

Research Article

CRITICAL FACTORS INFLUENCING SUCCESS OF HIV POSITIVE SURVIVORS PROJECT IN RWANDA

* ICYIMPAYE Franciane

Graduate Student, University of Kigali Rwanda.

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ABSTRACT

Healthcare projects aim to improve access to healthcare, strengthening human resources, and empowering vulnerable groups. Current study attempts and investigates the major factors causing achieving the success of projects health specifically in Rwanda, by identifying if Clearly defined Mission and Goals; Experienced Project Managers and Competence; Stakeholders Involvement and Efficiency Resources influence project success of HIV positive survivors in Rwanda from different perspectives, and determine the level of importance of the identified success factors in HIV Positive projects in Rwanda. The research topic is projected to cover the period from April 2016 to March 2018. Systems theory and theory of Management by Objectives was useful in this study because, Project management utilizes the systems approach for the management and for having functional personnel assigned to a specific project and will show how the important staffs are given the objectives to achieve in any project. The researcher conducted descriptive research for the purpose of using specific methods like observational method, case study method, and survey method. The population of HIV Positive project will be obtained from the grouping of project owners, project staff and beneficiaries of HIV positive survivors in SURF Rwanda all totalling 1190. The selected sample size for this study was 240 respondents. The sampling techniques used are a universal and purposive sampling technique. Data gathering technique that was used for this research was conducted through questionnaires along with data collection, direct observation and reviewing documents and archival records. The Quantitative data was analyzed using computer software Statistical Package for Social Sciences (SPSS) version 26.0 to enable mathematical computations since analysis of data manually would be tedious and would lead to errors. The analyzed data was presented using frequencies, percentages, correlation and mean. In reporting the study findings, the highest percentage and mean was considered. According to the findings from the table By answering the first question, results from the table no.23 indicate that $\beta = 0.478$ (47.8 %), its t value = 8.088 > 1.96, where p or Sig. value=0.000, being less than 0.05, hence significant. The researcher concluded by saying that clearly defined goals influence at significant level the success of HIV positive survivors' project in SURF Rwanda. By answering the second question, results from the table no.24 indicate that $\beta = 0.172$ (17.2%), its t value = 2.575 > 1.96, where p or Sig. value=0.011, being less than 0.05, hence significant. The researcher concluded by saying that Experienced Project Managers influence at significant level the success of HIV positive survivors' project in SURF Rwanda.

Keywords: Factors Influencing Success, HIV Positive Survivors Project

INTRODUCTION

Background to the study

A project can be considered to be a series of coordinated activities and tasks embarked upon by organizations, with clearly defined objectives, start date, duration, requirements for resources and also funding limits (Nwachukwu&Emoh, 2011). The project life cycle involves five main stages and these are project initiation, planning, execution (implementation), monitoring and evaluation and project termination (Do & Tun, 2018). Project management is a set of principles, methods and techniques for effective planning of objective-oriented work, thereby establishing a sound basis for effective scheduling, controlling and re-planning in the management of programs and projects (Westland, 2016). Nwankwo (2016) indicates that project management is concerned with the overall planning and co-ordination of a project from conception to completion aimed at meeting the stated requirements and ensuring completion on time, within cost and to required quality standards. The Joint United Nations Programme on HIV/AIDS believes that, a world without AIDS can only be achieved through renewed and sustainable commitment, solidarity and only if the available evidence and limited resources are used as efficiently and effectively as possible. The challenge is to ensure the uptake of HIV tests is scaled up. This will ensure that People living with HIV are able to access the required care and

treatment at the right time. On the other hand, those found to be without HIV are able to be given targeted messages on how to prevent themselves from acquiring HIV. Timely and organized intervention of HIV will ensure that the burden is reduced (UNAIDS, 2012). Health care may well be the largest service industry in the world, and it is one in which project management is playing a larger part. Healthcare projects aim to improve access to healthcare, strengthening human resources, and empowering vulnerable groups. According to Eadie, Millar and Grant (2013), healthcare is highly networked and systemic industry, with a practical impact on projects, which need to be well introduced in the territory and synergic with other healthcare and infrastructural facilities. Indeed, Suhonen and Paasivaara (2015) indicate that The management skills of today's healthcare executives and leaders must be advanced enough to match the environment's growing complexity. Executives must exhibit quantifiable results, effectiveness, and engage in evidence-based management. Human Immunodeficiency Virus (HIV) must be controlled through programs created to distribute antiretroviral medicine (ART) and promote adherence in the absence of a vaccine or treatment for Acquired Immune Deficiency Syndrome (AIDS). In addition, there are pre- and post-exposure prophylaxis, voluntary medical male circumcision, and elimination of mother-to-child transmission (EMTCT). To mitigate and eventually eliminate HIV epidemics around the world, it remains essential to develop and implement HIV prevention interventions that modify individuals' behaviors and practices.

