

# **Assessing Factors Influencing Implementation of Orphan and Vulnerable Children (OVC) Project by Home Based Care Program in Jimma Town, Ethiopia**

*A research paper submitted in partial fulfillment of the requirements for the Degree of Masters of Project Management and Finance*

By:-Yared Manyalew



**Department of Accounting  
Collage of Business and Economics  
Jimma University**

August 2020

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Main advisor: Deresse Mersha (Ph.D.)

Co-advisor: Endalew G. (M.Sc.)

By: Yared Manyalew

Collage of Business and Economics

Department of Accounting

Jimma University

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## DECLARATION

I hereby declare that this research paper “*Assessing Factors Influencing Implementation of Orphan and Vulnerable Children (OVC) Projects by Home Based Care Program in Jimma Town, Ethiopia.*” has been carried out by me under the guidance and supervision to my main advisor Deresse Mersha (Ph.D.) and Co advisor Endalew G.

The research paper is original and has not been submitted for the award of any masters to any university or institutions.

**Researcher's**

**Date**

**Signature**

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## Certificate

This is to certify that the research paper entitles *“Assessing Factors Influencing Implementation of Orphan and Vulnerable Children (OVC) Projects by Home Based Care Program in Jimma Town, Ethiopia”*, submitted to Jimma university for the award of the degree of masters of project management and finance and is a record of confide research paperwork under our guidance and supervision. Therefore, I hereby declare that no part of this research paper has been submitted to any other university or institutions for the award of masters.

**Main Advisor’s Name**

**Date**

**Signature**

**Deresse Mersha (Ph.D.)**

\_\_\_\_\_

\_\_\_\_\_

**Co-Advisor’s Name**

**Date**

**Signature**

**Endalew G. (MSc)**

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## ABSTRACT

*The main purpose of this study was to identify factors influencing implementation of orphan and vulnerable children projects by home based care program in Jimma town, Ethiopia. The study mainly focused on the influence of effective planning, management skills, project characteristics and accountability on implementation of orphan and vulnerable children projects in Jimma town, Ethiopia. The study adopted a cross-sectional research design. The target population for this study was 378 comprising of staff working with OVC project, community leaders and the beneficiaries. The study was based on sample size of 190 respondents. The study selected the respondents using stratified random sampling technique. Primary data was obtained using self-administered questionnaires. The questionnaire was made up of both open ended and closed ended questions. The drop and pick method was preferred for questionnaire administration so as to give respondents enough time to give well thought responses. Data was analysed using Statistical Package for Social Sciences (SPSS Version 20.0). All the questionnaires received were referenced and items in the questionnaire were coded to facilitate data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation were estimated for all the quantitative variables. Inferential data analysis was done using multiple regression analysis. The study found that staff motivation and leadership influenced the implementation of OVC projects to a very great extent & fast deployment and ease of staffing influenced the implementation of OVC projects to a very great extent. The study found that accountability had a strong and positive significance on the implementation of OVC projects & project characteristics have a positive significance on the implementation of OVC projects. The study concluded that project characteristics had the greatest influence on the implementation of orphans and vulnerable children projects, followed by effective planning & accountability, while management skills had the least effect on the implementation of orphans and vulnerable children projects. The study recommended that management team should be trained on leadership styles and capacity building on monitoring and evaluations guidelines should exist with more emphasis on reporting and participatory monitoring and evaluation.*

**Keywords:** *Implementation of OVC projects, effective planning, accountability, management skills, project characteristics.*

## *Acrimony*

AIDS – Acquired Immune Deficiency Syndrome

CSO - Civil Society Organization

DFID – Department for International Development

ENPA - Ethiopia National Plan of Action

FBO - Faith-Based Organization

FDRE - Federal Democratic Republic of Ethiopia

HBC - Home Based Care

HIV - Human immune virus

MOWA – Ministry of Women’s & Adolescents

NGO - Non-government organizations

SAARC - South Asian Association for Regional Cooperation

UNICEF - United Nations Children’s Education Fund

USAID – United states international development

USAIDS - United Nations Aids Agency

OVC - Orphan & Vulnerable Children

VC- Vulnerable children

WHO – World Health organizations

## **Table of Contents**

ACKNOWLEDGEMENT .....	IV
ABSTRACT.....	V
ACRONYM.....	VI
CHAPTER-ONE.....	1
1. INTRODUCTION.....	1
1.2. Statement of the Problem.....	3
1.3. Research Questions.....	5
1.4. Objectives of the Study.....	5
1.4.1. General Objective.....	5
1.4.2. Specific Objective.....	5
1.5. Significance of the Study.....	6
1.6. Scope of the Study.....	6
1.7. Organization of the Study.....	7
CHAPTER - TWO.....	8
2. LITERATURE REVIEW.....	8
2.1. Introduction.....	8
2.2. Number of OVCs, NGO Interventions and Knowledge Gaps.....	15
2.3. Conceptual OVC Models of Care.....	17



2.4. Non-Governmental Organizations Involvement in OVC projects.....	18
2.5. Implementation of Orphans and Vulnerable Children Projects .....	21
2.6. Management Skills and Implementation of Orphans and Vulnerable Children Projects .....	24
2.7. Effective Planning and Implementation of Orphans and Vulnerable Children Projects .....	26
2.8. Accountability and Implementation of Orphans and Vulnerable Children Projects ..	29
2.9. Project Characteristics and Implementation of Orphans and Vulnerable Children Projects.....	31
2.10. Social Problems of OVC.....	33
2.11. The Ethiopian Legislative and Policy Framework.....	34
2.12. The National (Ethiopian) Guidelines on Alternative Child Care.....	36
2.13. Conceptual Framework.....	37
CHAPTER - THREE.....	38
3. RESEARCH METHODOLOGY .....	38
3.1. Research Design.....	38
3.2. Source of Data and Data Collection Method .....	38
3.3. Sample Size.....	39
3.4. Sampling Techniques.....	40
3.5. Validity and Reliability.....	41
3.5.1 Validity.....	41

3.5.2. Reliability .....	41
3.6. Model Specification .....	42
3.7. Method of Data Analysis .....	47
3.8. Ethical Consideration.....	47
CHAPTER-FOUR.....	48
4. DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS .....	48
4.1 Background Information.....	48
4.1.1. Gender of the Respondents.....	48
4.1.2. Age of the Respondents.....	49
4.1.3. Level of Educational Respondents .....	50
4.2. Management skills .....	50
4.3. Effective planning.....	53
4.4. Accountability.....	55
4.5. Project Characteristics.....	57
4.6. Implementation of orphans and vulnerable children projects .....	59
4.7. Regression Analysis.....	60
4.8. Discussions.....	63
4.8.1. Implementation of Orphans and Vulnerable Children Projects .....	63
4.8.2. Effective planning .....	63
4.8.3. Management skills.....	64

4.8.4. Accountability .....	65
4.8.5. Project characteristics .....	65
CHAPTER – FIVE .....	67
5. SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS .....	67
5.1. SUMMARY OF THE FINDINGS .....	67
5.2. CONCLUSION.....	68
5.3. RECOMMENDATION .....	69
REFERENCE .....	71
APPENDICIES .....	75
Research Questionnaire.....	75
Part One: Background information .....	75
Part Two: Management skill .....	76
Part Three: Effective planning .....	77
Part Four: Accountability.....	78
Part Five: Project characteristics .....	79
Part Six: Implementation of orphans and vulnerable children projects .....	80

# CHAPTER-ONE

## 1. INTRODUCTION

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### **1.1. Background of the Study**

Children of the world are innocent, vulnerable and dependent. They are also curious, active and full of hope. A vulnerable child is one who is living in circumstances with high risks and whose prospects for continued growth and development are seriously threatened. This includes children that is emotionally deprived or traumatized. Most of these children lack access to basic needs due to high levels of poverty. The OVC are more prone to different forms of abuse and exploitation due to their vulnerable circumstances (Yates, 2004). Addressing the needs of orphans and vulnerable children (OVC) and mitigating negative outcomes of the growing OVC population worldwide is a high priority for national governments and international stakeholders that recognize this as an issue with social, economic, and human rights dimensions .In the USA, Up to 40% of ninth-grade OVC students in cities with the highest dropout rates repeat ninth grade and who find that their academic skills are insufficient for high school-level work. Over one third of all dropouts are lost in ninth grade. Unfortunately, many students are not given the extra support they need to make a successful transition to high school and are lost in ninth grade, (Nangula, 2005).

