

**AN EVALUATION OF THE FACTORS AFFECTING SUSTAINABILITY
OF DONOR FUNDED PROJECTS : EXPERIENCES FROM OPRHANAGE
HOMES IN LUSAKA.**

BY

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Strategy.**

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DECLARATION

I, Yanila Luhanga, do here by declare that this work is my original work achieved through personal reading and research. This work has never been submitted to the University of Zambia or any other universities. All sources of data used and literature on related works previously done by others, used in production of this dissertation have been dully acknowledged. If any omission has been made, it is not by choice but by error.

Signed.....

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APPROVAL


This dissertation by Yanila Luhanga is approved as a fulfilment of the requirements for the award of the degree of Master of Business Administration in Management Strategy.

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ABSTRACT

This paper evaluated factors affecting sustainability of donor funded orphanage homes projects. In order to conduct this investigation, the study adopted a qualitative method following the descriptive research design. The study sample comprised of 61 project implementers and targeted 29 registered orphanage homes in Lusaka. Projects employees were selected using simple random sampling while project manager and line ministry representatives were purposively sampled as they were believed to be key informants. The study adopted a questionnaire survey and semi structured interviews to collect data. The data was analysed using thematic and content analysis. This study desired to achieve the following objectives: To understand how government and donor policies influence sustainability of donor funded orphanage homes, to examine the adopted management practices and their influence on sustainability of donor Funded orphanage homes and to establish how donor funded orphanage homes can be developed in order to attain sustainability. The study findings revealed that the existing policies and management practices adopted by the projects affect sustainability. The study established that stakeholder engagement at every phase of the project and implementation of income generating activities such as farming can enhance sustainability of donor funded orphanage homes. Therefore the study recommended among other things that there is a need for the government and its collaborative partners to work together to provide technical and financial support in a harmonized manner and orphanage homes management needs to use the resources they have to implement income generating activities which will help raise additional funds for orphanage homes in order to attain sustainability.

Keywords: Sustainability, Orphanage homes, Donor Funding

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LIST OF ACRONYMS

AIDS - Acquired Immune Deficiency Syndrome

CBO - Community Based Organization

FBO - Faith-Based Organizations

HIV - Human Immunodeficiency Virus

NGO - Non-Governmental Organizations

OECD - Organization for Economic Co-operation and Development

UNESCO - United Nations Education, Science and Cultural Organization

UNEP - United Nations Environment Programme

UNICEF - United Nations Children's Fund

UNDP - United Nations Development Programme

IFAD - International Fund for Agricultural Development

OVC – Orphans and Vulnerable Children

CHAPTER ONE

INTRODUCTION

1.1 Background Of The Study

Donors play a significant role in the social development process in all regions of the world. They are predominantly important in developing countries where state funding is always limited (Okun, 2009). These countries are characterized by diverse development challenges including low levels of income, high incidence of illiteracy and disease (Okun, 2009). Despite continued development-aid flows from rich countries to needy communities, many countries worldwide are still grappling with numerous underdevelopment challenges such as poor governance, extreme poverty, corruption, inefficiency, unemployment and unfair distribution of resources (UNDP, 2007). A project is sustainable if the beneficiaries are capable on their own, without the assistance of outside development partners, to continue producing results for their benefit for as long as their problem still exists (Norad, 2011). Globally, donor funded development projects are involved in a wide range of activities and programmes at national and regional levels all aimed at improving the well-being of poor people. Whilst Sustainability forms the basis of any developmental activity (Norad, 2011), actual processes and factors underpinning sustainability remain less explored in global economy political literature.

Donor agencies have continued to engage in a range of activities, from education and health, to infrastructural development and environmental protection or conservation. Their community connections, volunteer participation and greater program flexibility, have seemingly been a great strategy for both governments and donors to achieve multiple social goals particularly as these are used as a means to achieve wider impact on pressing social issues or problems (Smith, et al., 2004). Donor agencies such as Faith-Based Organizations (FBOs), Non-Governmental Organisations (NGOs) such as United Nations Education, Science and Cultural Organization (UNESCO), United Nations Children's Fund (UNICEF), World Food Programme (WFP), United Nations Environmental Programme (UNEP), Food for the Hungry International (FHI), Red Cross International project (RCI), and Community-Based Organizations (CBOs) have historically

provided vital services to needy populations and contributed significantly to the strengthening of many individuals' lives, families and communities (Vidal, 2001). One key area of focus has been the area of HIV and AIDS, as the AIDS epidemic was growing at an alarming speed in sub-Saharan Africa in the late 1980s, the parallel issue of Orphans and Vulnerable Children (OVC) was gaining local – and later international – attention. Although orphan-hood was not new in Africa, the mounting rates of OVC during this period pushed state, civil society, and international actors to act through a new set of policies, organizations, and programmes. According to (Unicef, 2016) approximately 15million children worldwide have lost one or both parents due to HIV and AIDS. Many more children have been made vulnerable because of family illness, family breakups, school withdrawals, stigma, poverty loss, inadequate health care, loss of rights of inheritance, vulnerability to either sexual or physical abuse and children heading their households (Societies, International Federation of the Red Cross and Red Crescent, 2002). This area has somewhat been a neglected area for research and will be focus of this study in terms of sustainability using the analytical lens of OVCs in Zambia. The overall objective of this study is to explore factors affecting sustainability of Donor funded Orphanage homes in Lusaka.

Zambia is one of the poorest countries in Sub-Saharan Africa which grapples with developmental challenges of high poverty levels and HIV prevalence. In 2010 the Central Statistics Office carried out a nationwide census which recorded a population of 13million people living in Zambia. The 2010 Census indicated that children below the age of 18 constituted 55 percent of the population. The 2013 – 2014 Demographic and Health Survey (DHS) indicates that 11 percent of children below the age of 18 were orphaned, with one or both parents. The proportion of orphans was higher in urban areas,13 percent, than in rural areas ,10 percent. Orphan-hood increased with age, with 31.8 percent of children losing both parents by the time they were 18. Poverty and resultant hardships can have a detrimental effect on children's development. Zambia grapples with these challenges. The 2015 living conditions monitoring survey estimated that 54.4 percent of people in the country lived below the poverty line (Central Statistical Office, 2015). It is in this context that the study was undertaken.

Providing support and care for orphans and vulnerable children is one of the biggest challenges in Zambia, as the growing numbers overwhelm available resources and capabilities (Ministry of Community Development and Social Services, 2017). Recent national statistics show that,

65percent of children in Zambia live in poverty, many of them extreme poverty (Unicef, 2014). The problem is that the extended family network that traditionally used to care for OVCs has weakened due to the growing socio-economic pressures in the country, some of which relate to the donor driven structural adjustment programs that heightened economic problems in the country. Addressing the needs of OVC and mitigating negative outcomes of the growing population is a high priority for national governments an international stakeholder across the globe who recognise this as an issue with social, economic and human rights dimensions (UNICEF, 2014). The Alternative care and reintegration guidelines show that Zambia is faced with the challenge of finding permanent placement for children in need of care. The government, being the key stakeholder, has implemented the National Plan of Action for Children in need through the 2015 National Child Policy. The policy champions family based child care which entails adoption, kinship/extended family and foster homes. However, the growing socio-economic pressures have weakened extended family ties and kinship care systems which traditionally used to care for these children thus making it difficult for them to meet the needs of children in need of care. Due to inadequate resources and capacity coupled with zambia's cultural orientation regarding adoption and foster homes, identifying and placing children in foster families has proved to be a challenge and a lack of national guidelines for adoption has resulted in adoptions not being carried out in a standardised manner. The plight of these children has since seen an increase in the number of well-meaning donors funding OVC projects as a solution to the problem. In trying to improve the situation and capacities of OVCs, a lot of strategies outside the family related caring system have emerged and one such measure is the use of Orphanage Homes which in most cases are being administered by different donor agencies. Under this system, children are provided with basic needs and other forms of support while in residence of an institution which offers a family-like environment. Such facilities in Zambia are SOS Children's village, Family Legacy Children's home, Breath of Heaven Children's Village, Chesire Homes, Chisomo Children's homes etc. However, despite all these efforts, children still face profound challenges some of which relate to lack of capacity for management to provide for all their basic and critical needs (Ministry of Community Development and Social Services, 2017).

The Ministry of Community Development and Social Services (MCDSS) in Zambia in partnership with UNICEF carried out a national wide assessment on Child Care Facilities in 2016. The report

found that 6,413 children are in OVC homes. The ministry has put in place a number of strategies and initiatives to address the plight of OVCs, such as reform of the Child Law and the introduction of minimum standards of care for the administration of Orphanage homes. The government of Zambia recognises family as the best environment for a child to grow up in and that institutional care should be a last resort. However, there are situations where children are placed in these orphanage homes. Successful reintegration of these children into their families and society is not easy and is made more difficult by insufficient capacity, inadequate resources and a lack of coordination among those working with children (Ministry of Community Development and Social Services, 2017). Therefore, even though institutional care often intends to be a temporary solution, most times it is not. It is therefore important that these donor funded institutions are sustainable in order to meet several needs for the children in order to support a holistic approach to development.

In a local context, sustainable development is always a combination of efforts from various stakeholders such as the community themselves, the donors, working partners, and the government. Deliberating sustainability of donor funded projects will always come hand in hand with the period of project implementation, the good will from the community as well as strategic directions from the implementing agencies. The government consideration in shaping up policies and making sure that continued support is provided after donors phase out of projects is paramount. In the context of donor-funded development programs and projects, sustainability can be defined as: the continuation of benefits after major assistance from a donor has been completed / withdrawn. Key points to note in this definition are; the focus is on sustaining the flow of benefits into the future rather than on sustainable programs or projects. This study engaged in this on-going debate about donor aid and elements of sustainability using the analytical lens of OVCs in Zambia

1.2 Statement of the Problem

Sustainability of donor funded projects is critical to community growth and development continuity of the benefits. Orphanage homes donor's usually have the objective of helping to improve the livelihood of orphans and vulnerable children in the community. Unfortunately, the funds provided by most of these donors are projects- driven short term funds, which do not factor into the whole funding mechanism policies that will ensure that these projects become sustainable after donor funds have been withdrawn. The Government of the Republic of Zambia through the

MCDSS, in partnership with UNICEF commissioned a nationwide assessment of Orphanage homes in 2017. The assessment found that 76.3percent of these organisations received funding from donors and only 8.4percent denoted receipt of funds from the government of the republic of Zambia (GRZ). This has therefore seen a paradigm shift from self - sufficient to donor funding dependency and as a result sustainability of these programs remains a challenge. MCDSS in 2017 established that 10 Orphanage homes where no longer operational and the whereabouts of the children were unknown and in 2018 Hermann Gmeiner under SOS Children’s Village closed down there learning institution as well as the medical clinic following the end of donor support. Continuation of benefits after major assistance from a donor has been completed / withdrawn remains a challage for orphanage homes. Despite this problems, little research has been done to establish the factors affecting sustainability once major assistance from a donor has been completed / withdrawn . This poses a gap which this study sought to fill through evaluating the factors that affect the sustainability of donor funded orphanage homes in Lusaka.

1.3 Aim of the Study

The aim of the study was to evaluate the factors that affect sustainability of donor funded orphanage homes and establish how these orphanage homes can be developed in order to attain sustainability.

1.4 Objectives of the Study

The study was based on the following specific objectives;

1. To understand how Government and Donor policies influence sustainability of Donor Funded Orphanage Homes.
2. To examine the adopted management practices and their influence on sustainability of Donor Funded Orphanage Homes.
3. To establish how donor funded orphanage homes can be developed in order to attain sustainability.

1.5 Research Questions

1. What is the effect of Government and Donor policies on sustainability of Donor Funded Orphanage Homes?
2. What is the effect of adopted management practices on sustainability of Donor Funded Orphanages homes?
3. How can Donor Funded Orphanage homes attain sustainability?