Statement of the problem

International development aid agencies have failed adequately to address the rights and needs of genocide survivors in Rwanda. It illustrates that genocide survivors remain impoverished and marginalized, and that development aid agencies only tangentially, if at all, acknowledge their vulnerability and take steps to empower them to realize their rights. It provides examples of aid programmes that are reaching genocide survivors and urges development aid agencies in Rwanda to design and implement programmes explicitly for genocide survivors (Noam Schimmel, 2010). According to Demographic and Health Survey (DHS 2005) about 3.1% of the adult population in Rwanda is HIV positive. The Central Statistical Office, Rwanda (2005) estimated this rate to be 7.2% in 2015 and anticipated a decline to 10% by 2020 if changes will not take place. The prevalence is higher in females than males: approximately rate of 3.6 percent against men with the prevalence rate of 2.3 percent, and these ratios are even higher in pregnant women by Rwanda Ministry of Health, (2004). HIV/AIDS is considered to be a major threat to the lives of women and their children in Rwanda and according to the 2009 report by the National AIDS Council, Rwanda (2009) showed that many women in Rwanda avoided PMTCT because they feared the reaction of their spouses. In Rwanda, the report of the office of auditor general of 2017, indicated that more of 50% of projects audited had unqualified opinion, 50% project were received adverse opinion. A total of 109 project audited, contract worth 206 billion had delayed, 123 billion abandoned and 45 billion not finalized. The major cause of the abandoning was lack of information and data on the progress of the implementation of the project that may need actions and changes where necessary and lack of local government ownership (OAG, 2017).

Objectives of the study

- To assess the influence of Clearly Defined Goals on the success of HIV Positive survivors project in SURF Rwanda;
- To examine the influence of Experienced Project Managers on the success of HIV Positive survivors project in SURF Rwanda;

CONCEPTUAL REVIEW

Success of HIV positive survivors project

The definition of a successful project is one that adheres to the specifications for cost, time, and quality. Success in a project refers to completing the tasks outlined in the application form with the intention of completing the project's objectives and producing the desired results. Its success is reliant on a variety of internal and external elements (Nwankwo, 2016). The project is put into action during the implementation phase of the project management process, according to Zwikael and Sadeh (2017). Execution, Monitoring & Control, and Move to Production are its four sub phases. According to the Project Management Institute (2020), effective project management requires close stakeholder involvement to guarantee that the project is performed on schedule, within the specified scope, and at the specified cost to satisfy the needs of the company. According to Srivastava (2014) project implementation can fail for a variety of reasons, including irrational expectations, limited resources, bad project management, unprepared personnel, and unrealistic budgets, to poor communication and more. When thinking of project success and its sustainability, three things must be born in mind such as the community involvement, project results and external assistance. So, if the community/beneficiaries can continue to produce results for their advantages without the aid of outside development partners, the initiative is sustainable (Luvenga *et al.*, 2015). Almost everyone who

takes HIV medications as directed can attain a viral load that is undetectable, typically within months after beginning therapy. Many people will quickly reduce their viral load to undetectable levels, however a small percentage of those newly starting HIV medication may need additional time.

Experienced Project Managers

According to Srivastava (2014) Project management responsibilities include the coordination and completion of projects on time within budget and within scope. Oversee all aspects of projects. Set deadlines, delegate tasks, and track and report the project's progress. Project management experience is a skill that shows you know how to lead a team of people. Experience in project management is the result of time spent organizing, managing, and leading projects. In order to break down complicated, interconnected operations into tasks and subtasks that are recorded, monitored, and controlled, project managers have access to a wide range of methodologies.

THEORETICAL REVIEW

A system is a set of related components that work together in a particular environment to perform whatever functions are required to achieve the system's objective (Luhmann, 2013). When the definition of a system says that a system's components work together to achieve a common objective it means that the system seeks to complete a goal. Every system has an input and an output. This theory was useful in this study because, Project management utilizes the systems approach for the management and for having functional personnel assigned to a specific project. Most project managers are dealing with complex systems. This theory shows how complexity in HIV positive survivors project management may be tamed by systems thinking. systems theory as it applies to projects and project management has the potential to improve the techniques used by practicing project managers. This theory is therefore relevant in this study which seeks to establish effective determinants to the implementation of health projects in different institutions.

