids Epidemic* presented in the 15th Annual International HIV/AIDS conference in Bangkok, of the nearly 3 million people who died in 2003 of HIV/AIDS, "75% of them were in sub-Saharan Africa" (p. 3). In addition, about 5 million people were newly infected in 2003, with approximately 14,000 people infected daily. The report showed that among those infections, 95% were found in poor countries, and 85% were people in the productive years

between 15 and 49. The report also indicated that HIV/AIDS was an unusual crisis, as it was both an emergency and a long-term recurring problem. Since reporting began in 1981, HIV/AIDS had claimed the lives of about 20 million people worldwide. The report additionally pointed out the following statistical comparisons for 2003:

1. Gender: While global numbers showed no significant differences between women and men, in sub-Saharan Africa 57% of those infected were women.
2. Age: The global numbers indicated that 50% of the HIV/AIDS sufferers were young people aged 15 to 24 years old.
3. Kenya: In Kenya, 81% of HIV/AIDS sufferers were women (UNAIDS, 2004c, p. 6).

According to the *CIA World Fact book* (2004, May 11), in 2001, the Kenyan median age of its 32 million inhabitants was 18.6 years, with a life expectancy of 44.94 years, a population growth of 1.14%, and an HIV/AIDS prevalence of 15%. Furthermore, the report emphasized that in 2001, 2.5 million people were living with HIV/AIDS, and the disease claimed the lives of 190,000 in the same year.

According to UNDP's (2004) annual report for 2003, Kenya's growth and development was challenged by the

prevalence of poverty and the HIV/AIDS epidemic. The report indicated that HIV/AIDS management was monitored through National AIDS Control Council (NACC).

## METHODOLOGY

### Research Design and Approach

This research was qualitative in approach, and was based on the grounded theory design based on coded data from randomized survey questions, and analyzed through descriptive statistics (Creswell, 1998). This study based on the assumption that Kenya might be subjected to future international turbulences that might adversely limit the international funding for the HIV/AIDS service organizations in Kenya. This assumption was critical to this study and therefore, its importance was emphasized in the research design. The study was descriptive because it answered "what" questions about sustainability factors and did not attempt to answer "why" question (Cooper, 2003, p. 147).

### *Sample and Population*

In this study, a random sample size of 210 service organizations in Kenya's Nairobi city and Central Province was extracted from the current directory of AIDS service

organizations working in Kenya published in 2003 by the Kenya AIDS NGOs Consortium (KANCO). The National AIDS Control Council (NACC) which was the top service organization mandated by the Kenyan government to oversee HIV/AIDS activities, service organizations, programs, and initiatives (UNDP, 2004, p. 16) confirmed that the directory was an official document that contained official Kenyan service organizations, projects, and programs that dealt with HIV/AIDS activities.

#### *Instrumentation*

The study used a survey method using a questionnaire instrument that contained randomized questions designed to answer the research questions. All except two questions were close-ended, and the two open-ended questions allowed respondents to offer views, which might not be included in the close-ended questions. The questions were developed (and tested for reliability and validity before being used) to answer specific research questions on factors that could determine HIV/AIDS service organization's long-term sustainability in the absence of international funding.

## Measurements

Sustainability factors were measured using a 5-point Likert scale. The parameters for each Likert scale score was a scale 1-5, 1 being strongly disagree, and 5 being strongly agree. Alreck (1995) asserted that the benefit of using a Likert scale was its "flexibility in question construction, economy of obtaining many responses using one question, and its ease of computation using summated values" (p. 117). This study used 18 Likert scale factors that were developed using grounded research design.

1. There were four economic competence factors: income-generating fundraising plans, raising money from the private sector and government, cost-sharing and cost cutting measures, measures designed to curb fraud and corruption.

2. There were three social competence factors: changing attitudes and beliefs, addressing the stakeholders' interest and obtaining community support, teaching and promoting sexual equality.

3. There were two environmental competence factors: home health care and condom availability, and health care facility accessibility.

4. There were four service organization's specific competence factors: competence to pay debts, trained staff, leadership commitment, and synergy and networking.

5. There were five financial self-reliance factors: farming and processing farm product, business, saving and credit co-operative society, real estate rental income, membership fees and dues program.