1.6 Significance of the Study

This study will be of substantive value to orphanage homes management especially on how to improve on the management of their projects and consequently enhance sustainability. It would also assist policy makers and program implementers to make evidence-based decisions about how best to direct funding and program activities and maximize positive sustainable outcomes. The findings may also be used as a source of reference by other researchers. In addition, academic researchers may need the study findings to stimulate further research in this area and as such form a basis of good background for further researchers.

1.7 Scope and location of the Study

The study was limited to assessing factors affecting sustainability of Donor Funded Orphanage homes in Lusaka District. The study drew a sample from a sample frame of registered Donor funded Orphanage homes with Ministry of Community Development and Social Services (MCDSS) operating in Lusaka District and it was limited to the employees/representatives of the various Donor funded Orphanage homes.

1.8 Limitation to the Study

The study was limited to the donor funded Orphanage homes in Lusaka District due to financial, time constraints and other logistics which affected the scope of the study making it not possible to take a census. The research largely operated in the qualitative domain which means respondents' narratives, experiences, perceptions, views and perspectives were crucial in drawing conclusions. However, this approach also means that respondents might be biased due to their own agenda or might not always be driven by the need to give appropriate/right responses, and some stuff might choose not to respond due to fear that their views may lead to victimization (Manda, 2019). Such

staff were assured that the information they give will be treated with a lot of confidentiality and also fully explained the intention of the study to respondent and assured confidentiality for information given by the respondent. Amongst the limitations of the study was a lack of enough research to have been carried out on the particular research question area which made it difficult to borrow the opinion of other scholars on the issues to be addressed by the research questions. However, enough information to warrant continuity of this research was available.

1.9 Chapter Summary and Argument

The main argument of this Chapter is that Zambia, like many other poor countries continue to rely on donor support to develop. One area that has received a lot of donor support is the area of OVC, to fill the need for care of orphaned children especially following deaths from the HIV pandemic. The chapter notes that nonetheless, OVC activities remain largely unsustainable for a number of reasons including existing legal framework, orientation of orphanages and lack of support from host governments. The chapter has also highlighted the areas of the intended study with emphasis on exploring factors affecting sustainability of donor funded Orphanage homes in Lusaka . This section provided an introduction to the study. The first section presented the background to the study. The second section covered the statement of the problem. Section three defined the purpose of the objectives and section four stated the research questions that need to be addressed. The fifth section then provided the significance of the study and the sixth section provided the scope and finally the seventh section provided the limitations of the study. The next chapter considered the literature review according to the research objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature on donor aid and sustainability of donor aid and sustainability of donor funded projects. A literature review is an evaluation of all sources of information related to a given topic under study. It is the use of ideas in literature to justify a particular approach to the study and is a demonstration that the study contributes something new (Baker, 2000). This study is focused mainly on assessing of the factors affecting sustainability of the donor funded projects.

In terms of organisation, section 2.2 Explores the History of Foreign Aid, Section 2.3 Examines the Debates on Developmental Aid Assistance in Africa, Section 2.4 Examines the understanding of Donor Funding and project Sustainability while Section 2.5 Investigates the factors affecting Sustainability of Donor Funded Projects and Section 2.6 Explores sustainability of Donor Funded Orphanage homes Section 2.7 Explains the theoretical review while Section 2.8 Reviews previous research and research gap, Section 2.9 shows the conceptual framewok and Section 2.10 Summaries the literature reviewed.

2.2 Understanding Donor Funding and Project Sustainability.

The concept of sustainability is used in many contexts and with widely different meanings. To begin with, vague concepts of sustainability hinder devising methods to design and implement sustainable programs, and to assess what has been sustained after the program ends (Rogers & Coates, 2015). According to IFAD Strategic Framework (2007-2010), sustainability of a project can be defined as the ability to ensure that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project external funding. Stirman et al (2012) (Stirman, et al., 2012)pointed out lack of working definition of sustainability limits research on sustainability because its conceptualisation has important implications on how it is investigated (Stirman, et al., 2012) (Stirman et al, 2012). The organisation for economic Cooperation and Development (OECD), for instance, defines sustainability as “Survival of projects and programs after an initial period of investment” (OECD, 1989). Sustainability involves

taking action to provide a future where the environment and living conditions are protected and enhanced (Basel , et al., 2011).

In the context of donor-funded development programs and projects, sustainability can be defined as: the continuation of benefits after major assistance from a donor has been completed / withdrawn. Key points to note in this definition are; the focus is on sustaining the flow of benefits into the future rather than on sustainable programs or projects. Projects are by definition not sustainable as they are a defined investment with a start and finish date. Sustainability has been at the heart of the debate around effectiveness and efficiency since the 1980s (Brown, 1998). As a sign of its importance to donors, sustainability is one of the five measures by which development interventions are evaluated, the other four being relevance, efficiency, effectiveness and impact (Brown, 1998) . As developmental programs are a process that takes strategic planning with persistent collective effort, there are numerous potential factors that affect sustainability at any point during the program life cycle (Mcconville & Mihelcic, 2007). Most concerns about sustainability are related to premature discontinuation of programs after the initial period of support; rapid erosion of program achievements with funding discontinuation wastes human, monetary and technical investments, and can diminish trust and support for future initiatives (Gruen, et al., 2008).

As highlighted in previous sections, donor funding and sustainability remains a dividing element in literature. Most international donors have the tendency to direct their financial aid in different ways. This is achieved through worldwide donor institutions such as the United Nations, Care International and Action Aid, and through their own advanced organizations (Briginshaw, et al., 2007). These organisations are known as Non-Governmental Organisations (NGOs). Non-governmental organizations have a wide range of sources of funds both local and international. They comprise of Government, Philanthropic entities, Faith-based organizations, Development agencies, Educational institutions or corporate entities. The number of nongovernmental and welfare organizations across the world has increased because of the existing gap between governments ability to provide basic needs for its citizens (Okorley & Nkrumah, 2012).

However, there has been much talk in the development sphere from donors previously, lamenting the difficulties in attaining project sustainability, long after donors and funding structures are withdrawn from communities. In the case that donor withdrawal happens, many projects collapse

and do not attain the anticipated impact (Ndagwa, 2015). Large amounts of aid are a positive force to the host countries and its people through employment generation and increased consumption, the creation of a false economy can be disastrous to recipient government sustainability strategies when donor money is reduced or withdrawn (Roseland & Connelly, 2005). Tracking these strategies over time will reveal their effectiveness, but both are aimed at ensuring that countries will be placed in a position of strength (in terms of capacity and finances) to assume future responsibility (Roseland & Connelly, 2005). Stakeholders and host governments work together to create a realistic staged plan for reduction/withdrawal of resources that will ensure that there will be country cost-effective strategies in place for strong and continuing independence that will prevent the country from falling into an unsustainable position when aid is withdrawn. However, without sustainability, all the efforts engaged in the project become wasted (Norad, 2011). Several projects run throughout the Country have shown a paradigm shift from self-sufficient to donor funded dependency and as a result sustainability of the same has been wanting. Donors have responsibilities when funding development interventions and one such important responsibility relates to phasing out support. Projects are not always a life time intervention, they have timelines. Despite continued development-aid flows from rich countries to needy communities, many countries worldwide are still grappling with numerous underdevelopment challenges such as poor governance, extreme poverty, corruption, inefficiency, unemployment and unfair distribution of resources (Mazibuko, 2007).

In the United Kingdom (UK), Thompson and Holgeid whose studies revealed cost overruns in the range of about 30percent demonstrate the issue of unsatisfactory projects. Further, the study revealed that most projects had cost overruns of 200percent on average, and almost 70percent schedule overrun. In addition, the UK government spent £16 billion on Information Technology (IT) in 2009, and the public sector seems to make less effective use of IT compared to the private sector. An assessment of two decades of aid to agriculture in three countries; Kenya, Tanzania and Malawi in East Africa and three decades for Senegal, Nigeria and Zambia in West Africa gave the results that the World Bank did not have a long term strategy for broad based growth and that it did not give full recognition to availability of the balanced accumulation of human, institutional, and technological capacity, and thus for proper ordering and phasing of investments (Eicher, 2003). This suggests that exit strategies were not part of the design and implementation of the projects and sustainability and capacitating the communities were not a major concern though

these countries had been assisted. According to the International Fund for Agricultural Development's (IFAD) annual report, sustainability was satisfactory in 67percent of the projects evaluated in 2007 compared to 40percent in 2002. That, only 50percent of IFAD supported projects evaluated in 2007 were moderately satisfactory for sustainability while 33percent remained unsatisfactory; an indication that sustainability is an issue in most projects. A study by (Alexia , 2006) on factors affecting sustainability of rural water supplies in Tanzania concluded that, sustainability of rural water supplies projects is clearly undermined by poor financial management the constituent element which must be addressed by all implementing agencies, donors and government.

Zambia is not an exception to the challenges of project sustainability after external aid. For example, over 30 years, the country has been implementing three robust social investment projects through Community Driven Development (CDD) approach with the aim to empower local communities. The first phase alone gobbled US\$ 64.7 million from World Bank. Despite empowering local communities to co-finance, a number of sub-projects, participation by communities and sector agencies was limited. Furthermore, due to inadequate government counterpart funding and lack of community maintenance of the post project facilities, the benefits of the projects could not be sustained when funding for the same ended. As a result, the social investment project infrastructures achieved remain 'white elephants,' and to-date, beneficiaries are daunted by poverty and food insecurity (Lungo , et al., 2017). Despite all the efforts channelled towards poverty reduction, Zambia's overall poverty incidence remains high, at 60.5percent according to 2010 World Bank estimates based on the Living Conditions Monitoring Survey (LCMS). In 2011, Zambia ranked 164th out of the 187 countries in UN Human Development Index (Lungo , et al., 2017).

2.3 Factors Affecting Project Sustainability.

Judging whether a project and its benefits are sustainable is important as a means of determining project success. However, understanding what factors influence sustainability is even more important for designing better projects in the future. In order to determine and assess the factors affecting project sustainability, there is a need to monitor the important aspects of the project.

2.3.1 Donor and Government Policies on Sustainability of Donor Funded Projects.

Donor policies are important because they influence how contracts are prepared, the duration of funding, and what is funded. OECD report (1989) identified important donor policies related factors that affect project sustainability. These included: Planning horizon, delivery and contracting mechanisms and operation and maintenance costs.

Planning Horizon: It is now widely recognized that the usual three to five-year planning horizon for development programs and projects is often inadequate in terms of promoting sustainable benefits, particularly when behavioural and institutional changes are included in the objectives or if there are multiple local agencies involved or a wide geographical spread. Open-ended commitments are not appropriate; however, phasing implementation over a longer period is a management strategy which may support sustainable benefits. Phasing requires that goals and objectives are clear from the beginning and that there are clear decision points at the end of each phase. Where there is uncertainty about local policy, capacity or commitment then an initial pilot phase, which may lead on to a number of subsequent phases, should be more the rule than the exception (Salamanca, et al., 2002).

Delivery and Contracting Mechanisms: A strong sense of local ownership and genuine participation in design by both men and women are critical to successful implementation and sustainable benefits. However, donor policies on how their aid program is designed and delivered can work against this. According to (Mwega, 2009), the key concerns include:

- **Design process;** Designs which are expected to result in sustainable benefits should build on local demand and initiatives. This requires that the stakeholders (that is; the beneficiaries and local personnel) play a core role in the identification and design process. Hence, adequate time must be given for all stakeholders to meaningfully participate. Design missions should therefore be appropriately phased over an extended time-line (that is; one mission of three to four weeks is not usually adequate for larger more complex projects). More 'up front' time for design is not the only answer; an extended inception phase and allowance for a 'progressive design' process during implementation (using annual planning procedures to restructure the program/project scope) are practical responses to this issue.