EMPIRICAL REVIEW

Clearly defined Goals and HIV positive survivors Project Success

Planning when done effectively has been known to lead to success of projects using all the parameters of time, cost and quality (Hernando, *et al.*, 2012) Their review provided planning as plausible explanation for the success of development projects – that they are able to meet set targets due to effective planning. This project performance factor has been supported by other researchers among them (Agheneza, 2019) and (Khang, & Moe, 2018). They indicated that the project planning and implementation is able to resolve inherent challenges ranging from conceptual differences about the projects if there are well thought out and capture proper technical and economic considerations. Further, they should have the necessary basic information obtained through sufficient investigation and surveys to adequate project monitoring of the whole project lifecycle and in-depth evaluation exercise. Where all the above factors are considered, development projects such as health projects be likely to have strong links between sectoral planning and project identification, /feasibility and formulation, and between project preparation/project appraisal and project implementation (Golini&Landoni, 2013).

Success in HIV positive survivors' projects

Public HIV positive projects, are concerned on providing conditions in which people can be healthy (EU Health Programme, 2011), and are essential for populations' welfare. The scarce literature found in the public health field describes different results from the literature previous presented. Medlin et al. (2016) examined the elements that went into the creation and application of cost-effective healthcare interventions and made the following points: the benefits of strong leadership, effective management, realistic financing arrangements, country ownership, openness and receptivity to learning by doing, constantly improving on strategies and processes by incorporating new research findings and technical innovation. Other study, (Tempfer, 2011) addressed organizational development in healthcare and identified the following success factors: adequate financing; partnerships; advanced project logistics; small scale projects; and adequate internal and external communication.

Research design

The structure for pursuing solutions to research questions is known as research design.(Orodho, 2003). A descriptive cross-sectional study design was castoff. The study involved collection of data at a single point in time in the population. The collected data was useful in establishing causes of success in HIV projects in Rwanda. Apart from the variables under consideration, the study also collected information on demographic factors and firm characteristics which was employed as control variables. The researcher conducted descriptive research for the purpose of using certain techniques, such as the observational, case study, and survey methodologies.

Population of the research

Sekaran (2003) defines a population as an entire group of people, events or things of interest that researchers wish to investigate. The study population was the staff and beneficiaries in the survivor's fund (SURF) Rwanda specifically in HIV positive survivors' project. These people deemed influential in project delivery since they are the people with the road map to survivor's fund (SURF) Rwanda hence they have ability to produce useful and variety information on HIV positive survivors' project in Rwanda. The population of HIV Positive project was derived from the grouping of board members, managers, officers and beneficiaries of SURF Rwanda all totaling 601.

Table 3. 1: Population size of the study characteristics

| S/N | Major characteristics | Target population |
|--------------|-----------------------|-------------------|
| 1 | Board members | 4 |
| 2 | Managers | 1 |
| 3 | Officers | 4 |
| 4 | Beneficiaries | 592 |
| TOTAL | | 601 |

Source: SURF Rwanda (2015)

Data Analysis and Interpretation of Findings

This study was carried out to investigate the critical factors influencing projects success of HIV positive survivors' project in Rwanda. Specifically, this was done attempting to assess the influence of clearly defined goals on the success of HIV positive survivors project in SURF Rwanda, examine the influence of experienced project managers on the success of HIV positive survivors in SURF Rwanda, analyze the influence of stakeholder's involvement on the success of HIV positive survivors project in SURF Rwanda, and find out the influence of resources on the success of HIV positive survivors project in SURF Rwanda.

Regression analysis

We made use of the regression analysis to test for objectives. However, as we shall see later, the test will proceed according to a constant regression equation. As shown in the following Y stated equation, we have also constructed many relations that may exist between study variable. $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$. The major goal of utilizing this regression model is to confirm the relationship between our independent and dependent variables and to determine how changes in one variable influence the other variables.

The effect of Clearly Defined Goals on the success of HIV Positive survivors' project

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 21.210 | 1 | 21.210 | 64.664 | .000 ^b |
| | Residual | 71.749 | 219 | .328 | | |
| | Total | 92.959 | 220 | | | |

a. Dependent Variable: VAR00005
 b. Predictors: (Constant), VAR00001

Source: Field data, (2022)

The ANOVA summarizes a very short report on how well the regression equation fits with the data. The established regression model shows that the dependent variable is strongly significant and provides various changes to the independent variable. In that way, the regression value as indicated in the table above shows that the statistical significance was tested and brought the results of the regression to be approximately at 0.000^b. with F statistic of 64.664 it indicates that the regression model provides a better fit to the data than a model that contains no independent variables because the predictor variables in the model are statistically significant, the overall F statistic is also statistically significant. This coefficient indicates that there is a positive and very high relationship between the effect of clearly defined goals and the success of HIV positive survivors' project. Therefore, the regression model remains statistically significant and helps us to predict the behavior for each variable against another.