Project Implementation is a process whereby project inputs are converted to project outputs. It involves putting in action the activities of the project, putting into practice what was proposed in the project document and management of the project or executing the project intentions. The ultimate importance of project implementation is achieved through avoiding the project's failure to keep within cost budget, failure to keep within time stipulated for approvals, design, occupancy and failure to meet the required technical standards for quality, functionality, fitness for purpose, safety and environment protection (Flanagan, Norman & Bromilow, 2013). Project implementation ensures that enterprises maximize on profitability, minimize the consequences of risky and uncertain events in terms of achieving the project's objectives and seizes the chances of the risky events from arising (Kululanga & Kuotcha, 2010).

Some scholars have of the opinion that the technical expertise of the project manager is of paramount importance for success; others suggest that interpersonal or soft skills are the primary determinant of success; and still others hold that both technical background and leadership skills are necessary for effective planning success (Zhao, Lynch Jr. & Chen, 2010). Every child requires basic needs to develop and grow to a healthy and responsible adult (UNICEF, 2016). A child requires parental love, care and protection in the early stages of development. The immediate family environment of a child is critical in determining how that child develops because it is in this environment that they get nurtured, thereby experiencing love and acceptance, a sense of belonging, safety and security as well as developing trust, respect and confidence.

According to Gaventa and Blauert (2016), disadvantaged groups are unappreciated, devalued or derided by the larger society. Vulnerable children (VC) and orphaned children fall in the category of the disadvantaged group, United Nations Children's Education Fund (UNICEF 2016).

WHO defines home-based care (HBC) as “the provision of health services by formal and informal caregivers in the home in order to promote, restore and maintain a person's maximum level of comfort, function and health including care towards a dignified death”. There has been much advancement in the field of project management in the NGO sector. Nevertheless, many NGO projects across the world still fail to perform and deliver expected benefits. Like other African countries, the caregiver families or guardians face challenges in Ethiopia.

In general, Ethiopia counts one of the largest populations of orphan and vulnerable children in the world (UNICEF report, 2013). HIV/AIDS is one of the major factors for the escalation of the number of orphans. UNICEF (2012) estimated that about 5.5 million children in Ethiopia were orphans. Home-based care programs have sprung up in poor and rich countries in response to the HIV/AIDS epidemic (UNAIDS, 2002:155). The purpose of this study is to identify the factors influencing implementation of Orphan and Vulnerable Children (OVC) projects in Jimma town, south-west Ethiopia and mainly focused on the influence of effective planning, management skills, project characteristics and accountability on implementation of orphan and vulnerable

children projects in jimma town, oromia region, Ethiopia. The study adopted a cross-sectional research design. According to Sekaran and Bougie (2010), a population is the total collection of elements about which we wish to make inferences. The target population for this study comprised of 200 staff working with OVC project, community leaders and the beneficiaries. The study selected the respondents using stratified random sampling technique. Primary data was obtained using self-administered questionnaires. The questionnaire is made up of both open ended and closed ended questions. Therefore, the study tries to analyze the factors influencing the implementation of OVC Project in non - governmental organizations (NGOs) in Jimma town to minimize the failure of the project.

## **1.2. Statement of the Problem**

Ethiopia counts one of the largest populations of orphan and vulnerable children in the world (Zewdineh, 2008), Berry and Gutrie (2003) stated that orphans and vulnerable children are exposed to various social, psychological, economic and health problems. The impacts of being OVC are especially profound on girls as they face many challenges in general and in the absence of parental care in particular. Early initiation for sexual activity, exploitation, abuse and sexual violence are few to mention among the various challenges girls face under such circumstances. These expose them to greater risk of becoming infected with HIV in most cases (Save the Children UK, 2008; Radeny and Bunkers, 2009; Star Foundation, 2011). Garadew (2006) further added that the probability of becoming victims of violence, exploitation, trafficking, discrimination and various types of abuses is high among orphans and vulnerable children. The largest groups in need of support in Ethiopia were orphans and vulnerable children directly affected by HIV/ AIDS, extreme poverty, continuous risk of famine, and internal and external migration. From more than five million Ethiopian children considered to be orphaned or vulnerable, 77,000 were living in child-headed households and their situation calls for the response of all concerned bodies (Radeny and Bunkers, 2009). Cognizant of the situations of OVC in the country, Ethiopian government has formulated policies and guidelines that specify the standards of the services provided to OVC, the roles and responsibilities of stakeholders participate in giving services and supports for these children.

The main policies, plan of actions and guidelines available in Ethiopia regarding OVC are: Child right Convention adopted by Ethiopian government, Developmental Social Welfare Policy, National Plan of Action for Children, National OVC Plan of Action and Guideline on Alternative Child Care program to my knowledge. There is no National Wide Comprehensive study conducted in Ethiopia recently regarding the situation of Orphans and Vulnerable Children as well as community responses to the needs of the Children except baseline surveys by different Non-Government Organizations in different parts of the Country.

Project ideas have been suggested, some ideas so superior that if could be implemented through project work could positively change people lives. However, such ideas remain elusive due to the challenges of the actual implementation of OVC Projects (Dolphine, 2009) (as cited by Richard, 2013), specifically in Ethiopia facing many challenges.

Generally, the main question on the report is which are the most effective models of delivery in terms of having the greatest impact? Data gaps in Food and nutrition projects is the number of children receiving support by type of nutritional support and agency, in Shelter and care projects the data gap is Number of OVC staying in the institutions and Number of OVC staying in the streets, data gaps in Child protection projects are; Actual ranking of problems facing OVC by sex and age, Number of OVC in child labor and nature of the labor involved in, Number of OVC sexually abuse, Number of OVCs trafficked and Number of children in early marriage, FGM, etc. data gaps in Health care projects is What is the role of children in the transmission of HIV and AIDS and STIs given the prevalence of early/teenage sexual debuts in Ethiopia today? Data gap in Psychosocial care projects is to what extent have abused children been provided with adequate psychosocial care? There is however no one specific data gap in Education and training projects, (NPA-OVC, 2012, report). While some valuable research has been conducted on OVC in Kenya, significant gaps remain.

The lack of vital strategic information is hindering policy makers and program leaders from making well-informed decisions about the path forward (NPA-OVC 2012 report). 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

(NPAOVC, 2012, report). Hence, the objective of researcher was to identify factors influencing implementation of orphan and vulnerable children (OVC) projects by home based care program in Jimma Town, Ethiopia.

### **1.3. Research Questions**

In order to address the issues above, the researcher seeks to answer the following questions:

1. What is the influence of management skills on implementation of orphan and vulnerable children projects in home based care program in Jimma Town?
2. What is the influence of effective planning on implementation of orphan and vulnerable children projects in home based care program in Jimma Town?
3. What is the influence of accountability on implementation of orphan and vulnerable children projects in home based care program in Jimma Town?
4. How the project characteristics, influence implementation of orphan and vulnerable children projects in home based care program in Jimma Town?