Because this research needed more details based on each Likert factor, each individual factor was used as the basis of descriptive statistical analysis.

#### *Data Analysis Approaches*

The five research questions were addressed using two different data analytical approaches depending on whether the data were derived from close-ended or open-ended questionnaire responses contained in the survey instrument. The first set of data was obtained from the close-end survey Questions Numbers 1 and 2, and the second set was from open-ended survey Question Numbers 3 and 4.

*Close-ended survey questions responses* were coded, analyzed using SPSS computer software, and produced descriptive statistics, tables, and graphs that facilitated determination of the major economic competence, social

competence, environmental competence, and project specific competence factors that might influence long-term sustainability of an HIV/AIDS service organization in Kenya, in the absence of international funding. Any factor that scored greater than 3.5 for a mean Likert scale, was found to influence long-term sustainability of HIV/AIDS service organizations in Kenya in the absence of international funding.

Analyzing the text responses and contents to the open-ended survey Questions utilized open coding, axial coding, and selective coding, that was done using the NUD\*IST (version N-6) computer software that helped to generate conceptualized sets of coded factors, that were then classified into main categories, and their related subcategories that followed the emerging themes.

### Validity

To address the reliability issue in this study, the questionnaire instrument contained relevant questions that the researcher considered meaningful measure of the factors that were specific to HIV/AIDS service organization long-term sustainability in Kenya. Before sending the survey instrument to the respondents, the survey instrument was

subjected to reliability and validation tests measures contained in the dissertation document.

### Ethical Issues

Cooper (2003) defined ethics as the norm of conduct that steers moral guidelines in our society to ensure that no one was harmed. In this research study, there could be a conflict of interest between the HIV/AIDS service organization administrators, donors, and service organization beneficiaries. This researcher promised total confidentiality in the response results, and used good judgment that ensured that acceptable levels of moral standards were maintained within the research process. Moreover, the researcher made sure that the rules and guidelines of Walden University's Institutional Review Board were observed.

### Finding and Results

Of the random sample of 210 survey instruments sent to the respondents, 141 good surveys formed the data source for the research analysis. Analysis of Closed-End Survey Questions was as follows:

Research Question Number 1 was initially framed as follows: What were the major economic competence factors that influenced an HIV/AIDS service organization's long-term sustainability in Kenya, in the absence of international funding? The comparative descriptive statistics for the frequencies of the responses to close-ended questions on the four measured economic competence factors on long-term sustainability are shown in Table 2.

Table 2 indicates that the tested economic competence factors of income generating fundraising plans, fundraising from private and government, cost cutting and cost sharing, and curbing fraud and corruption had statistical means of 4.37, 4.32, 4.13, 3.84, respectively. All four economic factors satisfied the criteria of greater than 3.5 for a mean, and therefore they were found to influence long-term sustainability of HIV/AIDS service organizations in Kenya in the absence of international funding.

Table 2

*Comparison of Economic Competence Factors Frequency  
Descriptive Statistics*

<b>Economic competence factors</b>	<b>Planning: income generating fundraising plans</b>	<b>Fundraising: funds from private sector &amp; government</b>	<b>Costs: cost sharing measures &amp; cost cutting</b>	<b>Financial Controls: to curb fraud and corruption</b>
<b>Valid</b>	<b>141</b>	<b>141</b>	<b>141</b>	<b>141</b>
<b>Missing</b>	<b>69</b>	<b>69</b>	<b>69</b>	<b>69</b>
<b>Mean</b>	<b>4.37</b>	<b>4.32</b>	<b>4.13</b>	<b>3.84</b>
<b>Std. Error of Mean</b>	<b>.066</b>	<b>.069</b>	<b>.065</b>	<b>.074</b>
<b>Median</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Mode</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>
<b>Std. Deviation</b>	<b>.788</b>	<b>.822</b>	<b>.767</b>	<b>.883</b>
<b>Variance</b>	<b>.620</b>	<b>.676</b>	<b>.589</b>	<b>.780</b>

Income-generating plans was given the highest rating of 4.37 by the respondents, while curbing fraud and corruption was given the least rating of 3.84.