The effect of Experienced Project Managers on the success of HIV Positive survivors' project

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|-------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 2.742 | 1 | 2.742 | 6.655 | .011 ^b |
| | Residual | 90.217 | 219 | .412 | | |
| | Total | 92.959 | 220 | | | |

a. Dependent Variable: VAR00005
 b. Predictors: (Constant), VAR00002

Source: Field data, (2022)

The short report on how well the regression equation fits the data is summarized in ANOVA. The established regression model shows that the dependent variable is strongly significant and provides various changes to the independent variable. In that way, the regression value as indicated in the table above shows that the statistical significance was tested and brought the results of the regression to be approximately at 0.011^b. F statistic of 6.655 it indicates that the regression model provides a better fit to the data than a model that contains no independent variables because the predictor variables in the model are statistically significant, the overall F statistic is also statistically significant. Using an easy analysis, this coefficient indicates that there is a positive and very high relationship between the effect of experienced project managers and the success of HIV positive survivors' project. As a result, the regression model continues to be statistically significant and aids in our ability to forecast how each variable will behave in relation to one another.

Model summary of the effect of Stakeholders Involvement on the success of HIV Positive survivors' project

| Model Summary | | | | | | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics | | | |
| | | | | | | F Change | df1 | df2 | Sig. F Change |
| 1 | .551 ^a | .304 | .300 | .54368 | .304 | 95.491 | 1 | 219 | .000 |

a. Predictors: (Constant), VAR00003

Source: Field data, (2022)

Researcher referred to the Significance value (Sig value), or p value to come up with the right decision. The table above shows that the p value is 0.000. If the p value is less than 0.05, then the researcher rejects the null hypothesis and chooses the alternative or positive hypothesis. In case the p value is greater than 0.05, then the researcher considers the null hypothesis. Having a look on the data above, the p value is 0.000, and it is less than 0.05 (p < 0.05). This was explained by R value is 0.551 or 55.1% and regression square equivalent to 0.304 or 30.4% showing the effect of Stakeholders Involvement on the success of HIV positive survivors' project. With this evidence, the researcher concluded by rejecting the null hypothesis and considers the alternative or positive hypothesis. And then researcher confirmed that the model summary fit. The alternative or positive hypothesis is this; stakeholders' involvement affects the success of HIV positive survivors' project.

Model summary of the effect of Resources on the success of HIV Positive survivors' project

| Model Summary | | | | | | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics | | | |
| | | | | | | F Change | df1 | df2 | Sig. F Change |
| 1 | .175 ^a | .031 | .026 | .64147 | .031 | 6.909 | 1 | 219 | .009 |

a. Predictors: (Constant), VAR00004

Source: Field data, (2022)

Researcher referred to the Significance value (Sig value), or p value to come up with the right decision. This table shows that the p value is 0.009. If the p value is less than 0.05, the researcher rejects the null hypothesis and chooses the alternative or positive hypothesis. In case the p value is greater than 0.05, then the researcher considers the null hypothesis. On the data above, the p value is 0.009, and it is less than 0.05 (p < 0.05). the evidence was given by R value is 0.175 or 17.5% and regression square equivalent to 0.031 or 3.1% showing the effect of Resources on the success of HIV positive survivors' project. With this proof, the researcher concluded by rejecting the null hypothesis and considered the alternative or positive hypothesis. The alternative or positive hypothesis is this; resources affect the success of HIV positive survivors' project. And then researcher confirmed that the model summary fit.

Predicting the Effect of Objectives

While predicting the effect of objectives, the researcher bases on the P values. The p values only mean the possibility of accepting the null hypotheses, and do not mean the possibility of accepting the 'study hypotheses. Even P < 0.05 not supported the researcher's arguments. Smaller P values were not implied the presence of more important effect, and larger P values was not implied a lack of importance. P > 0.05 only means "no evidence of difference". It does not mean "evidence of no difference". No evidence of "difference" does not mean "no difference" between the groups.

P < 0.05 = reject null hypothesis and consider alternative or positive hypothesis; while P > 0.05 = consider null hypothesis.

To what extent can Clearly Defined Goals influence the success of HIV Positive survivors' project in SURF Rwanda?

| Coefficients ^a | | | | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 1.281 | .219 | | 5.849 | .000 | .850 | 1.712 |
| | VAR00001 | .550 | .068 | .478 | 8.088 | .000 | .415 | .685 |

a. Dependent Variable: VAR00005

Source: Field data, (2022)

Results from the table above indicates that beta =0.478 (47.8 %), its t value = 8.088> 1.96, where p or Sig. value=0.000, being less than 0.05, hence significant. The researcher concluded by saying that clearly defined goals influence at significant level the success of HIV positive survivors' project in SURF Rwanda.