### **1.4. Objectives of the Study**

#### **1.4.1. General Objective**

The general objective of the study is to identify factors influencing implementation of orphan and vulnerable children (OVC) projects by home based care program in Jimma Town, Oromia Region, Ethiopia.

#### **1.4.2. Specific Objective**

Based on this the study has the following specific objectives:-

1. To assess the influence of management skills on implementation of orphan and vulnerable children projects in home based care program in Jimma Town,



2. To identify the influence of planning on implementation of orphan and vulnerable children projects in home based care program in Jimma Town,
3. To determine the influence of accountability on implementation of orphan and vulnerable children projects in home based care program in Jimma Town,
4. To explain how project characteristics influence implementation of orphan and vulnerable children projects in home based care program in Jimma Town.

### **1.5. Significance of the Study**

This study helps to identify and assess the factors that influence the implementation of orphan & vulnerable children project. In addition to this it is helpful as a source of data for persons who conducted research regarding orphan venerable children programs (OVC) and also the study may give valuable information related to OVC.

### **1.6. Scope of the Study**

The study was conducted in Jimma town particularly; it would be more comprehensive if it had included other organizations rather than NGO in the town. This study mainly focused on the assessment of factors influencing the implementation of orphans & vulnerable children (OVC) programs in Jimma town. The study mainly focused on the influence of independent variables such as effective planning, management skills, project characteristics, accountability and access to information on implementation of Orphan and Vulnerable Children Projects. The respondents consist of employees working with OVC project, community leaders and the beneficiaries of orphans and vulnerable children funded projects by home based care program in Jimma Town. The study was carried out in a period of one year.

## **1.7. Organization of the Study**

The research paper is organized according to the following chapters. The first chapter starts with presenting background of the study, statement of the problem, research questions, objective of the study, significance of the study, and scope of the study. Chapter two shows literature review conducted on relevant studies. Chapter three deal with the research methodology. The fourth chapter presents the analysis and result of the study. The last chapter present summary of findings, conclusions, and recommendations of the study.

# CHAPTER - TWO

## 2. LITERATURE REVIEW

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### 2.1. INTRODUCTION

Addressing the needs of orphans and vulnerable children (OVC) and mitigating negative outcomes of the growing OVC population worldwide is a high priority for national governments and international stakeholders that recognize this as an issue with social, economic, and human rights dimensions, (Nangula, 2005). Assembling the relevant available data on OVC in one place, and acknowledging the gaps that still exist in our knowledge, will assist policy makers and program implementers to make evidence-based decisions about how best to direct funding and program activities and maximize positive outcomes for children and their caretakers, (Nangula,2005).

At present, all countries are continuously trying to develop. Every country is trying to enrich economically, socially, naturally and geographically. People gets slight success in it but this success, opportunities for development and benefits does not reach to the every class of the society. Sometimes person feel lonely themselves even after all the luxuries and this loneliness is because of their loving person like mother, father, wife or any person whom they love more. Some person lives in the society whose mother and father both does not live. These children's parents are otherwise died or they give up their children. These type of children known as "orphan" in the society.

World status of orphan children's, according to the report of United Nations Children's Fund (UNICEF) and the joint UN program (2005), 7.6% children of the total population of the world is orphan. 132 million orphan children are live in Africa, Asia and America continent.

According to this report, out of 132 million orphan children there are 13 million children who have no mother and father. According to this report, 5% orphan children are above the age of 5 year. Every country has given the definition of orphan children as their own way. These orphan children's definitions are based on their country's environment, population and culture.

The definition contrasts with concepts of orphan in many industrialized of orphan in many industrialized countries, where a child must have lost both parents to qualify as in orphan. UNICEF and numerous international organization adopted the broader definition of orphan in the mid- 1990's as the AIDS pandemic began leading to the death of millions of parents worldwide, leaving an ever increasing number of children growing up without one or more parents. So the terminology of a “single orphan” – the loss of one parents – and a “double orphan” – the loss of both parents was born to convey this growing crisis.

A new study by an international charity for orphaned and abandoned children form that India is home to 20-million orphans, a figure projected to increase by 2021. A new study by an international children's charity has found that 4 % of India's child population of 20 million are orphans. Most of these children have been abandoned by their parents. In fact the charity estimates that only 0.3 % of these orphans are children whose parents have actually died. The study found that states such as Uttar Pradesh, Bihar and West Bengal had more orphans than Indian's richer states. The state of Madhya Pradesh, Uttar Pradesh and Chhattisgarh are home to 6-million orphaned children under the age of 18. The eastern region, encompassing Bihar, Orissa, Jharkhand and West Bengal, now houses 5.2-million orphans. An estimated 41 % of India's populations are below the age of 18, the largest child population in the world. According to the study, and additional 13 % of these children live in single - parent's households, which are also socially and economically marginalized, about 85 % of children from single-parents households live with their mothers. There are over 6000 orphan children in Gujarat. Gujarat Government made The Orphanages and Other Charitable Homes (Supervision and Control) Act, 1960 for the orphan children in Gujarat. There are 95 institutions run by Government directly or indirectly in Gujarat for orphan children. Around 2612 children live in these institutions. Around 964 lives in the orphanages run by deferent NGOs in Gujarat.

Gujarat Government runs Orphanage Homes for orphan children. There are 13 orphan homes opened by state government to support orphans, destitute, neglected baby girls and also provide education and rehabilitation. This institutions function on voluntary basis. Educational and vocational trainings are provided in these institutions. Children are sent to school for formal

education. Orphan Children living in Child care institutions and would like to get higher education are provided with the scholarship to encourage them.

And also get help to purchase required tools. Rs. 10, 000 / assistance to the brides for rehabilitation through marriage. According to Department of Social Justice and Empowerment, Gujarat Government also runs Child Care Institutions for orphan children. There are 8 Child Care Institutions in Gujarat which are run by the aid of Gujarat Government. They are situated at Ahmedabad, Surat, Surendranagar, Palanpur, Bharuch, Chikhali and Godhara. Age group of 0 to 6 year children can enter in these institutions. There are also Child Care Institutions run by NGOs at Ahmedabad, Vadodara, Rajkot, Jamnagar, Kutchch, Nadiad, Junagadh and Surat. Child Care Institution provides for short and long term care, protection and rehabilitation services. Children get rehabilitated through formal education. Food, clothing, bedding are provided and facilities like sports, health and other recreational during their stay at free of cost.

Gujarat Government also runs 'Palak Mata-Pita Yojana' for the orphan children for the age group of 0 to 18 year. Parents can adopt orphan children legally. Doku, Paul narh7 (2012), "The mental health of orphans and vulnerable children within the context of HIV/AIDS in Ghana" The HIV/AIDS epidemic has contributed to a drastic increase in the number of orphan and vulnerable children in sub-Saharan Africa. However, little is known about the mental health of these children in low prevalence areas such as Ghana. The thesis was investigated the relationship between orphan hood, parental HIV/AIDS status and mental health. It futures examined the mediating effects of identified risk and protective factors on the relationship between orphan hood/ parental HIV/AIDS status and psychological difficulties. The thesis was identified pathway through which HIV/AIDS impacts children by exploring the interactive and cumulative effects of the various risk and protective factors psychological difficulties.