Research Question 2 was previously stated as follows:  
What were the major social competence factors that influenced an HIV/AIDS service organization's long-term sustainability in Kenya, in the absence of international funding? The derived survey results' descriptive statistics were reflected in Table 7.

Table 7

*Comparison of Social Competence Factors Frequency  
Descriptive Statistics*

<b>Social competence factors</b>	<b>Cultural change: change attitudes and believes</b>	<b>Stakeholders : address stakeholders interest &amp; obtain community support</b>	<b>Sexual behavior: teach and promote sexual equality</b>
<b>Valid</b>	<b>141</b>	<b>141</b>	<b>141</b>
<b>Missing</b>	<b>69</b>	<b>69</b>	<b>69</b>
<b>Mean</b>	<b>4.21</b>	<b>3.92</b>	<b>3.96</b>
<b>Std. Error of Mean</b>	<b>.079</b>	<b>.079</b>	<b>.078</b>
<b>Median</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Mode</b>	<b>5</b>	<b>4</b>	<b>4</b>
<b>Std. Deviation</b>	<b>.940</b>	<b>.942</b>	<b>.929</b>
<b>Variance</b>	<b>.883</b>	<b>.887</b>	<b>.863</b>

Table 7 indicates that the tested social competence factors of cultural change, stakeholders' interest and support, and change in sexual behavior had statistical means of 4.21, 3.92, 3.96, respectively, all higher than the benchmark of 3.5. All three social factors influenced long-term sustainability of HIV/AIDS service organizations in Kenya in the absence of international funding.

It was observed the specific result for cultural change factor was attained the highest statistical mean of 4.21, with 80.1% respondents indicating that they agreed or strongly agreed that the factor influenced sustainability. The result was consistent with the importance of cultural change in change management in HIV/AIDS projects.

Research Question 3 was as follows: What were the major environmental competence factors that influenced an HIV/AIDS service organization's long-term sustainability in Kenya, in the absence of international funding? The survey results are as shown in Table 11, and it designates that the scores for disease control factor had a statistical mean of 4.46 while disease prevention mean score was 3.96. Thus, both factors qualified as sustainable factors.

Table 11

*Comparison of Environmental Competence Factors Frequency Descriptive Statistics*

<b>Environmental competence factors</b>	<b>(en11a) Disease prevention: home care promotion</b>	<b>(en21i) Disease Control: access to health facilities</b>
<b>Valid</b>	<b>141</b>	<b>141</b>
<b>Missing</b>	<b>69</b>	<b>69</b>
<b>Mean</b>	<b>3.96</b>	<b>4.46</b>
<b>Std. Error of Mean</b>	<b>.114</b>	<b>.062</b>
<b>Median</b>	<b>5.00</b>	<b>5.00</b>
<b>Mode</b>	<b>5</b>	<b>5</b>
<b>Std. Deviation</b>	<b>1.357</b>	<b>.742</b>
<b>Variance</b>	<b>1.841</b>	<b>.550</b>

Research Question 4 was framed as follows: What were the major service organizations' specific competence factors that influenced an HIV/AIDS service organization's long-term sustainability in Kenya, in the absence of international funding?

The results are shown in Table 14. As expected, liquidity factor obtained the highest mean score of 4.06, followed by leadership factor 3.97, staffing factor 3.78, and synergy 3.75. Since these statistical means exceeded this study's 3.5 mean score benchmark, then these factors determined sustainability of HIV/AIDS projects in Kenya.

Table 14

*Comparison of Specific Competence Factors Frequency Descriptive Statistics*

Project specific competence factors	(ps11e) Liquidity: capacity to pay debts	(ps21d) Staffing: capacity to employ trained and committed staff	(ps31c) Leadership: leadership commitment	(ps41b) Synergy: capacity to use synergy
Valid	141	141	141	141
Missing	69	69	69	69
Mean	4.06	3.78	3.97	3.75
Std. Error of Mean	.073	.082	.077	.081
Median	4.00	4.00	4.00	4.00
Mode	4	4	4	3
Std. Deviation	.868	.972	.910	.957
Variance	.754	.944	.828	.917

74.5% respondents agreed or strongly agreed that liquidity was an important factor that influenced long-term sustainability. Failure to pay debts signifies organizational demise, and therefore the result was consistent with known financial management principles.