- **Team selection;** the professionalism and inter-personal skills (expatriate or locally engaged) is an important factor in sustainability. Selection policies and criteria should therefore ensure that as broad a labour market as possible is tapped and that the best consultants are selected. Position descriptions and team composition should not be overly restrictive and thus exclude potential candidates with other highly desirable professional or inter-personal skills.
- **Contract structures;** Contracts that focus on the detail of the contractor's outputs and inputs rather than on the purpose or outcome can impede efforts to achieve sustainability. Development is a dynamic and often high-risk activity, it is therefore important that designs have flexibility and can lead to contracting approaches that allow field-level managers to respond quickly to changing circumstances and which encourages them to keep sustainable benefits in mind.
- **Monitoring and Reporting;** Monitoring and reporting frameworks based on log-frames should look beyond the contracted activity and output levels and incorporate regular assessment of the movement towards achieving sustainable outcomes.
- **Partner selection;** The government-to-government nature of bilateral aid programs requires that high-level (national) aid coordination mechanisms be put in place. However, when programs and projects are being implemented in partnership with provincial or district agencies or communities, it is important for sustainability that donors have agreements with this level of government that documents their roles and responsibilities, and that there are appropriate channels for delivering resources and receiving feedback. This is particularly important when national level agency capacity is weak and is a bottleneck to effective communication and timely action on the ground.

Operation and Maintenance costs: Donor funding policies often focus on new capital investments to the exclusion of supporting operation and maintenance budgets. This can have adverse effects on sustainability, particularly in economies undergoing severe internal budget deficit problems. New capital projects require additional operation and maintenance funds that have to be drawn from the same limited pool of funds that finance other ongoing programs. As a consequence, either the new investment is not maintained or existing infrastructure or services suffer funding cuts. A longer-term and more transitional approach to operation and

maintenance cost funding is required, based on a rigorous and realistic assessment of the local capacity to meet these costs. The project managements need to consider whether or not some assets should be maintained or replaced (i.e. computers which rapidly become obsolete), and whether project-specific depreciation funds should be set up. This would help a great deal in cost maintenance and this would ensure the project become sustainable in the long run. (OECD, 1989).

Government actors include publicly funded ministries and departments at the national, regional, and local levels. Partner Government have significant impact on the sustainability of program or project benefits (OECD, 1989). According to OECD report, There are two main factors in regards to government involvement. These are;

Policy environment. Programs and projects are implemented within a wider policy environment. A policy framework that is compatible with and supportive of program objectives is a key factor in promoting sustainability. The policy framework therefore needs to be carefully analysed during design and policy factors taken into account. If it is appropriate, policy reform could be included as part of the design. According to (Eyben, 2010), many of the diagnostic tools for policy making are well established, and, since they form the basis for planning and allocating public resources, ownership by partner governments has traditionally been high. However, they may not be applied with sufficient coverage and consistency, the basic statistics that the tools require may not be collected sufficiently well or poor communications within a partner government may prevent analytic work being shared. The challenge for donors is in assisting governments to raise quality, coverage, consistency, transparency and relevance of analytic work to policy development and reform.

Policy fit. Programs and projects which ‘fit’ with Partner Government policies have much better prospects for sustainability as they are more likely to have high-level political and institutional support both during implementation and beyond. Notwithstanding, in some circumstances programs and projects may be ahead of government policy (eg HIV/AIDS), and may need to initially emphasize awareness and policy change (OECD, 1989). According to (Adamolekun, 1983) Adamolekun (1983), local government arouses local citizens to contribute financially to the management of local affairs, get involved in local management as elected or appointed officials or

participate on a voluntary basis within community development committees engaged in self-help projects. The assistance from the government can be in cash or in kind.

2.3.2 Management Practices on Sustainability of Donor Funded Projects.

The nature of project management has taken a paradigm shift from the earlier one in the sense that it has ceased to be dominated by the construction industry but now it is applicable in all organizations (Tembo & Bruno, 2013). It has also advanced and become more specialized branch of management in its own right. As a result, the nature of projects has to change taking into focus on the project cycle that include: proper design, planning, effective implementation, monitoring and evaluation and the sustainability as well (Norton, 2005). Attainment of any form of project sustainability is not an endeavour of a single day, but a life- long process (Wanjohi, 2010). Poverty and hunger projects supported by donors are complex and require multifaceted management skills (Weinberg, 2008). Programs and projects which integrate with and build on local management structures, have better prospects for promoting project sustainability (Mulwa, 2010).

According to (McDade, 2004), good management ensures that sufficient local resources and capacity exist to continue the project in the absence of outside resources. For project sustainability to be achieved the institutions and management involved in project implementation from the community to the national or international levels need to be empowered in terms of information, skills and resources (human and capital) for smooth running of activities for sustainability of projects. Expatriate technical assistance is a common input of our aid programs and projects; how expatriate advisers work with their counterparts and colleagues can have a major influence on the prospects for sustainability. Their departure should not presage any significant weakening of key project supported benefits. Management practices in this study will focus on Capacity Building, Training, Financial Management and Monitoring and Evaluation of the project.

- ***Capacity Building and Sustainability:*** Management must take adequate account of the capacity of local administrative systems to support staff and service delivery. Capacity building is a key approach used by development organisations to ensure sustainability of development projects (Langran, 2002). Capacity building as an approach to community development builds independence and can be a ‘means to an end’ with the key goal being enabling the community to take over a project of an ‘end’ with the key goal being to enable

parties ranging from individuals to government officers to work together to solve common problems (Temali, 2002). Capacity building can take various dimensions including human resources, social resources and financial capacity (Temali, 2002). Financial capacity will include knowledge of resources and opportunities. Human resources dimension will include issues such as motivation of individuals and teams, skill development, development of relational abilities as well as trust within the project team and community in general to ensure equitable benefiting from the project. Social dimension of capacity building will include issues such as participation structure and shared trust (UNDP, 1997).

- ***Training and Sustainability:*** Training is the process of acquiring knowledge and skills by target groups that enables them to operate effectively and efficiently (Landale, 2006). Training also enables the target groups to acquire new set of values and attitudes towards the appreciation of their inherent but untapped potential and reinforce their self confidence and sense of autonomy as opposed to dependency. For the project to be successfully implemented and sustained, the manager and the people working in the project must be trained on all necessary tasks identified during planning phase and post implementation phase of the project (Westland, 2007). Training offered should be of quality and must match with the project requirements to ensure effective and efficient post- implementation of the project. In order to increase chances of successfully sustainability of the project, the manager and the team members need to be trained on the project risk assessment and management, fundraising and project evaluation and monitoring (Hubbard & Bolles, 2007). By knowing what lead to project failure, we stand a better chance to forestall the pitfalls by being more proactive in our planning.
- ***Financial Management:*** Financial Management is the process of managing the financial resources, including accounting and financial reporting, budgeting, collecting accounts receivable, risk management, and insurance for a business. Finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances. This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control, etc. In many cases, a financial project manager plays a key role in developing the long-term financial goals of a company or organization to ensure a profitable future for

the firm. According to (Michael , 2009), financial planning involves setting objectives, assessing assets and resources, estimating future financial needs and making plan to achieve monetary goals. He continued to suggest that, one systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase. It is important to lay and plan our budget for the amount of money received (Kiogora, 2009).

- **Monitoring and Evaluation:** According to (UNDP, 1997) “Monitoring enables management to identify and assess potential problems and success of a program or project. It provides the basis of corrective actions, both substantive and operation to improve the program or project design, manner of implementation and quality of results. In addition it enables the reinforcement of initial positive results.” In fact it is a major aspect that cannot be overlooked because it determines the sustainability of any venture or project. According to (The Standish Group Project Report, 2005), one of the reasons for project failure is lack of project monitoring and control. Monitoring and evaluation of development activities provides programme and project managers, including Government officials and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders. Within any programme or project there is a strong focus on results - this helps explain the growing interest in monitoring and evaluation. The success and sustainability of any project or program largely depend on constant feedbacks about project on going activities. (Mark, et al., 2000) .

2.4 Sustainability of Donor Funded Orphans and Vulnerable Children’s (OVC) Homes.

The review of literature reveals that there was limited research on sustainability of donor funded OVC homes projects. Most research studies focus on donor funded projects on NGOs and whether they are working or operating, capacity building and government involvement than on organizational processes and factors influencing sustainability. On OVCs, various studies have been conducted; (Nzioki, 2014) studied the school-based factors influencing participation of

orphans and vulnerable children in primary schools concentrating on Kamukunji District, Nairobi County Kenya. (Jakachira, 2013) focused on a different dimension in this topic by concentrating on the interface of child-headed households and academic performance. These studies failed to focus on the plight of OVC homes projects and the factors affecting sustainability of these projects. This is literature gap that the study seeks to fill.

Addressing the needs of OVC and mitigating negative outcomes of the growing OVC population worldwide is a high priority for national governments and international stakeholders across the globe that recognizes this as an issue with social, economic, and human rights dimensions (Kraemer, 2003). However, providing care and support for OVC still remains one of the biggest challenges in Africa especially in Zambia, as the growing numbers overwhelm available resources. AIDS, fuelled by high poverty levels, is one of the main contributors to OVC incidence and despite efforts to improve lives of children, social indicators continue to show decline in the social and economic welfare of children as a result of poverty, conflict, HIV/AIDS, and war (Gibson, 2009). The extended family network that traditionally used to support OVCs has collapsed due to urbanisation, poverty and other socio-economic factors, therefore children homes have provided protection for such children (Kiambi & Mugambi, 2017). Furthermore, very few OVCs are placed in formal foster care or adopted. The core elements of a comprehensive care and support program for orphans and other vulnerable children include socioeconomic support, education, psychosocial support, medical care, and protection of human and legal rights. Even though most of the researches conducted on sustainability of Donor funded projects have been conducted in USA, UK, Kenya and India. The conditions in these countries vary and may not be the same as in Zambia, ranging from differences in economic conditions to political stability.

A situational analysis study conducted in Zambia found that there are numerous OVC projects, with almost 300 OVC care and support projects in place in the country and close to two million OVCs, it is important to understand the sustainability of these projects. However, for the purpose of this study the researcher will focus on Donor Funded Orphanage homes. A National wide assessment report carried out in Zambia on Child Care Facilities undertaken by the MCDSS in partnership with UNICEF in 2016 found that 6,413 Children are in Children homes. One of the famously known children's homes in Lusaka is SOS children's village association which has been part of the country's social protection care system since being established in 1996, and so any

activity that seems to change this status raises concern. SOS village just like other children's homes has been supporting OVCs in four different locations by providing shelter, education, medical assistance and vocational training to children in need. In past two-year SOS Zambia shut down its medical clinic which was giving medical services to the children in there care and also the surrounding community and in 2019 the which was built to provide education to the children was officially handed over to the government as a community school after donors pulled out sponsorship. This had an impact on the community and concerns regarding sustainability of the organisation. It is important to note that institutional care often intends to be a temporary solution, but the majority of times it is not and that is why it is important to assess the factors that affect sustainability of these Orphanage homes.

2.5 Theoretical Framework

The study adopted the stakeholder theory. In adopting this theory to this study, the researcher argues that understanding key policies and legal framework guiding Orphanage homes projects as well as management practices adopted in these projects will help establish how donor funded orphanage homes can attain sustainability even after donor funds have been withdrawn. The theory emphasizes the significance of the relationship between the stakeholder participation for sustainable donor funded Orphanage homes.