Method: The thesis employed cross-sectional, quantitative interview that involves 291 children aged 10 to 18 years and their caregivers that compared children who have lost their parents to AIDS. Those who have lost their parents to other causes, those who have living with HIV/AIDS infected caregivers and children from infect families in the Manya Krobo district in Ghana. ANOVAs, t-tests, general linear models, Long-linear Analyses, chi-squares and Bivariate

Correlation were used to analyze the data that were obtained from both the children and their caregivers. Results: (1) After condoling for relevant socio-demographic factors, both children and information's reports showed that children orphaned by AIDS and those living with infected parents showed higher delinquency ( $p < .01$ ), peer problems ( $p < .001$ ), hyperactivity ( $p < .01$ ) and lower self-esteem ( $p < .01$ ) than other orphans and children from infect families. AIDS orphans, other orphans and those living with HIV/AIDS – infected parents all reported significantly more depression ( $p < .001$ ) and relation problem ( $p < .001$ ? than those for infect families. Conduct problems as indicated by informants' reports were generally, significantly higher for orphans and vulnerable children compared to children from infect families. Over 70 % of both AIDS orphans and children living with infected parents showed internalizing symptoms that were above clinical cut-off for abnormally. (2) AIDS orphan and children living with infected parents reported more stigma, abuse, child labor and lower levels of SES and lower perceived social support. These factors independently, strongly mediated the relationship between orphan hood, parental HIV/AIDS status and mental health. The interactive and cumulative effect of engagement in child labor and being physically abused heightened the risks for depressive symptoms from 38 % to 66 % neglect and psychological abuse increased the risk for symptoms of reactive attachment disorder from 26.6 % to 67.3 %. The cumulative effect to stigma and either child labor or physical abuse substantially increased the likelihood of delinquency symptoms to approximately 67 %. The conclusion of the study: The findings demonstrated that both AIDS orphans and children living with HIV/AIDS – infected parents showed heightened psychological symptoms. The parents' evidence also highlighted the interactive, cumulative, co-occurrence of contextual factors and HIV/AIDS unique exposures to create heightened vulnerabilities for psychological difficulties among children.

The findings call for a comprehensive programmed that addresses factors specific to HIV/AIDS and contextual variables. Wood Lesley8(2011), "Exploring ways of assisting Lesotho Educators to offer care and support to children orphaned and rendered and rendered vulnerable by HIV and AIDS" The main objective of the studies are : (1) To investigate the lived experiences and needs of educators as they attempt to offer care and support to orphans and vulnerable children.(2) To use orphans and vulnerable guidelines and/or interventions that will help educators to better cope with the challenges that result from having orphans and vulnerable children in their classrooms.

(3) To pilot these guidelines/ intervention with a group of educators in order to evaluate and refine them. The sample consisted of primary school teachers who were already in the teaching field. The sample consisted of primary school educators who were already in the reaching field. Data collection for the study, researcher used multiple sources of data collection, through narratives, symbolic drawings, observation, process notes, reflection sheets and delayed past-test interviews.

Guess, Barbara<sup>9</sup> (2008). "Experience of African American orphan educators once called girls from that colored orphanage" in this study, the experiences of orphan African American educators who grew up in the child wealthier system are nonexistent. Typically store about orphans excluded African American and focus on male, European Americans. In cases where African Americans are not included from discussion on orphans, the focus tends to be on the negative rather than the positive aspects of their lives. The study investigates the positive outcomes of African American orphans who tell their own stories filters filtered, not through the eyes of childhood as the experience take place, but through the mature eyes of educated adults. They narrate their own stories through first-hand knowledge about what it is like to live under the protection of child welfare. The methodology chosen for this study is narrative research. Narrative research allows the researcher to collect data by tape-recording life histories, transcribing and analyzing the data, which was African American educator who was "orphans" in the 1950s and 1960s. In according with the theories of Kathleen Casey, Jean Clandinin and Michael Connelly, open ended questions were utilized so that the voices of the participants could be heard through their own words, with all the selectivity's and silences that personal narratives entail without losing the richness of the stories.

The six participants interviewed in this study are authors of their own narratives and they create meaning from their experiences through these narratives. Their understanding and interpretation of their orphan experiences may stand in sharp contrast to those of their researcher. Finding of the study are success in foster care was likely to result from permanence, stability and resilience, policymakers should assess and promote resilience in children of foster care.

Beryl M. Bubacz<sup>10</sup>(2007), “The female and male orphan schools in New South Wales 1801-1850” The main objective of this research are, (1) The background of the convict women for whose children the female orphan school was initially established and which impinged on the establishment of the male orphan school. (2) The motivation of the Governors, Philil Gidely King and Lachlan Macquarie as they sought to establish the female and later the male orphan schools. (3) The family circumstances and social backgrounds of the children who were admitted to the schools. (4) The avenues of apprenticeship open to girls and boys on leaving the schools. (5) The study of the Governance and orphan of the schools in their last two decades as separate entities. In this study, researcher was examination of the social backgrounds of some of the children admitted to these schools has been undertaken in order to provide a greater understanding of the conditions under which the children were living prior to their admissions. Information about family situations, and the social problems encountered by parents that led them to place their children in the schools have been explored. The avenues open to the girls and boys when they left the schools has formed part of the study. Some children were able to be reunited with family members. A study of the nature of these apprenticeships has led to greater understanding of employment opportunities for girls and boys at that time.

The conclusion of this thesis is that some of the harsh judgments of revisionist social historians need to be modified. It was the perception that more social disorder would occur if action was not taken to “rescue” the “orphaned” children usually of convict parentage. However genuine charity, philanthropy and concern were displayed for the children in grave physical and normal danger. The goals of the founders were not always reached in the orphan schools; nevertheless they performed an invaluable service in the lives of many children.

Halima Wakabi Akbar<sup>11</sup> (2001), “A study of the educational difficulties experienced by AIDS orphans in 5 Ugandan Secondary Schools” this research was concerned with the educational implications of becoming an AIDS orphan in Uganda.

Bereavement was a sensitive topic which many find difficult to discuss with adolescents, even harder if it is HIV/AIDS related. However the number of AIDS orphans in Uganda is high and a considerable number of them are in school. The main purpose of this study was to investigated



what problems such students face and what resources are available to them in schools to help them cope with the loss of their parent/s. in this present study Questionnaires and interviews were designed to investigate the perceptions of those direct or indirect contact with these orphans and with the orphans themselves. They were administered to 5 hade teachers, 56 teachers and 400 students from 5 secondary schools. Responses to the questionnaires were analyzed, using descriptive statistical techniques and associations were tested. Interviews were carried out with 5 hade teacher, 20 teachers, 25 orphans, s school counselor, two teacher training lecturers, staff of 4 non-governmental organizations and an educational officer. Categories and themes were developed using the data, the literature and the research questions. These were them compared across the different schools and respondents. The study found that the identification of AIDS orphans was usually complicated by the stigma attached to HIV/AIDS. Through a substantial number of the orphans were facing multi-variant problems. There were no or very limited resources open to the students to help them cope with the loss of their parent/s. such students are at risk of dropping out or failing in school and hence access to one of the most important chance in life is denied. These children are also at risk is denied. These children are also at risk of being socially excluded. Conclusions based on the results of the study were drawn and recommendations made.

S. Kasonde-Ng'anda<sup>12</sup> (2007). "Loss of parents, Academic performance and psychological adjustment of Grade five children in Zambia : A quasi experimental study " this was a comparative study based on 400 grade 5 children who had lost one or both parents against their 400 peers in the same grade with both parents alive. Data collection involved the children completing various tests for academic performance, the child behavior checklist (CBCL) and the Dissociative experiences scale (DES-2) with the assistance of the research team. Leading hypothesis of this study were that because loss of one or both parents is a painfully devastating experience, especially when it happens at a tender age as was the case for the children in this study, the children with one or both parents dead are likely to: (1) Exhibit more behavior problems than their peers with both parents alive as measured by the child behavior checklist (CBCL), which assesses social competence and behavioral problems.