Research Question 5. This was the last research question and it was as follows: What were the major financial self-reliance factors that influenced the long-

term sustainability of an HIV/AIDS service organization in Kenya, in the absence of international funding? The comparative descriptive statistics of responses for the evaluated factors were shown in Table 19.

Table 19

*Comparison of Financial Self-Reliance Factors Frequency Descriptive Statistics*

Financial self-reliance factors	(fn12a) Farming: farming & processing project	(fn22d) Business: transport, shop keeping	(fn32c) Finance: savings and credit co- operative society	(fn42e) Real Estate: renting properties	(fn52b) Membership fees
Valid	141	141	141	141	141
Missing	69	69	69	69	69
Mean	4.12	4.02	3.65	4.01	3.76
Std. Error of Mean	.082	.079	.089	.084	.085
Median	4.00	4.00	4.00	4.00	4.00
Mode	5	4	4	4	4
Std. Deviation	.974	.937	1.062	1.000	1.006
Variance	.950	.878	1.128	1.000	1.013

It was found that farming factor had a Likert scale statistical score of 4.12, business factor 4.02, real estate factor 4.01, membership fees factor 3.76, and finance factor 3.65. The indication was that all those factors were important major financial self-reliance factors that influenced long-term sustainability. Kenya being a predominantly agricultural country, it was not surprising that farming factor was given the highest rating.

The results indicated that financial investments as a major financial self-reliance factor was given the least rating. 58.9% respondents agreed or strongly agreed that it was a critical factor of sustainability, and it scored a statistical mean of 3.65.

Turning to the analysis of Open-ended Survey Questions, Survey Question 4 was proposed as follows: In the absence of international donors, does your HIV/AIDS service organization in Kenya have other major factors, which would make the service organization survive in Kenya for more than 3 years starting from January 1, 2005? This question was open and it was looking for respondent's input for other major factors that might influence long-term sustainability of HIV/AIDS projects. Many factors mentioned appeared to be different versions of what was broadly included in the close-ended questions, but nonetheless, they were rich in specification. The respondents were able to reveal their project specific factors (Njenga, P. N., 2006, Dissertation). However among these sustainability factors included the need for the Kenyan government's commitment to allocate and make available a bigger share in its health budget; partnership, cooperative, and support from the government; local

government support; Private sector support; industrial activities and waste processing; farming initiatives; empowerment of both affected and infected in terms of disease knowledgebase; provision of clinical services; and synergy between projects.

Survey Question 3 was framed as follows: were there other major income generating projects that you must implement to ensure that your HIV/AIDS service organization is financially self-reliant, and capable of meeting at least 75% of its financial needs for a period that exceeds three years starting from January 1 2005? This question was open and it searched for respondent's additional major factors that might influence long-term sustainability of HIV/AIDS projects. The responses were analyzed and generated classified factors which includes farming Projects(poultry; pork); cash crops (coffee, tea, trees, and fruits); cattle and goat farming (daily and meat); gas/petrol and kerosene stations; manufacture of artificial charcoal through recycling of waste products; wells/boreholes and sale of water through kiosks; and tourist tailored ornaments, embroidery, textile, curving etc.

## Discussion and Interpretation

The findings of the close-ended survey responses demonstrated that economic factors, social factors, environmental factors, project specific factors, and self-reliance factors influenced long-term sustainability of HIV/AIDS service organizations in Kenya, in the absence of foreign donors. These findings are supported, in particular, by Herrera et al. (2003), who previously found that economic, social, environmental, and organizational specific factors influenced sustainability. However, the subject of sustainability is complex and therefore proper definitions of the factors considered for evaluation are crucial because the locality, contexts, and issues differ due to prevailing circumstances, time, and the subject under consideration. In this research, care was taken when designing factors to be measured to reflect this issue. Therefore, the interpretation of findings must consider the limitations of factors and issues.

The categorized interpretation of the research finding are as follows:

*Economic Factors:*

1. Income generating plans were found to be a major economic factor, and hence, the finding means that an HIV/AIDS service organization need to have a blueprint for current and future fundraising initiatives. Plans in financial management should include projected cash flows, forecasted income statements, and balance sheets. Those financial statements must be accompanied by well-planned strategic plans that involve SWOT analysis, business plans, and market plans.