2.5.1 Stakeholder Theory

According to (Freeman, 2008) the stakeholder theory looks into how an organization influences both its internal and external environment. In adopting this theory to this study, the researcher argues that implementing Orphanage homes projects, it is important to understand how their operations are influenced by others and how they influence others. (Patton, 2002) emphases that the stakeholder models entails all people with legitimate interest to participate in an enterprise do so to gain benefits. (Mitchell, et al., 2011) state that the exercise of stakeholder power is triggered by conditions that are manifest in the other two attributes of the relationship i.e. legitimacy and urgency. Power gains importance when it is legitimate and exercised through a sense of urgency. Highly important and powerful stakeholders are located where power, legitimacy and urgency intersect (Freeman & Phillips, 2002). Freeman (2004), identifies and models the groups which are stakeholders of a corporation, and both describes and recommends methods by which management

can give due regard to the interests of those groups. The central idea is that an organization's success is dependent on how well it manages the relationships with key stakeholders such as customers, employees, suppliers, communities, financiers, and others that can affect the realization of its purpose (Freeman & Phillips, 2002). The overall purpose of stakeholder theory is to enable the managers to understand stakeholders and strategically manage them (Patton, 2002). The theory emphasizes the significance of the relationship between the stakeholder participation for sustainable donor funded Orphanage homes.

2.6 Review of previous studies and Research Gap

(Rono, 2008) conducted a study on the financial sustainability of NGOs projects in Nairobi which pointed out that many projects depended on donor funding resulting in low utilization of internally generated resources. He further stated that these projects ended up not offering the beneficiaries the needed services. (Khan & Hare, 2005) associated sustainable donor-funded projects to the development of a clear institutional base, adoption of a robust programmatic approach, and availability of enough funds to implement the projects to the end. They further argued that all NGOs needs to establish sound internal systems and structures that foster the belief that the community will support valuable projects, and ensure that development plans for sustainability of donor funded projects are established. They went further and highlighted that at the projects/programs level, market is carefully analyzed and community engagement is encouraged resulting in the offering of quality service at affordable prices. NGOs are expected to set up systems and policies aimed at providing sufficient funds to finance and manage the projects well (Khan & Hare, 2005).

(Nturibi, 2004), in his study of family programmes promotion services on Integrated Community Care and Support Project in Kenya established that the level of sustainability of income generating activities often depends on perceived and actual returns to the beneficiaries i.e. orphans, grandparents giving care, project implementers community health workers and committee members. He established that although the proceeds are primarily meant to assist the first group, all the others also expect to benefit. Unfortunately the magnitude of the projects initiated mostly does not allow for this, due to the fact that the products are sold in fairly poor neighbourhoods. (Kotler & Keller, 2006) defined product as anything that can be offered to satisfy a need or want. A product can consist of as many as three components; physical good(s), service(s) and idea(s).

According to (Amott, 2003) foundations that receive funds from a single donor, especially when they're not in the form of an endowment, can leave a foundation highly vulnerable. Foundations and NGOs are increasingly recognizing that earned income from the sale of products, services, or intellectual property can be an additional source of operational funding that complements other fundraising tactics while helping to build organizational sustainability. International donors can support capacity building by allocating part of their resources to institutional development of the foundations they're seeking to support or channel funds through. (Amott, 2003) makes a plea for this in Indonesia, arguing that donors need to "support the building of both management and delivery capacities of civil society organizations, but in a judicious and targeted manner". The result of this complex reality is that emerging and existing indigenous foundations in developing countries will have to continue exploring new paths to building financial sustainability.

Literature reveals that there was limited research on sustainability of donor funded Orphanage homes in Lusaka. It also shows that most research studies conducted on sustainability of Donor funded projects have been conducted in USA, UK, India and Kenya. The conditions in these areas may not be the same as in Zambia ranging from differences in economic conditions to political stability. A situational analysis study conducted by Unicef in Zambia in 2014 found that there are numerous OVC projects, with almost 300 OVC care and support projects in place in the country and close to two million OVCs, The need for sustaining the initiated projects is therefore inherent.

2.7 Chapter Summary

This chapter aimed at reviewing literature on donor fund and sustainability of donor funded projects. It examined factors affecting donor funded projects and assessed sustainability of Donor Funded Orphanage homes projects. From the discussion outlined above, it is evident that sustainability is a concept that has shaped donor funded projects in many ways. It is evident that critical indicators of sustainable development cannot be measured by only the long term benefits being accrued from a project but from a consolidated contribution of all aspects of sustainability, most critically; all factors discussed in the literature review points towards the idea of key policies , management practices and stakeholder involvement as the hallmark of sustainable development.

Literature reveals that there was limited research on sustainability of donor funded Orphanage homes in Lusaka. The lack of vital strategic information is hindering policy makers and program

leaders from making well-informed decisions about the path forward. However, with limited resources available to divide between programming and research, a reasonable balance should be found to answer key questions without sacrificing support for critical services. The chapter has shown that most research studies conducted on sustainability of Donor funded projects have been conducted in USA, UK, India and Kenya. The conditions in these areas may not be the same as in Zambia ranging from differences in economic conditions to political stability. This study aims at generating new knowledge to guide the community, project management, donor agencies and partnering government to achieve sustainability of the donor funded Orphanage homes in Lusaka.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes research design and research methodology that was used to explore factors that affect sustainability of donor funded ovc homes in Lusaka. In addition, it presents details of the research design in section 3.2, Section 3.3 shows target population, Section 3.4 sample and sampling procedures, section 3.5 data collection tools, section 3.6 data collection techniques, section 3.7 data analysis techniques and section 3.8 shows ethical considerations while conducting the study.

3.2 Research Design

The research design refers to the general approach that you select to blend the different components of the study in a sound and rational way, thereby, make sure that one will effectually tackle the research problem; it includes the layout for the gathering or collection, measurement, and analysis or examination of data (Trochim, 2006). This study adopted descriptive survey research design. Descriptive research signifies the gathering of data regarding present conditions. Descriptive research is useful in; providing the value of facts, and focusing attention on the most important things to be reported, (Villanueva, 2013).

3.3 Target Population

According to (Ogula, 2005), a population refers to any group of institutions, people or objects that have common characteristics. The target population for this study constituted of 104 employees from 29 Orphanage homes registered with the registrar of NGOs in Lusaka and 10 line ministry representatives from MCDSS, Department of social welfare. These were important in collecting data related to factors affecting sustainability of orphanage homes on Lusaka.

Table 1: Target Population

Stakeholders	Target Population	Percentage
Project Manager	36	31.6
Project Employees	68	59.6
Line Ministry	10	8.8
	114	100

(Source, Author 2020)

3.4 Sampling Technique

A list of the project managers, project employees and mentors was obtained from all the 29 orphanage homes registered with the Registrar of NGOs and from MCDSS. Stratified and purposive sampling was employed to select the respondents.

3.5 Sample Size and Procedure

Sampling is a deliberate choice of a number of people who are to provide the data from which a study is to draw conclusions about some larger group whom these people represent. Stratified and purposive sampling techniques was used in this study. In stratified sampling, the donor funded OVC homes where treated as strata from which a sample was drawn using purposive sampling method. According to (Mugenda & Mugenda, 2003) purposive sampling is a sampling technique that allows a researcher to get cases that have the required information with respect to the objectives of the study. This is appropriate due to the non-homogeneity of the donor funded projects in terms of Management sizes, number of staff in each project and nature of services offered by the projects. Through purposive sampling, the study focused on the following personnel in each project: Project Managers and administration staff. And 3 representatives from the line ministries who included the District Social Welfare officer, Provincial Social Welfare officer and Executive Social worker representative.

Table 2: Categories of Respondents

Stakeholders	Target Population	Sample Size	Percentage
Project Manager	36	29	47.54
Project Employees	68	29	47.54
Line Ministry	10	3	4.92
	114	61	100

(Source, Author 2020)

3.6 Data Collection Technique

Prior to the commencement of data collection, the researcher obtained all the necessary documents, including an introduction letter from the University of Zambia (Graduate School of Business) and permission to carry out research in the target projects was obtained to enable the researcher to administer questionnaires to the target respondents. Upon getting clearance, the researcher in person distributed the questionnaires to the respondents and re-assured the respondents about the confidentiality of their feedback. This encouraged the respondents to be honest. During the distribution of the instruments, the purpose of the research was explained. Brief follow-up interviews were also held with the respondents in order to elicit more information or clarifications on data submitted in the questionnaire. This ensured the validity of the data collected.

3.7 Research Instruments

A research instrument can be defined as a testing device for gauging a given occurrence for example a questionnaire, an interview, or a set of procedures for observation (Bernard & Gravlee, 2014). The main research instruments used in this study include the questionnaire, key informant interviews, documentary evidence and physical observation.

i. Questionnaire

Questionnaires were used for the purpose of collecting primary quantitative data. Additionally, they were used for the following reasons: a) its potentials in reaching out to a large number of respondents within a short time, b) able to give the respondents adequate time to respond to the items, c) offers a sense of security (confidentiality) to the respondent and d) it is objective method

since no bias resulting from the personal characteristics (as in an interview) (Owens, 2002). The questionnaire was divided into the main areas of investigation except the first part which captures the demographic characteristics of the respondents. Other sections were organized according to the major research objectives. The questionnaire had both open-ended and closed questions covering issues on the project sustainability. Open ended questions permitted free responses from the respondents, without providing or suggesting any structure for the replies. The closed questions enabled the researcher to analyze data easily using the stated alternatives and allow for quantitative analysis to be done. This balance was useful for a comprehensive analysis.

ii. Key Informant Interviews

Key informant interviews were conducted with social workers and line ministries.

iii. Documentary Evidence

To obtain the data, the research used documentary evidence to complement other means of collecting data with the view to making the study objectives easier to understand.

iv. Observation of Orphanage Homes.

Physical observations were carried out at facilities with specific attention to living conditions, play and sleeping areas, food stocks and meals, recreation as well as water and sanitation facilities.

3.8 Pilot Study

A pilot study is defined as a small study conducted in advance of a planned project, specifically to test aspects of the research design such as evaluating feasibility, time, cost, adverse events and to allow necessary adjustment before final commitment to the design (Saunders & Thornhill, 2012). Research Instruments tools was subjected to pre-test before the real survey is carried out. This ensured degree of accuracy and formulation of appropriate question to bring out the desired findings at the end of study.

3.8.1 Validity of Research Instruments

According to (Mugenda & Mugenda, 2003), Validity is the accuracy and meaningfulness of inferences, which are based on the research results. In the narration according to Cooper & Schindler (2007), the aspect of pretesting questionnaires helps the researcher find ways to increase participants' interest. The same pretest helps in discovering question content, correction in the

wording and the sequencing problems before the actual study. It also helps in exploring ways of improving overall quality of study. In this study, the instrument validity was measured by content validity test. In this test, the researcher considered a few (about 3) cases for some pilot studies.

However, different authors have various reactions on the validity exercise. According to (Mugenda & Mugenda, 2003), the usual procedure in assessing the content validity of a measure was to use a professional or expert in a particular field. For the sake of this study, the researcher sought opinions of experts in the field of study especially the lecturers in the department of project sustainability to establish the validity of the research instrument. This would facilitate the necessary revision and modification of the research instrument thereby enhancing validity. On the same note, the content validity would be obtained by asking the supervisor, lecturers and other professional their opinions on whether the questionnaire was adequate.

3.8.2 Reliability of Research Instruments

Reliability referred to the consistency of measurement and was frequently assessed using a test–retest reliability method; Cooper and Schinder (2007). In most cases, reliability increases by including many similar items on a measure, or at times by testing a diverse sample of individuals and by using uniform testing procedures. Reliability enabled the researcher to identify the ambiguities and inadequate items in the research instrument; where the instrument reliability is the dependability, consistency or trustworthiness of a test. The aforementioned test-retest technique was the measure, where questionnaires were administered to the individuals (according to the tested number) with similar characteristics as the actual sample. Tests are normally repeated at intervals; for the sake of this study, the time interval was one week. At each time interval the test is made, the scores obtained from each tests would be correlated to get the coefficient of reliability. In the event that the Spearman’s Rank Correlation Coefficient falls at an average of 0.75, it would be certain that the instrument is 85% reliable and therefore reliable and consistent to answer the research questions of the study.