(2) Score higher on dissociation than their peers with both parents alive as measured by the dissociative experience scale (DES-2), DES2 assess the nature and level of disruption in memory or consciousness as a consequence of traumatic experiences, Such as loss of a behaved one. (3) Score lower on the selected school performance test (In this case Grade 5 competence test in math's and English) than their peers with both parents alive. (4) Display associations between behavior problems, dissociation and school performance as these areas of functioning are supposed to reinforce one another. Based on the finding of the study the followings are recommended: (1) Institute compensatory academic support to orphan children in their early years of schooling in the absence of evidence of psychosocial problems. (2) Strengthen the efforts in providing positive supports to orphans, especially in the area of psychosocial and educational counseling. (3) Put in place ongoing short courses through workshop for teacher. (4) Ministry of Education should embark on improving ongoing educational campaigns on the psychological and academic needs of orphans targeted at parents/caregivers.

## **2.2. Number of OVCs, NGO Interventions and Knowledge Gaps**

The rise in the number of OVC is due to HIV/AIDS pandemic, estimations in 2009 say 1.2 million OVC due to AIDS, (Kenya Demographic Health Survey, 2010).

The OVC database that was launched in September 2010 was seen as a key step toward having a better understanding of the magnitude of the OVC population and support coverage information gaps. But the variance in the way vulnerability is defined has continued to obscure the number of OVC and their needs based on their specific forms of vulnerability, the real cost of supporting them, and the effectiveness of that support. There is no country definition of OVC stands and the exact number of OVC is not known. (Cluver et al, 2011)

The major challenge in service provision is that the demand for services is far greater than available resources and capacities, (Herzog, 2001). 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. (Huemann et al, 2004).

The 2010 Kenya Demographic Health Survey found that 2.3% of boys and 1.9% of girls under age 15 are double orphans. This proportion jumps to 25% for both boys and girls under age 18 who reported one parent or both parents dead. In 2004, the number of orphans in Kenya was estimated at 1.8 million. Since then the number has steadily grown to the 2.4 million in 2010. Reports of OVC numbers in different organizations show a disparity in the actual OVC numbers in Kenya; UNAIDS: 1.4 million orphans, NACC: 2.4 million orphans; 1.2 million due to AIDS,

UNGASS report: 500,000 children living with HIV, UNICEF: 1.9 million OVC. With 28% of all children categorized as OVC, and 1,546 OVC service organizations across the country, this lack of information is hindering policy makers and program leaders from making well-informed decisions about the path forward. (Cluver et al, 2011). Major gaps in the OVC population knowledge base include inadequate data on: magnitude and characterization of the OVC population, effectiveness and impact of OVC interventions and drivers of children's vulnerability and effective interventions. However, with limited resources available to divide between programming and research, a reasonable balance can be found to answer key questions without sacrificing support for critical services. (Cluver et al, 2011)

Dropout rates are high, especially for girls, Children are often forced to leave school due to the need to provide family income. Girls particularly are often forced into early marriage, early motherhood or to stay at home and raise siblings, (Cluver et al, 2011). In many poor communities, school fees for tuition, sanitary pads, textbooks, lack of food security, uniforms and supplies force children to drop out of school as these expenses can easily consume a substantial percentage of a poor family's income, (Global education fund, 2012, Kenya report)

In the short term, the greatest impact of research will come from filling the most fundamental gaps in information: How big is the problem and who does it affect? Are current programs working, and if not, what will? What will it cost to have a positive impact? These "building blocks" will be useful both independently and in combination to make evidence-based decisions for the allocation of human and financial resources. (Cluver et al, 2011)

### 2.3. Conceptual OVC Models of Care

Two models of OVC care are widely identified. These are the “Circle of Hope” and “5x5models” used by HACI and CARE respectively. The “Circle of Hope” model is a child centered, community development model with focus on the child as the center of comprehensive care interventions. (Gosling, 2005)

The integrated approach has four strategic objectives which orientate Plan’s work with children in a world with HIV: Building awareness (DE stigmatization); extending the life of the parent/child relationship; preparing the family for transition, and ensuring the child’s future, (Simbaya et al, 2009). This approach aims to reduce the vulnerability of children and ensures that children and their families are protected, basic needs such as access to health and education are met, and children continue to receive the care and support needed to realize their full potential”. (Gosling, 2005) One of the key benefits of HACI is expanded health care, psychosocial support and early childhood development among others (Garcia et al, 2008).

HACI has operated as a continent-wide entity from 2001 to 2007, working in nine countries (Cameroon, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Senegal, Uganda &Zambia) to assist OVCs and address the causes of children’s vulnerability (Gosling, 2005). HACI-initiated OVC activities and best practices still continue in Plan through the USAID funded Breaking Barriers project in Kenya, Uganda and Zambia. HACI has reached more than two million OVC in the nine OVC program implemented countries, 5x5 Model has five areas of intervention which are the individual child, the caregiver/family, the child care setting, the community and the National policy, (Regalia et al, 2011).

Like the “Circle of Hope” model, the individual child is the primary beneficiary of all early childhood interventions, (Gosling, 2005). According to this model, its implementation mandates the measurement of impact on children’s physical, socio-emotional, and cognitive development using validated and culturally relevant tools and indicators, (Gosling, 2005). These data, combined with standard health and nutrition indicator data, contribute to the knowledge base of approaches and interventions that have proven to have the most meaningful impact on the

development of a child, (Baird et al, 2011). This model has five areas of impact namely health, child rights/protection, economic strengthening, food and nutrition, and child development.

## **2.4. Non-Governmental Organizations Involvement in OVC projects**

Most of the organizations providing OVC services in Kenya are non-governmental organizations (78%). The rest include governmental (9%), private-not for profit (4%), faith-based organizations (4%) and multilateral organization (4%). While some valuable research has been conducted on OVC in Kenya, significant knowledge gaps remain. With almost 300 OVC care and support programs in place in the country, and over 2 million OVC and increasing, this lack of information is hindering policy makers and program leaders from making well-informed decisions about the path forward, (Nangula, 2005).

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, (Nangula, 2005). In the long term, the greatest impact of research has come from filling the most fundamental gaps in information: How big is the problem and who does it affect? Are current programs working, and if not, what will? What will it cost to have a positive impact? These “building blocks” will be useful both independently and in combination to make evidence-based decisions for the allocation of human and financial resources in OVC projects, (Pinto et al, 2004). Local NGO’s and other civil society organizations (CSOs) or community-based organizations (CBOs) play an important role in championing the rights of children affected by AIDS and in holding governments accountable to commitments made on their behalf, (Huemann et al, 2007). They often have the advantage of working quickly and flexibly and tend to be well suited to working with marginalized groups. This work includes conducting assessments of vulnerable children to identify priority needs, making referrals or directly providing services, and monitoring service delivery.

NGO’s in their capacity also champion for marginalized populations and act as watchdogs for government accountability to OVC. International NGO’s support the host-country response for vulnerable children at all levels to strengthen the care management system. Larger international

NGOs are also a channel for technical and financial resources to smaller NGOs and CBOs. The balance between larger and smaller organizations can often be uneven, however, resulting in usurped local ownership and bottlenecks to effective distribution of resources at the local level. At the same time, funneling large amounts of resources to smaller local NGOs before they have the absorptive and technical capacity can also undermine local ownership. A balance between smaller and larger CSOs is required (Huemann et al, 2007).