It is recommended that HIV/AIDS service organizations put in place short- and long-term financial and strategic plans designed to maximize the sources of local funding. In case of professional and technical limitations, it could be worthwhile to outsource professional services to ensure adequate planning.

2. Funding from the private sector and government was found to be a major sustainability factor. This shows that there is a need for organizations to be known and recognized by the government and private sector through partnership, collaboration, marketing, and honest delivery of services. Hence, the analysis of the open-ended questions confirmed and showed that these organizations

should receive a bigger share of the national health budget. While the government might allocate funding based on the HIV/AIDS service organizations' allocation budget, the situation might be different in the private sector and NGOs, where competitive proposals may be required as a prerequisite for funding.

It is recommended that the government, NGO's, and private sector in Kenya should increase funding to the HIV/AIDS service organizations based on competitive proposals. Such proposals should indicate not only the current financial needs, but also the long-term survival strategies that includes implementation of self-financing projects and initiatives.

3. Since cost sharing and cost cutting measures were designated a factor that determined sustainability, then operational and future costs controls through continuous or periodic performance reviews based on forecasting, assessment, planning and budgeting are critical for the continued existence of HIV/AIDS projects.

Therefore, it is recommended that HIV/AIDS service organizations in Kenya should manage their operational costs and cost-sharing measures by using budgets and forecasts. To properly address this issue, a constant or

periodic (suggested monthly) review of the operational and forecasted costs should be done to ensure elimination of redundant costs and waste. Those organizations should strive to eliminate the budget gap by streamlining and matching their costs to the available resources.

4. Although curbing fraud and corruption factor received the least statistical mean of 3.84 among the measured economic factors, it nonetheless passed the eligibility criteria as a sustainability factor. This suggests that available funds should be utilized legitimately if HIV/AIDS projects were to survive.

Therefore the following is recommended :(a) The managers of HIV/AIDS service organizations in Kenya should be committed to the elimination of corruption and fraud through the practice of professional financial transparency backed by audited books of accounts. (b) Staff should be employed after being subjected to adequate background checks.(c) As a prerequisite for additional funding, the government of Kenya, NGO's, and private sector donors should demand auditors' reports performed by qualified CPA firms in Kenya. (d) Due to fraud and corruption reports in the media, the government of Kenya should pass a law that requires all registered HIV/AIDS service organizations to

file audited reports annually.

### *Social Factors*

5. This study established that cultural change was a strong factor of sustainability because it scored the highest statistical mean of 4.21 among social factors. For HIV/AIDS service organizations to accept structural change in their funding dynamics, their internal and peripheral management culture should accept the new sourcing paradigm. That might also call for a change in the organization's culture. If international funding is not available, then management must be prepared to seek local funding. Thus, the finding was consistent with management school of thought that stresses the importance of cultural change in management of change.

It is recommended that the managers of HIV/AIDS service organizations change their attitude about availability of international donors and agree to commence rigorous sourcing of funds from the government, local NGOs, and private sectors as an alternative practical solution to additional funding. Such initiatives should result in a better mix of organizational sources for funds, and therefore, reduce the magnitude of over-reliance on

international funding.

6. Addressing stakeholders' interest and obtaining community support was a major factor that determined sustainability. Thus it was vital to uphold partnerships and collaboration with organizational stakeholders by participating in political meetings, social events, giving token appreciation gifts, participating in local "Harambee" fund raising events (*Harambee* is a local Kenyan term that means "come all with all your resources to support a project or a need." The term was coined by the late Kenyan President Jomo Kenyatta).

It is recommended that managers and members of HIV/AIDS service organizations should fully participate in local social events to promote their acceptance among the relevant stakeholders, and in the process advocate for moral and resource support from relevant stakeholders.

7. Change of sexual behavior was specified as a major social factor that influenced sustainability of HIV/AIDS projects in Kenya. Since, sexual promiscuousness has been medically proven to increase the spread of HIV virus, then any measures designed to reduce sexual promiscuity or the number of multiple sexual partners might reduce the number of people afflicted with AIDS. Reduction of the disease

might result in reduction of heavy disease management and control costs experienced by HIV/AIDS service organizations. The unused funding arising from reduced costs might be redeployed or reinvested to meet future costs, and therefore prolong the life of the service organization.