3.9 Data Analysis

The data collected was recorded in written notes and categorized in themes in accordance with research objectives and reported in narrative. The scaled types of questions were analyzed descriptively through the likert scale based on the various attributes provided in the questions.

3.10 Ethical Consideration

The researcher explained to the respondents about the research and that the study will be for academic purposes only. It was made clear that the participation is voluntary and that the respondents were free to decline or withdraw any time during the research period. Respondents were not coerced into participating in the study. The participants had informed consent to make the choice to participate or not and were guaranteed that their privacy will be protected by strict standard of anonymity.

Table 3: Research Design Matrix

RESEARCH OBJECTIVES	RESEARCH QUESTIONS	SAMPLING/ POPULATION	DATA COLLECTION METHODS	DATA ANALYSIS
1. To understand how government and donor policies influence sustainability of Donor Funded Orphanage homes?	What is the effect of government and donor policies on sustainability of Donor Funded Orphanage Homes?	Purposive Sampling <ul style="list-style-type: none"> ▪ Project Manager ▪ Project employees 	<ul style="list-style-type: none"> ▪ Questionnaires ▪ Interview 	Thematic and Content Analysis
2. To examine the adopted management practices adopted and their influence on sustainability of Donor Funded Orphanage homes?	What is the effect of adopted management practices on sustainability of Donor Funded Orphanage Homes?	Simple Random Sampling <ul style="list-style-type: none"> ▪ Project Manager ▪ Project Employees 	<ul style="list-style-type: none"> ▪ Questionnaires ▪ Interview 	Thematic and Content Analysis
3. To establish how Donor Funded Orphanage Homes can attain sustainability.	How can Donor Funded Orphanage homes attain sustainability?	Purposive Sampling <ul style="list-style-type: none"> ▪ Project Manager ▪ Project Employees Line Ministry Representatives <ul style="list-style-type: none"> ▪ District Social Welfare Officer ▪ Executive Social Welfare Officer 	Questionnaires <ul style="list-style-type: none"> ▪ Key Informate Structured Interview ▪ Key Informate Interview 	Thematic and Content Analysis

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION, ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents of the data analysis, presentation, interpretation and discussion. The chapter is organized according to the objectives of the study. The analyzed data is presented using frequency distribution tables preceded by interpretation and explanations of findings.

4.2 Questionnaire Returns Rate

This section consists of the questionnaire and interview response rates. The questionnaire returns and interview responses were received from the entire sample of 61 respondents where there were 58 orphanage home's employees of which 29 where project manager and 29 where social workers, 2 line ministries representatives from the Ministry of Community development and social services and 1 funding agents officials at Chidlren in need network. This was 100 per cent participation rate.

4.3 Gender of Respondents.

Findings show that the gender of the study participate were 35 females and 23 males among the 58 selected 58 respondants from orphanage homes in Lusaka. The responses showed that majority(60.3percent) were female against 39.7percent of male representation.

4.4 Duration of respondents working in orphanage home.

Table 3 shows that the major portion of the respondents 12 (44.5percent) worked for the orphanage for more than 5 years and 6 (22.2percent) of the respondent were in the range of 4 – 5 years while minority 2 (7.4percent) were less than one year. This means that most of the employees had actually been with the organizations for more than five years.

Table 3: Duration of respondents working in orphanage home

Duration	Frequency	Percentage
Less than 1 Year	2	7.4%
1 – 2 Years	4	14.8%
3 – 4 Years	3	11.1%
4 – 5 Years	6	22.2%
Above 5 Years	12	44.5%

4.5 Objective 1: Government and Donor Policies influence on Sustainability.

The study sought to explore the key policies that guide donor funded orphanage homes projects and their influence on project sustainability. Sustainability being a binary variable, several questions were designed to measure it.

4.5.1 Policy and Legal framework

Through documentary review, the researcher established that the National child policy (2015), the national youth policy (2015) and the social welfare policy are the key policies that focus on child related matters with the National child policy being the main policy. To understand drivers that constitute donor funded orphanage homes operations, a policy assessment was conducted, focusing on the extent to which key themes in regards with orphanage care have been emphasized in the policy document and its implication.

Content analysis revealed that orphanage homes child care places emphasis on 1) Motives of child placement 2) Preventative services for child family separation 3) Support services offered to families with child returning 4) Authorization/Inspection/Accreditation/Licensing 5) Financing 6) Staff capacity 7) Protection, human rights violation and violence and complaints.

Policy assessment shows that, the national child policy has not adequately encompassed essential components of alternative care such as orphanage homes as shown above. One project manager expressed an opinion that *“the insufficient inclusion or consideration of the key components of orphanage home care in the National Child Policy, the main policy governing child related matters has led to low levels of adherence of the orphanage homes to the legal and policy framework which hinders sustainability”*. A majority of project manager were for the view that although some of

these issues are covered in the national guidelines for alternative care, they would be more usefully elaborated in the Child Policy as this directly addresses the rights of all children, including their rights to access basic services such as education, healthcare, employment and to participate in decision-making processes.

4.5 Factors guiding orphanage care as identified by Department of Social Welfare guidelines

Coding: (Blue= Not Emphasized, White = Emphasized, Black = Not mentioned)

Table 4: Policy assement of factors underpinning orphanage care in Zambia (Author, 2020)

Key factors constituting orphanage child care	National Child Policy 2015	National Youth Policy 2015	Social Welfare policy
Motives for child placement	Not Emphasized	Not mentioned	Not mentioned
Preventative services for child family separation	Emphasized	Not Emphasized	Not Emphasized
Support services offered to families after reintegration	Not Emphasized	Not Emphasized	Not mentioned
Financing of residential care	Not mentioned	Not mentioned	Not mentioned
Staff Capacity	Not mentioned	Not mentioned	Not mentioned
Protection, human rights violation and violence and complaints	Not Emphasized	Not Emphasized	Not Emphasized
Authorization/Inspection/Accreditation/Licensing	Not mentioned	Not mentioned	Not mentioned

Documentary analysis reviewed that there are also minimum standards of care package which institutions taking care of children should follow. Findings from interviews held with 29 orphanage managers reviewed that they were aware of the minimum standards of care. However, despite the availability of the MSC, they did not seem to provide an impetus for improvement of practices hence hindering sustainability. This was because of the insufficient oversight role played by the Department of Social Welfare. The social worker interviewed also highlighted that *“We do collect statistics on the number of children that are being kept in orphanages. However, we find it difficult to regularly do the exercise because we have limited staff and our responsibilities are quite numerous for the staff available” (Social Welfare Officer)*. Majority of the respondents were for the view that the legal framework and policies coupled with inadequate coordination and collaboration with factors working in the child protection sector has affected sustainability of orphanage homes projects.

Further, the researcher sought to understand how donor policies affected sustainability of these orphanage homes project. The key issues addressed in context of donor policies included; the duration of current funding of the project so as to establish if the project has long term vision with

the funders, contract renewal and strategies in place to obtain additional funding and support. The results were presented in Table 5.

Results show that a majority 19 (70.4 percent) had no legal contract that showed the duration of funding between the funders and the orphanage home and as a result 18 (66.7 percent) indicated that they were not sure if the donors will continue with funding in the next 5 years. This showed that most of the donor policies in place were ineffective hence not supportive to project sustainability. These findings are consistent with the literature review since this study found out that the contracts preparation and donor planning horizon were ineffective. In the literature review, Francis (2001) identified one of the key concerns in the donor policies as the contract structures which he supposes should focus on the detail of the contractor's outputs and inputs rather than on the purpose or outcome since these can impede efforts to achieve sustainability.

Table 5: Donor Policies.

	Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Duration of Funding	Next 1 Year	1	3.7	3.7	3.7
	Next 2 Year	1	3.7	3.7	7.4
	Next 3 Years	2	7.4	7.4	14.8
	Next 4 Years	4	14.8	14.8	29.6
	No Contract	19	70.4	70.4	100
Contract Renewal (Planning Horizon)	Yes	9	33.3	33.3	33.3
	No	18	66.7	66.7	100
Additional Funding and Support Strategies (Income Generating Activities)	Yes	9	33.3	33.3	33.3
	No	18	66.7	66.7	100

Additionally, 18 (66.7 percent) of respondents indicated that they did not have additional funding and support strategies (income generating activities) due to limited funds. This showed that most projects were not self-sustaining after the withdrawal of the donor funding hence the need to re-design mechanisms to enhance project sustainability.

4.5.2 Policies and legal framework on project sustainability

The respondents rated the extent to which they agreed or disagreed with the fact that legal frameworks and policies affect the sustainability of orphanage homes. A five-point Likert scale showed that majority of the respondents agreed with the fact that legal framework and donor policies affected the sustainability of the project as showed in table 6.

Table 6: Effects of policy and legal framework on project sustainability

	SA	A	N	D	SD
Legal framework and policies affect sustainability of orphanage homes project	66.7%	22.6%	3.7%	5%	2%

This shows that the existing legal framework and donor policies hindered the sustainability of the projects. The literature reviewed did not establish any study that was addressing how the legal framework and donor policies affect project sustainability for donor funded orphanage homes project hence this study filled the gap.

4.6 Objective 2: Adopted Management practices and their influence on sustainability.

The study sought to establish how management practices in place affected sustainability of donor funded orphanage homes in Lusaka. The researcher focused on, staff training, capacity building, financial management, and Monitoring & Evaluation aspects and how they influence sustainability of orphanage homes projects.

4.6.1 Management Practices

The respondents were asked questions relating to the management practices in place affected sustainability of donor funded orphanage homes. A five-point likert scale (comprising of strongly agree, agree, neutral, disagree and strongly disagree) was used and the findings are as shown in table 7.

Table 7: Management Practice

Staff Training	SA	A	N	D	SD	Mean	Std.D
Frequency of training in project management	54%	15%	0%	8%	23%		
Regular in-service training on project management	54%	34%	0%	6%	6%		
Staff trained with relevant Skills	80%	8%	0%	4%	8%		
Average Mean/Std D						1.87	1.36
Capacity Building	SA	A	N	D	SD	Mean	Std.D
Community capacity building	50%	42%	0%	4%	4%		
Human resources capacity adequately utilized	44%	36%	0%	12%	8%		
Adequate policy guidelines on project management	70%	18%	4%	6%	4%		
Average Mean/Std D						1.74	1.63
Financial Management	SA	A	N	D	SD	Mean	Std.D
Proper financial records are Kept	50%	42%	0%	4%	4%		
Audit of the books of accounts	44%	36%	0%	12%	8%		
Funds spent set budget	70%	18%	4%	6%	2%		
Average Mean/Std D						1.71	1.03

Table 7 above showed the respondents view on the influence of staff training, capacity building and financial management on sustainability of orphanage homes project as captured in the data. The analysis revealed that, majority respondents 69 percent (strongly agree and agree) cumulative response where for the view that frequent of training influences project sustainability, and (88 percent strongly agree and agree cumulatively) indicated that regular in-service training also affected sustainability of orphanage homes and staff being trained with relevant skills in project management was accounted for by 88 percent strongly agree and agree cumulatively). This showed that staff training influences sustainability of orphanage homes projects. For the project to be successfully implemented and sustained, the manager and the people working in the project must be trained on all necessary tasks identified during planning phase and post implementation phase

of the project (Westland, 2007). In order to increase chances of successfully sustainability of the project, the manager and the team members need to be trained on the project risk assessment and management, fundraising and project evaluation and monitoring (Hubbard & Bolles, 2007)

One manager highlighted that *“training of project managers and staff members in day to day running of the orphanage home should be streamlined to ensure that the project team focus on purpose, strategy and sustainability of orphanage homes within the constraints of time, cost, resources and quality output”*. Further, most respondents were for the view that *“staff members must pose characteristics, skills, values, attitude and commitments gained through training that enable orphanage homes achieve their goals efficiently and effectively and enhance sustainability”*.