Faith-based organizations (FBOs) are defined as faith-influenced NGOs. FBOs are often structured around development and/or relief service delivery programs and can be local, national or international. Such organizations play a central role in the civil society response to children in the epidemic. They have a unique and powerful ability to mobilize resources and faith communities at the local level for the benefit of children. FBOs are also central to the spiritual elements of response to the epidemic that often undergird emotional and social responses for individuals and communities, (Kirby et al, 2005).

Government actors include publicly funded ministries and departments at the national, regional and local levels. They contribute to the welfare and protection of children and families by developing large-scale and long-term government-endorsed policies and action plans. They coordinate all actors in the response to vulnerable children, provide public benefits and services, and collect and manage official data. Government actors have the authority to ensure the safe and equitable delivery of essential OVC services and to provide safety nets that alleviate poverty, (Affricate Innovations in Education, 2006).

Services provided to OVC by the NGOs in Kenya can be classified under 6 categories of care and support, with most organizations providing support across multiple categories (Children on the Brink Report 2004, UNICEF). Many of the institutions provide food and nutrition, addressing a very basic need. The least offered forms of support are education and vocational training as well as psychosocial development (Children on the Brink Report 2004, UNICEF).

The NGOs play an important and crucial role in development of the society in developing countries. They often hold an interesting role in a nation's health, economic or social activities, as well as assessing and addressing problems in both national and international issues, such as human, political and women's rights, economic development, democratization, inoculation and immunization, health care, or the environment (Grobman, 2008).

NGOs' activities highly depend on the cultures and environments which they are working in. Some NGOs face increasing competition from the private sector and certain member states. Therefore, the role of the NGO in the developing world is not always as effective as possible. (Lewis, 2009) (Willets, 2002), distinguished NGOs as operational and advocacy NGOs. Literature reveals that NGO's categorization is still under development and every researcher has his/her own category.

As a whole, NGOs are considered as the "3rd sector," while the government and the private sector are the 1st and 2nd sector, respectively (Mostashari et al, 2005). It is difficult to categorize NGO's by their specific activities; many NGO's perform a variety of activities and often shift the balance of the activities they pursue. However, in broader terms, most NGOs can be classified into two groups: operational and advocacy NGOs. Operational NGO's had to mobilize resources, in the form of financial donations, materials or volunteer labor in order to sustain their projects and programs. Advocacy NGOs will carry out much the same functions but with a different balance between them (Willets, 2002; Mostashari, 2005). Rahman, (2003) studied NGOs and their management practices scenario in developing countries focusing on the South Asian Association for Regional Cooperation (SAARC) countries, namely: India, Pakistan, Bangladesh, Sri Lanka, Nepal, Maldives and Bhutan. He found that the NGO's are not being managed well in SAARC. However, recognizing the large number of NGOs that work in developing countries is difficult due to the lack of clear official statistics. An introduction to NGO management and its role in Iran has been provided by (Mostashari, 2005).

The main focuses of most NGOs are spanned around women and children rights, health and feeding the poor people in Iran. Recently, (Nikkhah et al., 2010) studied the role of NGOs on women engagement in capacity building programs in Iran.

UNICEF, 2011, report on global programming challenges in addressing OVC education projects revealed that education services for OVC are usually delivered by small community and faith based groups with limited capacity and difficulty in scaling up. Government ministries responsible for children and social welfare tend to be small, poorly funded, politically weak and also poorly staffed to fulfill the requirements expected by international partners. Scaling up demands wider knowledge of, quantification of, and quality assurance for existing, usually disconnected, service providers for whom little national or international guidance exists and of which national and district governments may, in fact, be unaware. Report also revealed that the hardest to reach vulnerable populations are still not accessing services – According to the report conducted in 11 high-prevalence countries, only an estimated 15% of orphans live in households receiving some form of academic assistance, (UNICEF – OVC, 2011).

The report also outlined that children without caregivers, who are abandoned or residing in institutional care are still not receiving adequate resources, attention and support, that most interventions are not adequately coasted, many are taken for granted, with little recognition or reinforcement of the best practices, there is still a lack of monitoring and evaluation of national responses to OVC, and that the USG, DFID and the Global Fund expect results to specify the number of children affected by AIDS. This distinction is impossible to make in practice and probably an obstacle to accountable programming and that there is need to find a way to monitor needs and progress for children affected by AIDS without creating systems that force AIDS related exclusion and associated resentment and stigma (UNICEF – OVC, 2011).

## **2.5. Implementation of Orphans and Vulnerable Children Projects**

The role of managing projects is very involving and project managers oversee project member permanently attaché to the project office and subject matter experts from the organizations functional, technical and support personnel. Meeting projects' objectives, schedules, budgets assessing alternatives assessing risks and deciding how to accept avoid or remove or mitigate them and for leading the initiative to successful completion of the project.



The criteria of project implementation for the project will be cost, time and quality which are basic elements of project success (Lim & Mohammed, 2012). Quality is all about the entirety of features requisite by a product to meet the desired need and fit for purpose. To ensure the effectiveness and conformity of quality performance, the specification of quality requirements should be clearly and explicitly stated in design and contract documents. Project implementation measure for this is defined interns of cost, time, quality and profitability, as small and medium enterprises focus on earning returns over project investment.

Satisfaction of the clients, tight deadlines, adherence and marshal limited or sometime non-existing resources to get the job done-while shepherding, motivating and cajoling a diverse universe of personalities up and down the organization chain. They are held accountable for project results but often have little power over personnel matters and they must find way to feature since in the next project they may need the same people. Responsibility without authority is a major problem when having team members having dual reporting structure; the project manager may find it difficult to extent influence over the team members. This learning investment is paid back many times over in the form of good decisions, effective meetings, and successful cases, project managers use senior leadership support to get things done (Turner, Ledwith & Kelly, 2010).

Project managers are very good at scheduling update forums with senior leadership project delivery. Project management tools are other essentials of managers. Effective project managers understand how, when, and why to deploy project management disciplines at different points in a project. Examples of these tools include developing project charters, planning, scheduling, vendor management, risk assessment, budgeting, change management, and project control. Projects cannot be successful without interpersonal skills.

Successful project managers know how to motivate people who do not work for them, and keep teams working effectively together. Quite simply, effective project managers tend to be as likeable as they are assertive (Lloyd & Walker, 2011).

Project implementation success requires managers create structure from chaos by using specific tools such as charters, risk assessments, Gantt charts, decision matrices, and many other tools throughout the project. There are times when interpersonal skills are not enough to garner the support needed from the organization on one or more project tasks. In these and functional leaders, should ensure that all business functions are making the project a priority. As a project manager you will spend a lot of time orchestrating meetings.

As a result, you must be comfortable running meetings with wide variety of audiences. There need to be foresight of improving knowledge of the links between risk perception, attitude towards risk objects and actual behaviour. Consultants use skills, knowledge and experience with care to ensure clients' interests are protected. Effective management of a project is important to enhance performance from the very start of the project. Decisions supported through analysis, define and structure of projects continually monitored, clearer understanding of specific risks associated with projects (Flanagan & Norman, 2013).

Some of the overriding factors leading to successful project implementation include technical credibility and the ability to use a systems approach for completing tasks that met performance standards on time and within planned costs. Project manager best suited for Effective planning ventures based on their training, experience, and educational background. The focus of project-management training has been on the technical skills deemed essential to the position, from mastering planning or budgeting processes to cost containment and evaluating risk, however, posits that because managers who are pressed into the role of project manager often focus on technical issues while giving management aspects less credence, they fall short of relating their game plans to the overarching strategy of the organization. It recommends that all projects greater than \$5 million use life cycle cost analysis and develop a plan for funding the project, including its maintenance and operation, until the end of its service life (ASCE, 2009).