It is recommended that HIV/AIDS service organizations should institute and integrate sex education in their system to promote safe sex (use of condoms), encouraging sex abstinence among unmarried people, and encouraging better sex negotiation and practices among partners. Measures should be taken against traditional practices like wife inheritance among some communities in Kenya. Such measures should include member dismissal for noncompliance with organizational teachings and policy.

*Environmental Factors:*

In this study, environmental issues such as pollution and degradation were considered irrelevant and therefore other environmental factors relevant to the study were developed, which included HIV/AIDS disease control and disease prevention measures.

8. The respondents agreed that disease control as environmental factor determined sustainability. Such control measures included availability of pharmacies and applicable medicines, diagnostic and treatment clinics, hospitals, and educational advocacy about HIV/AIDS disease management.

It is recommended that HIV/AIDS service organizations should ensure that environmental measures designed to control HIV/AIDS disease are implemented. Such measures include provision of necessary medicines through local clinics and hospitals, and advocacy of HIV/AIDS disease management.

9. Furthermore, disease prevention was selected as an environmental factor that influenced long-term sustainability of HIV/AIDS projects in Kenya. Measures that were considered critical for prevention of the spread of HIV/AIDS virus included correct use and disposal of condoms, practice of sexual abstinence for the unmarried, monogamous marriage, empowerment of women to enhance better sex negotiations as opposed to forced sex and wife inheritance among some tribal communities in Kenya, and proper disposal of medical needles and syringes etc.

HIV/AIDS service organizations should advocate the

practice of protected sex through news media, publications, and personalized counseling among its organizational networks that include infected people and all stakeholders. Condoms should be displayed openly and made available when needed. More particularly, women should be empowered, counseled, and encouraged to resist forced sex through an open reporting system that should be respected by the police force and judicial organs. Thus, if the HIV/AIDS organizations received offensive sex reports and prosecute sex offenders on behalf of the women, then it might reduce such occurrence and hopefully, reduce HIV/AIDS transmission to a certain degree.

*Service Organizations' Specific Competence Factors:*

10. It was observed that liquidity was a critical specific competence factor that influenced long-term sustainability. Hence, the organizational capacity to pay both short-term and long-term debts was a key success factor, and therefore the result was consistent with known financial management principles.

It is recommended that HIV/AIDS service organizations in Kenya should practice debt management through periodic (say monthly) planning, budgeting, and performance reviews of its debt load and budget gaps. Thus, cash flow

management that incorporates periodic review, comparison, and matching short-term debts with cash receipts and current account (funds) receivables should be part of debt management. Debt-age analysis, liquidity ratio analysis, acid test ratios, and proper cash flow forecasts should be part of the short-term debt management. Long-term debts should also be managed through proper management of long-term financial commitments such as leases, loans, capital expenditures etc. The process should include long-term strategic plans and long-term debt analysis using financial debt ratios and long-term capital budgets. In principal, those organizations should avoid long-term commitments that do not have known and ascertained funds to pay for it.

11. Trained and committed staff was found to be a factor that determined long-term sustainability of HIV/AIDS service organizations in Kenya in the absence of international funding. The implication of that finding was that properly trained, equipped, and motivated staff was critical to the survival of the organization.

HIV/AIDS service organizations should institutionalize and practice a proper human resources policy that includes background checks for potential employees, appropriate technical training, periodic motivational performance

appraisals, and a reward system. Such measures might result in increasing the employee retention rate, and the length of time an employees remained committed to the organization.

12. The study analysis showed that leadership commitment was a significant factor of sustainability, and it had a higher mean score than staff competence. That might indicate that leadership influences was crucial in organizational financial and management of change.

The "key point man/woman" of any HIV/AIDS service organization should fully and judiciously commit his/her work time and resources to the activities of the organization. Thus, he/she should not be involved in any other employment or commercial business. That would ensure proper focus in designing and implementing key success measures of organizational survival.