The respondents view on the influence of capacity building on sustainability of orphanage homes project as captured in the data revealed that 92 percent (strongly agree and agree) cumulative responses indicated that community capacity building affected project sustainability, 80 percent (strongly agree and agree) that adequate human capacity utilization and policy guidelines on orphanage homes as accounted for by 80 percent had a positive influence on sustainability of orphanage homes. One of the respondents shared the opinion that *“orphanage homes collapse due to inadequacy of local participation and lack of local capacity to implement them”*. Some were for the view that individuals should be empowered to take responsibility for managing project resources and contributing to their sustainability of these projects.

“Having worked in the child care sector for almost 15 years, one thing I have learnt is that if the community is not empowered, sustaining a project such as an orphanage home is difficult because children have different needs arising every time and it is an everyday challenge”

The respondents' comments were that community capacity building, human resource capacity coupled with adequate policy guidelines of orphanage homes brings together individuals, families, or communities who assume responsibility for their own welfare and develop a capacity to contribute to their own and the community's development. This agrees (Mutimba, 2013) who argues that with programme design and implementation, emphasis is placed on capacity building so that the services provided can continue through local organizations. Ensuring this approach is implemented from the start of a programme can reduce any negative impact of phasing out and

better prepare programme partners for the unexpected. Capacity building is a key approach used by development organisations to ensure sustainability of development projects (Langran, 2002)

Regarding financial management, majority of the respondents (92 percent) strongly agree and cumulatively, they felt that when proper financial records are kept in donor funded orphanage homes projects, their sustainability would be promoted. And also majority of the respondents agreed that for a project to be sustainable, books of accounts should be audited, They shared the view that auditing of books of accounts is important so as to know how the donor funds are being spent and promotes donor confidence. Effective budgeting and spending on set budgets was also supported by majority of managers to have influence of sustainability of orphanage homes project. This agrees with Madison (2009), who argued that financial planning involves setting objectives, assessing assets and resources, estimating future financial needs and making plan to achieve monetary goals. He continued to suggest that, one systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase. It is important to lay and plan our budget for the amount of money received (Kiogora, 2009)

4.6.2 Influence of Monitoring and Evaluation on Project Sustainability.

Question two, also in relation to management practices, the line ministries and donors' participants were asked to say how often monitoring and evaluation was conducted during the project implementation process. Also question three on the questionnaire, the orphanage homes management were asked to indicate how often monitoring and evaluation was conducted during the project implementation process. The results were provided as shown in the Table 8 and 9.

Table 8: Frequency of Monitoring and Evaluation of Orphanage home project

Number of times per year	Frequency	Percent%
Once	8	27
Twice	4	14
Thrice	0	0
None	17	59
Total	29	100

Table 9: Personnel involved in Monitoring and Evaluation

Personnel	Frequency	Percent%
Project Managers	17	59
Donor Representatives	7	24
Line ministries	5	17
Total	29	100

According to results shown in Table 8, majority 59.0 percent indicated that the projects are not evaluated annually. In addition 27 percent indicated that they are only evaluated once in a year. The findings revealed that the frequency of conducting monitoring and evaluation was insufficient because a lot of operations could have taken place without supervision.

From Table 9, it is evident that Monitoring and evaluation of orphanage projects is done largely by the project managers 59 percent. However, only 17 percent of the projects reported being evaluated by line ministries. The line ministries officers interviewed indicated that they had last visited some orphanage homes 3 years ago and do not frequently carry out monitoring and evaluation on these projects due to limited resources. They further commented that failure to regularly monitor the conditions of orphanage homes was compounded by the limited number of vehicles at district level. The study findings showed that District Social Welfare Offices relied on availability of vehicles from other Government agencies in order to reach some orphanages. A few others used their own personal vehicles and resources to monitor these projects under their jurisdiction especially those within close vicinity to the District Social Welfare Offices. The success and sustainability of any project or program largely depend on constant feedbacks about project on going activities. (Mark, Henry, & Julnes, 2000)

4.6.3 Overall effects of Management practices adopted on Orphanage homes project sustainability.

Further the researcher sought to establish the overall extent to which respondents agreed or disagreed with the statement that management practices adopted affected sustainability of orphanage homes project. Using a 5 - Likert scale where SA = strongly agree, A= Agree, N= Neutral, D= disagree, and SD= strongly disagree. The results are as shown in table 10.

Table 10: Effects of Management Practices on Sustainability

Management Practices	SA	A	N	D	SD
Management practices adopted affects sustainability of orphanage home project.	69.6%	23%	0%	7.4%	0%

The findings in Table 10 show that majority of the respondents agreed with the fact that management practices adopted in the project affect the project sustainability after withdrawal of donor support as accounted by 92.6percent (strongly agree and agree) cumulative responses. Those who disagreed accounted for 7.4 percent cumulative responses. This shows that the management practices adopted in orphanage homes has an effect on the project sustainability after withdrawal of donor support. From the study results, majority of the respondents stated that management of the project enhanced building of partnerships for sustainability of the projects and also enhances self-reliance after the donors exit.

4.7 Objective 3: How donor funded orphanage homes can be developed in order to attain sustainability.

The study sought to establish how donor funded orphanage homes can be developed in order to attain sustainability.

4.7.1 Orphanage homes project sustainability.

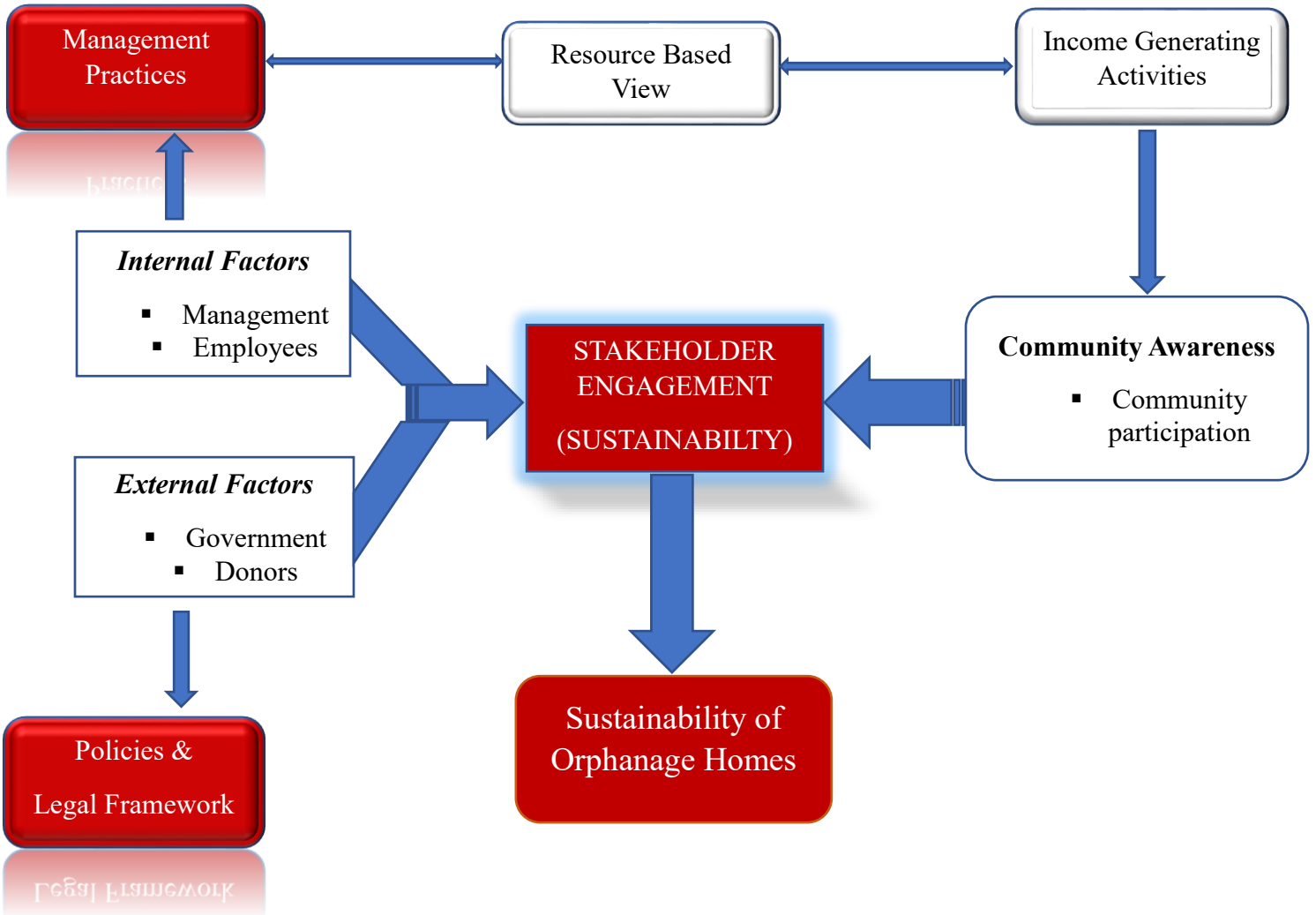
The respondents where asked to indicate trends of various aspects in their view which they feel can help develop attain sustainability of donor funded orphanage homes. The interview data was texture and later transcribed by the researcher. The researcher read to identify common words, phrases and perceptions that were coded. These common codes produced patterns, which were categorized under themes. The patterns, which emerged are summarized in Table 10.

Table 11: Emerging Themes from Interviews

Theme	Pattern	Interview Quotes	Relevance
Support and Assistance	Government Assistance	<i>"I have worked for BOHCV for 6years and we have not received any funding from the government in the last 6years, However, we have received a number of children to our facility referred by MCDSS"</i>	<i>Need for more societal and government support</i>
	Collaborated efforts	<i>"The government and international donors should work together to provide sufficient and predictable funds in a harmonized manner to enable the system to work to the required standards and in the best interests of the child"</i>	
Community Participation	Community approach	<i>"I recommend the community gets to participate more in taking care of the children in orphanage homes instead of leaving the burden to the donors entirely"</i>	<i>Enhance community participation</i>
		<i>"We all know that no matter what we do, these children in need still live within the community and are not orphaned and vulnerable by choose"</i>	
Income Generating Activities	Diversification	<i>"I recommend that instead of solely depending on donor funds these institutions should diversify their IGA to be self-sustainable"</i>	<i>More has to be done to improve self-sustainability</i>

In order to understand the emerging themes from the interview the researcher asked the respondents to further explain the themes in details. The respondents view on the themes are explained below;

Figure 1.1 Proposed Framework for Sustainability



4.7.2 Usefulness of the Framework

The Respondants were asked whether the proposed framework could be used to help enhance sustainability of Orphanage homes. A majority of respondents were of the view that the framework would work and highlighted that to achieve sustainability both internal and external factors must be taken into consideration as both make important contributions to the sustainability of orphanage homes. The interview findings show that stakeholder engagement can contribute to solving systemic problems. Addressing problems collectively, rather than individually. One manager said “The government and the collaborating partners should work together to provide sufficient

and predictable funds, external knowledge and expertise in a harmonized manner to enable that these organisations are sustainable". The interview findings also showed that when the community is fully involved in the projects, there is awareness among community members and most of the community members have interest in the projects which would then enhance sustainability and internal factors in the organisations such as management practices must be given priority as manager should implement management practices that will enhance sustainability. The interview findings show that managers where for the view that using their resources without donor restrictions to come up with income generating activities such as commercial farming and animal husbandry which will help feed the children in the care and sale excess products to generate more funds. Other managers where for the view that starting up schools and opening them to the community and charge external children with tuition fees may help raise additional funds for these organisations.