## **2.6. Management Skills and Implementation of Orphans and Vulnerable Children Projects**

The role of managing projects is very involving and project managers must oversee project member permanently attaché to the project office and subject matter experts from the organizations functional, technical and support personnel. Meeting projects' objectives, schedules, budgets assessing alternatives assessing risks and deciding how to accept avoid or remove or mitigate them and for leading the initiative to successful completion of the project. Project environment is multidimensional in function and core in day to day operations in the project office and the project team.

Intra organization, the parent organization, user community and contractors affect implementation of projects. There are also external organizations having related interests, organizations having oversight authority in the project office. It is a complex situation which presents communication paradigm unparalleled by any other management position (Lloyd & Walker, 2011).

Effective project managers understand the inner workings of their organizations and know enough about their products/services to hold intelligent conversations with customers, stakeholders, suppliers, and functional leaders within the organization. The best project managers are excellent listeners, and view exchanges with the above groups as learning opportunities. Project managers that are new to an organization set aside learning time each week to better understand and interact with the four groups noted above. This learning investment is paid back many times over in the form of good decisions, effective meetings, and successful cases, project managers use senior leadership support to get things done (Turner et al., 2010).

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All managers plan and manage projects because some projects are quite narrow in scope and are carried out within a single department. For example a marketing plan for a new product may be designed by one individual or by individuals within one department.

Broader projects, for example merger, may include numerous people within and outside an organization, likely in geographically dispersed locations. Since the thrust of the initiative was the design, development, and installation of an information system, project management was traditionally awarded to a technical rather than a functional area expert, without regard to leadership skills (Zhao et al., 2010).

Effective project manager uses coaching or supporting leadership styles. Coaching leadership use their conceptual skills to make a point are proactive, and oriented towards efficiency. Additionally, they project self-confidence, communicate effectively (use of oral presentations), promote group cohesion (manage the group process), gain cooperation from others (use of socialized power), provide feedback (develop others), and use their unilateral power appropriately. Supporting leadership is reflective of project managers who use their conceptual

skills, are orientated toward efficiency, proactive, self-confident, good communicators, and team builders (managing group process), make use of socialized power, develop others, and have stamina and adaptability. However, they are not perceived by subordinates as not expressing themselves with emotion (spontaneous behaviour) nor using their unilateral power appropriately (Morris, 2009).

## **2.7. Effective Planning and Implementation of Orphans and Vulnerable Children Projects**

Planning when done effectively has been known to lead to success of projects using all the parameters of time, cost and quality (Hermano, López-Paredes, Martín-Cruz & Pajares, 2013) Their review provided planning as plausible explanation for the success of development projects that they are able to meet set targets due to effective planning. This project implementation factor has been supported by other researchers among them (Agheneza, 2009).

They indicated that the process of project planning and implementation is able to resolve inherent challenges ranging from conceptual differences about the projects if there are well thought out and capture proper technical and economic considerations.

Further, they should have the necessary basic information obtained through sufficient investigation and surveys to adequate project monitoring throughout the project lifecycle and in-depth evaluation exercise. Where all the above factors are considered, development projects such as health projects tend to have strong links between sect oral planning and project identification, /feasibility and formulation, and between project preparation/project appraisal and project implementation (Golini & Landoni, 2013).

An important characteristic of effective planning is listening and considering the views and requirements of beneficiaries during the planning process. Where there is no input from local stakeholders and beneficiaries or their perspectives and experiences from other projects are not sought during the planning stage, they may tend to see the project as having been imposed on

them and not meeting their immediate needs. Hershey (2013) concluded that poor planning, lack of experience among the executing teams, scope creep; change in project design; project complexity and fraudulent practices may result in budget overruns. HIV prevention interventions demand a thorough, results-driven, objective oriented framework that is alive to the actual situations of the groups afflicted by the scourge, and that are in tandem with the national HIV plan.

Successful planning uses successful and optimal performing projects as benchmarks for other future projects. This enables institutionalization of learning. In this way unnecessary hurdles that come with building a project from scratch are circumvented. The more often a template is reused for project planning near accurate timelines and budget estimates will be achieved & has numerous benefits.

This significant first step in the project process enables realistic timelines in implementation to be set. Having near accurate timelines and cost estimates also enable vivid documentation of various stages in the work plan and expected outputs. This makes tracking the project much easier as the implementation goes on. A suitable plan takes in to account all financial and non-financial resources and builds within a corrective mechanism so that remedial action is instituted when deviations are above normal (Goatham, 2013).

Project Management Institute recommends between 10 and 15 per cent provision for contingency in planning. It is prudent to be a little pessimistic and deliver early as opposed to being overly optimistic and delivering later than planned (Moir, 2015) (as cited in Anunda, 2014).

Determining the scope of the project to be implemented may be difficult where a considerable amount of time is not spent upfront properly planning. Putting together requirements, coming up with detailed plans for project management, establishing and scheduling activities requires careful thought, co-ordination and lots of time. Without proper project planning activities, there may be lack of stakeholder buy in and commitment and inadequate resources. The result is an increase in success ratios throughout projects being carried out by particular NGOs that take planning seriously (Harding, 2012).

Project planning enables efficient allocation and use of available resources. Developing the work breakdown structure and cost breakdown structure and making the necessary adjustments along the way requires detailed planning to ensure a project is moving towards achievement of pre-set objectives. Successful projects seek to employ limited resources while maximizing output and effectiveness (Zwikael, Pathak, Singh & Ahmed, 2014). Planning may seem time consuming at the start but will yield minimum rework and rescheduling later (Ika, 2009). Project planning with clarity and correctness may turn out to be a repetitive process until we get it right, but it may save the project a lot of cost and time in future. The risks associated with poor planning necessitate that the planning exercise be as meticulous as possible to enable the project achieve success (Kerzner, 2009).

Good project managers therefore, will have identified all the stakeholders and ensure, through good communication, that stakeholders have clarity of the project's objectives and outputs. Before detailed planning takes place, stakeholder agreement for the project's outputs are obtained (this has long been recognized as a significant factor for project success).

Cutting corners in project planning is a recipe for disaster, no matter what the reason is. The initiation phase is critical to the success of the project as it establishes its core foundations. Effective project planning takes into consideration all aspects of planning including stakeholder engagement, benefits mapping, risk assessment, as well as the actual plan (schedule) itself. The three most cited factors for project failure are: lack of stakeholder engagement, lack of communication, and lack of clear roles and responsibilities. These factors therefore, need to be considered very early on in the creation and planning of any project.

An article published in *The Project Manager*, by Angela Lecomber, looked at the dynamic challenge of planning in the world of new and complex projects: The singular unifying characteristic new and complex projects possess is the inability for all stakeholders to 'be on the same page' in order to envision the same outcome.

## **2.8. Accountability and Implementation of Orphans and Vulnerable Children Projects**

According to project times on Wednesday twenty second (2012), without accountability which is difficult to achieve, there is no need or reason to lead a project or be on a project team as it will definitely fail. It requires existence of direct authority as compared to a situation where members of project team report to different organizational leaders. To ensure accountability for project management, project tasks must be considered first priority to day-to- day responsibilities. Setting expectations, tracking progress and integrating performance management process is important. Project expectations and goals need to be very clear to all involved. The project management team needs to think through the potential conflict, determine priorities and communicate clearly upfront despite having well written document with tasks and accountabilities.

The project objectives should be made part of each team member regular performance management process. The priority of your project should be clearly understood in relation to other projects day-to-day responsibilities. The value of the project should be clearly communicated to the project team and to the rest of the organization. Back up with rewards, recognition, performance discussions should be synergized by continual feedback. Accountability help to deliver projects results which outperform those projects without one and thus accountability play a vital role in ensuring success (Lloyd, et al 2011).