How does Experienced Project Managers contribute to the project success of HIV Positive survivors' project in SURF Rwanda?

| Coefficients ^a | | | | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|--------|------|---------------------------------|-------------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 2.422 | .234 | | 10.350 | .000 | 1.961 | 2.882 |
| | VAR00002 | .188 | .073 | .172 | 2.575 | .011 | .044 | .332 |

a. Dependent Variable: VAR00005

Source: Field data, (2022)

Results from the table above also indicates that beta =0.172 (17.2%), its t value = 2.575> 1.96, where p or Sig. value=0.011, being less than 0.05, hence significant. The researcher concluded by saying that Experienced Project Managers influence at significant level the success of HIV positive survivors' project in SURF Rwanda.

Correlation analysis

Correlation analysis is a measurable degree of the quality of a monotonic relationship between combined information, here the Pearson relationship coefficient was used. When it is in a test, it is checked as and is rs plan obliged as takes after: $-1 \leq r_s \leq 1$

Correlation analysis of Critical factors on the success of HIV Positive survivors' project

| Correlations | | | | | | |
|--------------------------|-----------------|-----------------|-----------------------|----------------------|----------------------------------|-----------|
| | | Project success | Clearly defined Goals | Experienced Managers | Project Stakeholders Involvement | Resources |
| Project success | Pearson | 1 | .638** | .801* | .629** | .853** |
| | Correlation | | | | | |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| Clearly defined Goals | N | 221 | 221 | 221 | 221 | 221 |
| | Pearson | .638** | 1 | .675** | .410** | .605** |
| | Correlation | | | | | |
| Experienced Managers | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |
| | N | 221 | 221 | 221 | 221 | 221 |
| | Pearson | .801* | .675** | 1 | .606** | .829** |
| Stakeholders Involvement | Correlation | | | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 221 | 221 | 221 | 221 | 221 |
| Resources | Pearson | .853** | .605** | .829** | .638** | 1 |
| | Correlation | | | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 |
| | N | 221 | 221 | 221 | 221 | 221 |

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

Source: Field data, (2022)

While Summarizing the correlation it shows that, there is a strong positive correlation between Stakeholders involvement and the success of HIV positive survivors project with the correlation of 0.629. Considering clear defined goal, the researcher concluded by saying that, there is also a strong positive correlation between defined Goal and the success of HIV positive survivors' project; with 0.638. There is a proof that a strong positive correlation between Resources and the success of HIV positive survivors' project at 0.853. While, 0.801 represents the strong correlation between experienced project Managers and the success of HIV positive survivors' project. With this proof, the researcher concluded by answering all questions by saying that, there is a linear relationship between dependent variable and independent variables. However, resources and experienced project Managers are more correlated to the success of HIV positive survivors' project.

CONCLUSION

The Model summarized a brief report on how well the regression equation fitted the aforementioned data. So far, having a look on the table above, the p value is 0.000. Generally, if the p value is less than 0.05, then the researcher rejects the null hypothesis and considers the alternative or positive hypothesis. In case the p value is greater than 0.05, then the researcher considers the null hypothesis. The p value is 0.000 and it is less than 0.05 ($p < 0.05$). With the proof above, the researcher concluded by rejecting the null hypothesis and considered the alternative or positive hypothesis, because R value is 0.478 or 47.8% and regression square equivalent to 0.228 or 22.8% showing the effect of clearly defined goals on the success of HIV positive survivors' project. Here, the alternative or positive hypothesis is this; the clearly defined goals affect the success of HIV positive survivors' project. A brief analysis of how well the regression equation fits the aforementioned data was reported in model summary table no.20. Having a look on this table, the p value is 0.011. Generally speaking, if the p value is less than 0.011, then the researcher rejects the null hypothesis and considers the alternative or positive hypothesis. In case the p value is greater than 0.05, then the researcher considers the null hypothesis. Having a look on the data above, the p value is 0.011, and it is less than 0.05 ($p < 0.05$). This was explained by R value is 0.172 or 17.2% and regression square equivalent to 0.029 or 2.9% showing the effect of Experienced Project Managers on the success of HIV positive survivors' project. With this evidence, the researcher concluded by rejecting the null hypothesis and considered the alternative or positive hypothesis. The alternative or positive hypothesis is this; experienced project managers affect the success of HIV positive survivors' project.

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