4.8 Chapter Summary

The chapter has presented the analysis and results of the study. The chapter has captured various variables of the study as it sought to answer research questions. Key areas of the chapter included; introduction, demographic information, policy and legal frameworks, management practices and sustainability of orphanage homes projects.

CHAPTER FIVE

DISCUSSIONS

5.1 Introduction

In this chapter, the researcher presents the summary of finding and discussions of the study.

5.2 Summary of findings

The study established that there were more female than male participants in the study. Majority of the respondents had worked for the orphanage homes for more than five years thus, the results obtained can be summarized that most respondents involved in the study have been in the organizations long enough to fully understand what goes on within their respective organizations with regards to sustainability factors.

The study established that policies and legal frameworks guiding donor funded orphanage homes play an important role when it comes to sustainability of these projects. From the findings the study revealed that policies and legal frameworks influence sustainability of donor funded orphanage homes. The study also established that management practices influence project sustainability of these projects. This means that project sustainability can be achieved as a result of the project team being trained on the various skills, projects implementing adequate capacity building, proper financial management and frequent monitoring and evaluation of the project can enhance project sustainability.

Finally, the respondents where asked to indicate trends of various aspects in their view which they feel can help develop attain sustainability of donor funded orphanage homes. the study revealed that the respondents strongly felt that the government support and assistance in project implementation soon after donors have faced out can enhance sustainability. The study also shows that respondents strongly felt that there was need for community participation and establishment of income generating activities

5.3 Discussion of Findings

The first objective was to explore the key policies and legal frameworks that guide donor funded orphanage homes and their influence on sustainability. From the findings the study revealed that policies and legal frameworks influence sustainability of donor funded orphanage homes. Policies in the organization is considered to be a bidding factor between the project and stakeholders as a critical factor in project sustainability. The findings further showed that donor policies such as contracts preparation, duration of funding, and additional funding and support strategies policies were ineffective as rated by majority of the respondents which showed that most of the donor policies in place were ineffective hence not supportive to project sustainability. These findings are consistent with the literature review since this study found out that the contracts preparation and donor planning horizon were ineffective. In the literature review, (Mwega, 2009) identified one of the key concerns in the donor policies as the Contract structures which he supposes should focus on the detail of the contractor's outputs and inputs rather than on the purpose or outcome since these can impede efforts to achieve sustainability. This is in agreement with (Imunya, 2014) who stated that policies are very critical for any project sustainability and thus for any contractual agreement the donor policies should be keenly looked at to enhance any sustainability in any given project and especially the donor funded orphan related because orphan care is a permanent mark and the project should have a going concern for total benefit of the beneficiary of the project.

The second objective was to examine management practices put in place by orphanage homes and their implications for sustainability. It focused on, Staff Training, financial management, capacity building and Monitoring & Evaluation aspects and how they influence sustainability of the youth projects. The study established that projects with good management practices always have a high chance of sustainability. This is in agreement with (MacKinnon, 1998) who states that management practices activity is concerned with establishing objectives and goals for the organizations.

The first key element examined under management practices was staff training, from the results of the study, majority of the respondents felt that pre-service training in project management, regular in-service training and staff being trained with relevant skills in orphanage homes project would influence project sustainability. This concurs with the ideas of (Hubbard & Bolles, 2007) who suggested that, to facilitate timely achievement of project objectives in projects, members of

the team must possess characteristics, skills, values, attitudes and commitments gained through training that enable projects to achieve their goals efficiently. The study further revealed that, training of project managers and members in the day to day running of the projects should be streamlined to ensure project team focus on purpose, strategy and sustainability of their projects within the constraints of time, cost, resources and quality output. This view was supported by (Landale, 2006) who concurred with the findings that, training is the process of acquiring knowledge and skills by target groups that enables them to operate effectively and efficiently. This is actually limited in the orphanage homes projects in Lusaka as most of them relied on their limited skills. This posed a challenge in the survival of these project.

The second key element was capacity building, the study findings showed that majority of the respondents where for the view that community capacity building and human resource capacity affects sustainability of orphanage homes. Capacity building is about improving our ability to learn and adapt through change (Macadam, et al., 2004). The study showed that donor funded orphanage homes face uncertainty and complexity associated with there funding as well as limited resources. Improving how they adapt through these conditions for resilient and sustainable building can be seen as a priority for development and continuity of benefits. A majority of respondents also shared the view that improving their ability to adapt is not straightforward and progress can be hindered, for this reason the study revealed that adequate policy guidelines on project management of orphanage homes is important. Capacity building should focus on how best to build and support the community, individuals or groups ability to adapt even after donors withdraw funding as this will enhance sustainability. The study established that majority of the respondents indicated that capacity building was not fully undertaken in orphanage homes and this posed a challenge in the survival of these projects.

The third element was Financial Management, majority of respondents felt that proper financial record keeping in orphanage homes would promote project sustainability. This concurs with the idea of (Sanga, 2009) who argued that proper record keeping sustains and expands an organization and without it the business runs a risk of hitting cash flow crunches wasting money and missing out opportunities to expand. Also project managers agreed that auditing of books of accounts is important so as to know how the donor funds are being spent and promotes donor confidence. Effective budgeting and spending on set budgets was also supported by majority of managers to

have influence of sustainability of orphanage homes project. This is supported by ideas advanced by (Madison, 2009) who suggested that, one systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase. It is also supported by (Kiogora, 2009), who argued that sustainability of any project lies on a good plan and budget for the amount of money received. However, very few orphanage homes prepare or use budgets appropriately. This posed a challenge in their sustainability.

The fourth element was monitoring and evaluation. Monitoring and evaluation is important in the sustainability of a project and therefore the frequency of monitoring and evaluation should be enhanced in all the project stages. This was also supported by views of (Patton, 1997) who argued that, monitoring forms an integral part of all successful projects and without access to accurate and timely information, it is difficult if not impossible to manage an activity, project or program effectively. Similarly, it was evident that, Monitoring and evaluation of orphanage homes projects was done largely by the project managers themselves and only a small proportion of the groups reported being evaluated by line ministries. This implied that, if the project complexities are beyond the project managers, the project is bound to fail. The study suggests that, periodic Monitoring and Evaluation by expert from the ministry of community development and social services or any other area should be incorporate to assist the monitoring and evaluation of these projects so as to enable them provide quality care for the children in these facilities and attain sustainability. This concurs with ideas of (Mark, et al., 2000) who argued that the success and sustainability of any project or program largely depend on constant feedbacks about project on going activities.

The third objective was to establish how orphanage homes can be developed in order to attain sustainability. The study revealed that the respondents strongly felt that the government support and assistance in project implementation soon after donors have faced out can enhance sustainability. The study also revealed that respondents strongly felt that there was need for community participation and establishment of income generating activities. This concurs with (Esther, 2013) who argued that one of the conditions for achieving sustaninability is that there must be government support as a strategy because local government arouses local citizens to

contribute financially to the management of local affairs, get involved in local management and participate on a voluntary basis within community development.

5.4 Self income generating activities and sustainability.

When managers were asked how donor funded orphanage homes can be established to attain sustainability and reduce donor dependency. Majority of the respondents were of the view that the organisations should engage in income generating activities which will produce additional funding which will help run these organisations even when donors withdraw funding. The study found out that self income generating activities are very important in orphanage homes. This provides an overview of opportunities to secure resources and beyond those normally provided by financial allocation to the organisation. The aim of this income generation through self income generating projects is to encourage activities aimed at pursuing increased revenue income. According to De Bruin, 2007, Participation in income generating programmes and economic growth will take place in those situations where particular economic conditions are favourable. The study found out that Income generating activities such as farming will help orphanage homes produce food for the children in their care as well as sell excess produce to raise additional funding for these organisations.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION.

6.0 Conclusion

The overall object of this study was to explore factors affecting sustainability of donor funded orphanage homes in Lusaka. It focused on exploring the key policies and legal frameworks that guide donor funded orphanage homes and their influence on sustainability, examining management practices put in place by orphanage homes and their implications on sustainability and then establish how donor funded orphanage homes can be developed in order to attain sustainability.

From the study findings, the researcher concluded that policies and legal frameworks influenced project sustainability of donor funded orphanage homes significantly. The findings show that most managers were aware of policy guidelines but were not sufficiently knowledgeable about the provisions therein, this contributed to their limited capacity to comply, additionally the lack of an oversight role by the Ministry of Community Development and Social Services largely influenced sustainability of orphanage homes. The study established that the insufficient oversight role played by the department of social welfare has been as a result of limited human resources and financial resources. The study also concluded that despite the availability of the MSC and national regulations which all those providing care are supposed to follow, they did not seem to provide an impetus for improvement of practices hence hindering sustainability. Further the study established that the existing donor policies were a hindereance to sustainability, among the donor policies that were found to affect most of the orphanage homes projects included; contracts preparation, duration of funding and donor planning horizon. These were very ineffective in enhancing sustainability.

The study further concluded that management practices adopted by most of the orphanage homes where hindering their sustanability. From the findings the study deduced that staff training, capacity building, financial management and frequent monitoring and evaluation influenced sustainability of orphanage homes positively and significantly. The study revealed that, training of project managers and members in the day to day running of the projects should be streamlined to

ensure project team focus on purpose, strategy and sustainability of their projects within the constraints of time, cost, resources and quality output. The study further established that capacity building should focus on how best to build and support the community, individuals or groups ability to adapt even after donors withdraw funding as this will enhance sustainability. On the level of financial management, the study concluded that proper financial record keeping and frequent audit of books of accounts coupled with funds spent on set budget encourages accountability and transparency and also shows how donor funds are being spent which promotes donor confidence and enhances sustainability. The study further concluded that Monitoring and evaluation of these projects was done largely by the project leaders however, only a small proportion of the groups reported being evaluated by M&E expert. Monitoring and evaluation is important in the sustainability of a project and therefore the frequency of monitoring and evaluation should be enhanced in all the project stages by stakeholders in order to enhance sustainability.

6.1 Recommendation

From the findings of the study, the following recommendations can be made;

1. The government and its collaborating partners should make deliberate efforts to contribute to the welfare and protection of children in orphanage homes by developing large-scale and long-term government endorsed policies and action plans which will enhance sustainability of these projects.
2. The government and international donors should work together to provide sufficient and predictable funds in a harmonized manner to enable the system to work to the required standards even when major funding has been withdrawn.
3. There is need to educate and empower the local communities on the sustainability of the project to ensure that they are able to articulate the goals and objectives of the project and push them forward after withdrawal of donor funding.
4. A succession plan should clearly be stated to ensure that the target beneficiaries and the stakeholders are well prepared to effectively run the project after withdrawal of donor support.
5. Donor funded orphanage homes projects must engage themselves in income generating activities such as farming to generate additional funds to avoid over reliance with donor and also can supplement the financial assistance from the donor.

6.2 Suggestions for future research

This work may serve as basis for further studies in project sustainability. The researcher can adopt the same study in a different organization or sector set up. The researcher also recommends that similar studies be conducted in other parts of the country to assess the factors affecting sustainability of the donor funded orphanage homes projects and compare the results of other parts of the country with Lusaka district's results.