13. The study's findings suggested that synergy was a key issue that determined sustainability of HIV/AIDS projects in Kenya. The study showed that it was beneficial to network and to make proper connections between and among HIV/AIDS service organizations, including the relevant stakeholders such as health ministries, politicians, local government, business corporations, businesspersons, and the

influential local group leaders.

It is recommended that the CEO of an HIV/AIDS service organization should study the national and political arena, businesses, and key influential individuals and then identify key connections that would help in the organizational fundraising and advocacy. Furthermore, the CEO should also identify other local organizations that provide similar or relevant services and create partnerships so as to avoid costly duplication of effort and services. Costs that could be shared among organizations might include rental offices, transportation vans or buses, pharmacies (by employing a common pharmacist), advertising (basically advocating the same issues), bookkeeping and financial control (employ common accounts staff) etc.

*Financial Self-Reliance Factors:*

14. Farming activities attained the highest mean score as a financial self-reliance factor that influenced long-term survival. The finding was consistent with the fact that the Kenyan economy was predominantly supported by income from agricultural ventures.

Those HIV/AIDS service organizations located in areas where farming was practical should research and identify possible income generating agricultural projects. Among the identifiable income generating farming projects that were identified in this study are poultry, zero grazing, pock, cash crops (tea, coffee, commercial eucalyptus trees, aloe Vera), and irrigation ( French peas, onions, tomatoes, fruits etc). Trading with livestock feeds and agricultural inputs and the related by-products such as molasses might also be viable projects to undertake.

15. The study also found that business activities are a major financial self-reliance factor that influences long-term sustainability of HIV/AIDS service organizations in Kenya, in the absence of international funding. That implied that engagement in long-term business activities might provide the needed funds necessary for survival.

Therefore, HIV/AIDS service organizations should undertake market research and then prepare business plans designed to identify practical commercial business to commence, operate, and sustain. Among the possible businesses identified in this study that the organization should consider for viability include trading in livestock feeds and agricultural inputs, operating schools and

training institutions, library, dispensary, chemists, health centers, real estate, water kiosks, ablution blocks, grain milling, production of charcoal from waste, tourism export products and services (hotels, picnic sites, carvings, embroidery, jewels, handmade baskets (*kiondos*) etc).

16. Income from financial investments was also found to be a major financial self-reliance factor that influenced sustainability. This implies that income from operation of financial activities such as the savings and credit co-operative societies, rotational self-help financial activities (e.g., the Kenyan's group "Merry-go-round"), and investing in Nairobi Stock Exchange could result in additional funds that would supplement available finance. However, among the self-financing factors, financing factor was given the least Likert mean score, and therefore the study recommended a further study to establish why financing activities were not popular.

17. The study established that income from real estate was a vital financial self-reliance factor that influenced the long-term sustainability. This implies that renting of property was a project that could produce continuous income.

Although investing in real estate might require heavy investment especially in cities like Nairobi, this study recommends that HIV/AIDS service organizations should look for alternative funding that would make it possible to buy or construct houses for rent. Sources of such funds might be loans from local banks and mortgage companies, which would be secured by the same properties. Indeed the researcher argued that real estate investment if properly managed might be a very viable self-sustaining project because of its long-term nature, when compared to other projects such as farming, business, stock exchange investment, and membership fees.

18. Fees from members were also designated as a major financial self-reliance factor that influenced the long-term sustainability of HIV/AIDS service organizations.

An HIV/AIDS service organization in Kenya should charge reasonable membership fees to those who can afford them. However, to avoid being accused of unfairness or discrimination in deciding what members are to be exempted from membership fees, the organization should have a published and transparent decision-making policy that stipulates the conditional criteria in force. Such criteria might be based on member's income level.

19. It appears from this study that HIV/AIDS service organizations have many things to consider and therefore, they need to be careful in how they coordinate and implement a well-rounded financial resources plan. This research recommends that HIV/AIDS service organizations should perform a cost benefit analysis to identify funding strategies/plans that makes most sense, given their specific mission and operations. In case an HIV/AIDS service organization does not have qualified staff to perform such cost benefit analysis, this study recommends the use of professional accounting firms' services.