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APPENDIX I: ODA to Africa by recipient country (USD million, 2013 prices and exchange rates, net ODA receipts)2010-14

		1970-79	1980-89	1990-99	2000-09	2010-14	2012	2013	2014
	Share(percent)	Annual averages					Annual amounts		
Algeria	0.3	609	396	437	347	179	150	201	156
Angola	0.5	51	239	553	528	238	243	283	230
Benin	1.2	162	271	374	484	632	519	660	596
Botswana	0.2	182	279	166	153	112	74	107	99
Burkina Faso	2.0	313	528	617	830	1 073	1 156	1 044	1 115
Burundi	1.1	165	367	291	401	560	527	556	499
Cabo Verde	0.5	40	166	177	176	261	255	245	229
Cameroon	1.3	421	533	775	1 031	671	609	748	842
Central African Republic	0.6	147	304	227	149	314	230	202	607
Chad	0.9	242	321	347	384	458	479	458	386
Comoros	0.1	69	106	60	39	68	69	79	74
Congo	0.8	173	228	291	340	404	142	151	106
Côte d'Ivoire	2.7	346	476	1 221	687	1 436	2 712	1 272	917
Democratic Republic of the Congo	6.4	784	1 034	429	2 255	3 392	2 898	2 583	2 373
Djibouti	0.3	120	194	163	115	145	147	148	164
Egypt	4.5	5 238	3 243	4 427	1 532	2 383	1 859	5 508	3 510
Equatorial Guinea	0.0	10	56	61	33	26	15	4	1
Eritrea	0.2	5	7	150	292	119	135	81	82
Ethiopia	6.7	397	1 161	1 348	2 402	3 549	3 243	3 885	3 540
Gabon	0.2	134	177	151	48	90	75	90	111
Gambia	0.2	50	158	96	90	121	139	115	98
Ghana	3.0	322	644	891	1 288	1 559	1 802	1 330	1 119
Guinea	0.7	82	352	515	296	360	342	473	561
Guinea-Bissau	0.2	65	176	179	123	107	80	104	109
Kenya	4.9	581	1 235	1 003	1 024	2 559	2 676	3 312	2 637
Lesotho	0.5	110	234	160	105	244	279	320	103
Liberia	1.5	91	206	164	381	812	573	535	744
Libya	0.4	34	43	7	21	216	90	129	207
Madagascar	0.9	274	575	611	820	478	380	499	580
Malawi	1.9	258	448	686	726	1 016	1 174	1 130	926
Mali	2.3	355	758	641	822	1 207	1 012	1 398	1 233

Mauritania	0.7	366	465	339	366	344	415	293	257
Mauritius	0.3	83	109	63	53	139	185	148	49
Mayotte	0.2	11	56	139	313	125	-	-	-
Morocco	3.1	937	1 548	1 191	966	1 630	1 503	2 004	2 228
Mozambique	4.0	134	930	1 658	1 923	2 121	2 105	2 315	2 096
Namibia	0.5	0	23	250	220	258	262	261	223
Niger	1.5	383	585	465	550	805	908	797	914
Nigeria	4.1	330	155	320	2 716	2 157	1 922	2 515	2 437
Rwanda	2.0	262	440	625	668	1 066	889	1 086	1 024
Saint Helena	0.2	15	37	23	31	114	169	139	123
Sao Tome and Principe	0.1	8	35	73	46	52	50	52	39
Senegal	2.0	459	999	859	889	1 035	1 084	992	1 104
Seychelles	0.1	49	48	29	25	30	36	25	10
Sierra Leone	1.0	73	179	215	456	533	443	447	882
Somalia	1.8	454	1 016	510	390	955	998	1 054	1 106
South Africa	2.3	-	-	437	879	1 186	1 091	1 295	1 061
South Sudan	1.9	-	-	-	-	994	1 192	1 400	1 945
Sudan	2.9	768	1 892	633	1 523	1 520	1 371	1 503	867
Swaziland	0.2	72	78	66	46	101	90	116	85
Tanzania	5.5	857	1 733	1 548	2 264	2 886	2 842	3 431	2 629
Togo	0.6	171	281	226	160	325	244	224	207
Tunisia	1.6	724	537	345	422	833	1 067	710	930
Uganda	3.2	146	499	1 039	1 529	1 662	1 656	1 701	1 622
Zambia	1.9	322	779	1 192	1 248	1 016	964	1 142	984
Zimbabwe	1.5	17	557	639	400	810	1 008	824	745
North of Sahara, regional	0.6	20	32	54	171	306	228	232	282
South of Sahara, regional	5.4	634	887	877	1 741	2 823	3 071	2 444	3 459
Africa, regional	3.8	239	752	817	1 136	2 016	2 021	1 917	2 526
Africa total	100	19 367	29 568	31 853	39 051	52 632	51 896	56 715	53 789

Source: www.oecd.org/dac/stats/documentupload/2

APPENDIX II: QUESTIONNAIRE FOR PROJECT STAFF

Serial No _____

Name of Organisation _____

Part A: Demographic information (Please tick [√])

1. Gender

a) Male ()

b) Female ()

2. How long have you worked in the current organization?

a) Less than 5 years ()

b) Between 6-10 years ()

c) Between 11-15 years ()

d) Over 16 years ()

3. Who are the major sources of income for this project?

a) Local fund raising ()

b) NGO/CBOs funding ()

c) Church funding ()

d) Others (Specify).....

Part B. Questions on Factors affecting Sustainability of OVC homes

Key Policies and Legal Framework

4. What are the key policies and legal frameworks guiding operation of Orphanage homes you know?

.....
.....

5. To what extent have the following key factors constituting orphanage care been emphasized in the policies given below?

1. Emphasized

2. Not Emphasized

3. Not mentioned

<i>Key factors constituting orphanage child care</i>	Policies		
	National Child Policy	National Youth Policy	Social Welfare Policy
Motives for child placement			
Preventative services for child family separation			
Support services offered to families after reintegration			
Financing of residential care			
Staff Capacity			
Protection, human rights violation and violence and complaints			
Authorization/Inspection/Accreditation/Licensing			

6. How would you rate the effectiveness of the following donor policies in enhancing sustainability of this project? Rate as follows

1 = Very Effective 2 = Effective 3 = Ineffective 4 = Very effective 5 = Do not know

	1	2	3	4	5
Duration of funding					
Donor planning horizon					
Additional funding and support strategies					

7. For how long have you had the current funding?

- a) Past 1 year
- b) Past 2 years
- c) Past 3 years
- d) Past 4 years
- e) Past 5 years

8. For how long is the current funding expected to last?

- a) Next 1 year

- b) Next 2 years
- c) Next 3 years
- d) Next 4 years
- e) Next 5 years

9. Are there plans to renew the current contract when it expires?

- a) Yes
- b) No
- c) Not sure

10. Other than support from your funders, do you have any income generating activities?

- a) Yes
- b) No

11. Do you have any strategies to obtain additional funding and support for the project beyond the time of the original grant?

- a) Yes ()
- b) No ()

12. To what extent would you agree or disagree with the following statements as related to legal framework and policies and how they affect sustainability of donor funded orphanage homes?

SD = Strongly Disagree | D = Disagree | NS = Not Sure | A = Agree | SA = Strongly Agree

	SD	D	NS	A	SA
Legal framework and policies affect sustainability of orphanage homes project					

Management Practices

13. To what extent would you agree or disagree with the following statements as related to management practices and how they affect sustainability of donor funded orphanage homes?

A) Staff Training

Staff Training	SA	A	N	SD	D
Frequency of training in project management					
Regular in-service training on project management					
Staff trained with relevant skills					

B) Capacity Building

Staff Training	SA	A	N	SD	D
Community capacity building					
Human resource capacity adequately utilized					
Adequate policy guidelines on project management					

C) Financial Management

Staff Training	SA	A	N	SD	D
Proper financial records are kept					
Audit of the books of accounts					
Funds are spent on the set budget					

D) Monitoring and Evaluation

Frequency of M & E	
1 Year and Above	
Year	
Quarterly	
Monthly	

Personnel involved in M & E	
Line Ministries	
Project Managers	
Experts	

PART C

14. Briefly explain how dependency on donor funds influences sustainability of donor funded Orphanage Homes projects?

.....
.....
.....
.....

15. What challenges do you face as an organization which are attributed to sustainability of the organization?

.....
.....
.....
.....

16. In your own view which other factors do you think may contribute to lack of sustainability for donor funded Orphanage homes projects

.....
.....
.....

17. What recommendations would you make to help improve the sustainability of donor funded orphanage homes in Lusaka?

THANK YOU FOR YOUR PARTICIPATION

Interview guide for Key informants from Government line ministries and Non-Governmental Advocacy Networks.

Initials of Interviewer	Interview #	Date of Interview	Start time	End time	Location

A. Basic Detail;

A1.	Ministry/Department /Agency	
A2.	Year of establishment	
A3.	Respondent	
A4.	Designation/Position	
A5.	Physical address	
A6.	City/Town	
A7.	Email address	

B. Policies, trends in OVC Care and Orphanage homes

B1. What is the main source of funding for the ministry?

B2. What is the primary role of your ministry in relation to OVC care in Zambia?

B3. How has your role as a ministry changed over the preceding 5/10/20 years?

B4. How would you describe the current situation of OVC in Zambia?

a) Growing numbers? Numbers reducing?

b) Situation getting better? Getting worse?

B5. It seems the Zambian government is taking an increased interest in being part of the response to orphans' needs in Zambia.

a) What can you tell me, specifically, about what the Zambian government has been doing to ramp up its involvement in OVC care in the country?

B6. What are the key policies that guide orphanage care and how are these policies structured to optimize the outcomes for growth and sustainability of OVC care in Orphanage homes?

B8. When making policies related to orphanage care which stakeholders do you involve?

B9. With regards to minimum standards of care, how do you ensure that orphanage homes adhere to these standards?

B10. What are the major challenges that the ministry faces associated to orphanage homes and how they operate?

B10. Does the ministry carry out monitoring and evaluation, if yes, how often does the ministry monitor and evaluate these projects?

B11. Does the Ministry provide any funding to Orphanage homes, if yes, how often?

B12. In your opinion, What factors do you think affects sustainability of donor funded orphanage homes in Lusaka?

B13. What recommendations would you make to help improve the sustainability of these projects?

Thank you! Questions / comments / concerns.

Interview guide for Orphanage homes Management.

Initials of Interviewer	Interview #	Date of Interview	Start time	End time	Location

A. Basic Detail;

A1.	Name of Organization	
A2.	Year of establishment	
A3.	Respondent	
A4.	Designation/Position	
A5.	Physical address	
A6.	City/Town	
A7.	Email address	

B2. Services provided and Relationships

B1. Please briefly review the type of support or services this organization provides.

- ✓ Target group/age? Location/communities served?
- ✓ How does a child/family come to be supported by this orphanage?
- ✓ What is the professional background/training of the staff? 2. With regard to providing support and services to orphaned children (and their families/communities).

B2. Is this organization registered with the Ministry of Community Development and Social services?

- ✓ Please tell me about any formal or informal relations you have with government authorities.

B3. What modes of support do you receive from your donors?

- ✓ Please talk about your experiences working with the donors?
- ✓ What is that like on a day-to-day basis (logistically)?
- ✓ Please tell me how this relationship – wherein you report to the donor – influences your work in Zambia.

B4. Other than support from your donors, do you have any income generating activities?

- ✓ If yes, what are your income generating activities?
- ✓ If No, why don't you have income generating activities?

B5. Do you receive any support from the local community?

- ✓ Please tell me about the relationship and support you receive from the community and how this can affect sustainability of this project?

B6. Do you receive any support from the government?

- ✓ Please tell me about the relationship and support you receive from the government and how this can affect sustainability of this project?

B7. What challenges do you face as an organization which are attributed to sustainability of the organization?

B8. In your view, what are the factors affecting sustainability of Orphanage homes in Lusaka

B9. What recommendations would you make to help improve the sustainability of donor funded orphanage homes in Lusaka?

Thank you! Questions / comments / concerns.