#### Social Change Implications

This study found that there were major economic, social, environmental, and project specific competence factors that influenced long-term sustainability of HIV/AIDS service organizations in Kenya. The implication is great because if those factors were implemented by all HIV/AIDS organizations in Kenya as per the study recommendations, then, the over-reliance of international funding might be reduced significantly. Furthermore, the study also found that there existed practical financial self-reliance projects that could be implemented to enhance

a continuous flow of internally generated funding for those organizations. This study amplified self-financing and self-sustaining issues critical to survival of organizations that cater to prevention and management of a dilapidating HIV/AIDS disease that threatens people globally and more so in Sub-Saharan Africa. Implementation of the study recommendations might make HIV/AIDS service organizations in Kenya financial self-reliance and sustainable in the long term, and therefore significantly reduce the need for international funding. Released funding would be employed in other needy areas of the globe. Thus, the study was indeed socially significant. It was also academically significant because the findings add to knowledge base of sustainability concepts and issues in HIV/AIDS service organizations in Kenya, and it raised issues for further study.

#### Further Study Recommendations

The study recommends that similar studies should be replicated in other locations in Kenya, sub-Saharan Africa, and around the globe. Then, results should be compared for academic and practical reasons after considering localized and situational dynamics.

Another study covering the same location should be done targeting respondents from international donors, doctors, and HIV/AIDS patients. The findings of such a study should be critically compared with this study and then compare similarities and differences for practical use and for academic reasons.

Financial projects (such as investments) as a self-reliance factor, was given the least mean score by the respondents. Therefore, a study should be done in Kenya to explain why (or why not) financial investment appeared unpopular when compared to farming, business, real estate, and membership fees.

Following the analyzed results of the open-ended survey question number 3, there were many projects that were identified as practical. Among them included farming, business, and others such as processing waste to produce charcoal fuel that might be in great demand in Kenya. This study recommends that the business community and manufacturing corporations to do a study, and if possible identify and implement such suggested projects. A project such as production of charcoal using waste would enhance conservation of forests and therefore prevent environmental

degradation not only in Kenya, but also in all areas of the world where trees are cut to produce charcoal fuel.

### Conclusion

This study established that the following major factors influenced long-term sustainability of HIV/AIDS service organizations in Kenya, in the absence of International funding: economic competence factors (income generating plans, funding from government and private sector, cost-sharing and cost-cutting measures, curbing fraud and corruption); social competence factors (cultural change, addressing stakeholders' interest, obtaining community support, and change of sexual behavior); environmental competence factors (HIV/AIDS disease control, disease prevention); service organizations' specific competence factors (liquidity, trained and committed Staff, leadership commitment, and synergy).

In addition, to enhance sustainability and long-term self-financing of an HIV/AIDS service organization in Kenya, the study recommends that the organization should commence market research to identify a viable strategic financial self-financing project, prepare business plans and strategic plans, and then implement the selected

project. Among the initiatives that an organization should consider include the following strategic financial self-financing projects that were specifically identified in this study.

1. Farming projects (poultry, zero grazing), cash crops (tea, coffee, commercial eucalyptus trees, aloe Vera), and irrigation (French peas, onions, tomatoes, fruits etc). Trading with livestock feeds and agricultural inputs might also be viable projects.

2. Business projects ( e.g., retail trade, transportation, trading in livestock feeds and agricultural inputs, operating schools and training institutions, library, dispensary, chemists, health centers, real estate, water kiosks, ablution blocks, grain milling, production of charcoal from waste, tourism services and products, picnic sites, carvings, embroidery, jewels, handmade baskets, and the manufacture of commercial products either through the formal sector or informal sector).

3. Financial investments (e.g., savings and credit co-operative societies, rotational self-help financial activities, and investing in stocks, bonds, and shares)

4. Real estate (e.g., acquire loans to buy or construct houses for rent).

5. Membership fees (e.g., charge reasonable membership fees to those who can afford).

Thus, the findings of this study indicated that economic, social, environmental, organizational specific, and financial self-reliance are sustainable factors that might be utilized by HIV/AIDS service organizations in Kenya to design survival measures if the international funding was absent. The implication was that even when the international donations are available, by means of the application of the above factors(if situation permits), the HIV/AIDS service organizations might be able to augment their financial base, supplement international donations, and address their long term survival.

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