According to Robert and Wade (2010), one key factor in successful completion of projects is accountability. There has been a large bureaucracy with a dominant role in decision making regarding national planning and development since Kenya gained independence from Britain in 1963. The way decisions regarding development have been made and implemented in Kenya has therefore been largely centralized in Nairobi, the capital city with little systematic input by Kenya's citizens into what objectives should be pursued and how these objectives should be implemented.



The only formal system of citizen participation has been through five year election cycles, during which Kenyans elect legislators, but over whom they have little or no control. There have been a number of efforts to change this development model in a way that takes development closer to the citizen. There have been a number of efforts to change this development model in a way that takes development closer to the people through decentralization, but these efforts have not drawn on lessons from the failures of previous decentralization efforts. Robert and Wade (2010)

It is therefore unsurprising that in spite of all these efforts, inequality and poverty continue to afflict the majority of Kenya's people. This fund was motivated by the need to redress the imbalances caused by prior development models. Specifically, it was aimed at addressing the corruption that had become associated with a system where individuals bought political power using money stolen from public coffers. This situation had created a spiral where citizens expected to be bribed and where to bribe it was deemed normal to steal from that very public. The fund was also hoped to redirect public expenditure from recurrent to development expenditure. Central to this disconnectedness are the existing systems of accounting and accountability which have continued to perpetuate centralized control of development. While an important aim of accountability is to enable interaction among various groups the current accountability system perpetuates asymmetrical power relations between the national planning and development field and the community field (Turner et al., 2010).

The existing systems of accountability rely on periodical accounting reports which are neither accessible nor understandable to the majority of the people at the grassroots since neither is made available to them in an active medium. The reports are prepared for distant centre of parliament and the executive where they enable them to discuss events at the local, but without giving voice to the local hence perpetuating the distance between the local and the elitist capital of Nairobi. Since the reports do not go into the heart of community input into need identification, project choice, decision making and implementation, it would be difficult to evaluate CDF even on its terms of being more efficient and effective.

Moving to a social accountability is however not easy, for those steeped in the structured tradition of standardized accounting and accountability and neither is it free. The cost of

retaining the four-decade old discredited centralized approach is however likely to be higher if recent post-election events in Kenya are anything to go.

In spite of all these efforts, inequality and poverty continue to afflict the majority of Kenya's people. It is against these earlier failed efforts that the CDF was introduced. This fund was motivated by the need to redress the imbalances caused by prior development models. Specifically, it was aimed at addressing the corruption that had become associated with a system where individuals bought political power using money stolen from public coffers.

This situation had created a spiral where citizens expected to be bribed and where to bribe it was deemed normal to steal from that very public. The fund was also hoped to redirect public expenditure from recurrent to development expenditure. Before then, the recurrent expenditure consumed 80 per cent of the budget (Lloyd & Walker, 2011).

## **2.9. Project Characteristics and Implementation of Orphans and Vulnerable Children Projects**

Some of specific goals of a project are successful completion and profitability. A successful project is the one which is complete within the time frame, the quality is acceptable and the client/customer is pleased with the project and there is no active liability such as law suits. Projects which extend over time frame usually have extended overhead cost which impact on profitability. Completion of projects within specified quality which is indicated by materials and equipment furnished to be of the specified parameters and to perform as expected. Profitable projects have a characteristic of effective cost control which ensures the project meet or are under the estimated costs. Cost control also indicates the effectiveness of the project management and project productivity. Success of project also directly relate to safety and well-being of the personnel working in the project (Ojo & Olaniyan, 2012).

The current and future profitability of the projects can be affected by accidents. A profitable project is that which produce at least the initially expected profit and is also the achievement of the optimum profit available for the project. Project characteristics do influence implementation

of projects. Projects have different characteristics based on the sector in which they are being undertaken. They may be unique with specific parameters such as duration, quality, budgets, project team, and location among others. Projects are always completed within finite time duration and have a specific start date and a specific completion date. A project has a specific completion date requirement while programs have specific completion milestones.

In some projects, their physical location is different from company or corporate management (Lloyd & Walker, 2011). Effective management of subcontractors who perform substantial amount of work on the project need to be coordinated to ensure they meet the objectives. Project characteristics have been identified as major causes of inaccurate cash flow prediction which makes it exposed to more risk, the extent of its impact is a major concern to the project's cost professionals. Some of the major project characteristics which deal with the project itself are client type, project type, project duration, project's value and procurement method. Project characteristics have been shown to affect the predictability of cash flow in the project. Motivation theory indicates that human behaviours are directed by their motives; some related researches also focus on the relationships among motives, rewards and payoffs. Even in human resource management research and practice, the importance of reward structures is still stressed, especially in creative organizations (Turner et al., 2010).

Superior reward designs not only integrate project and stakeholder goals alignment but also lead to stakeholders' contributions toward firm's desired goals. Research also indicates that each project has different odds to succeed in marketplace. By understanding what causes projects to succeed more, it is helpful for finding ways to enhance teams' rate of success. Motivation theory is often used to explain the inner driver which forces employees to work hard to enhance firms' performances. In some studies, expectancy theory even serves a good reason to explain why people work harder when they feel they can get valuable payoff. Previous studies have shown that there are reasonable linkages between financial incentives and people's behaviours. Rewards are the most popular devices used by firms to attract and motivate employees, and this phenomenon makes them an issue of concern. The linkages between goal and performance, will significantly impact on the creation performance (Below, 2012).

Project duration has effect on its successful completion especially those projects with technical complexity and communication complexity. In this regard it's wise to keep the project team motivated. One of the contributing factors to longer project durations is phase overlap which is associated with attempt to shorten the overall project duration. Speedy delivery is almost always a primary project goal. Turner (2009) suggested that the improvement in project success rates is critical for business success, since projects are increasingly recognized as the best way to manage the changes required by business strategies.

Moreover, the effects of the global financial crisis have required organizations to be more efficient and to have more effective and strategically aligned project portfolios that could be achieved by having more effective governance processes .In this scenario, organizations with mature benefits realization processes are able to prioritize and to support the most valuable initiatives.

## **2.10. Social Problems of OVC**

OVC face high prevalence of social problems such as prostitution, sexual abuse, exploitation, addiction with chat, shisha, alcohol and involvement in different types of crime (save the children's, 2005). The main problems of OVC in the society are sexual abuse and lose their parents by the coves of HIV/AIDS.

HIV/AIDS pandemic is creating child welfare and rights crisis of unprecedented proportions. The survival and development of tens to millions of children is increasingly at risk. More than thirteen million children have lost their mothers due to AIDS and an even larger number are estimated to have lost their fathers (Foster, 2001). The number of orphan children by AIDS is expected to increase in the coming years. In addition to the orphans, HIV/AIDS is making million of additional children vulnerable, including those whose parents are seriously ill, those in poor households that absorb orphans, those living in communities severely impoverished due to AIDS, and many others. The figure shown below illustrates the problem of children due to the spread of HIV/AIDS.

Experience with much large scale international development assistance shows that it has often been poorly targeted and produced little impact at community level with extremely low levels of resources in proportionate terms reaching the poorest. Increasingly donors are recognizing that the most sustainable and cost effective efforts to protect, support and assist orphans and other children made vulnerable by AIDS are those initiated and carried out by grassroots community groups (Foster, 2001). These groups include informal community initiatives, CBOs with voluntary membership, local NGOs with one or more staff who receive a full or partial salary, and religious groups.

### **2.11. The Ethiopian Legislative and Policy Framework**

The Ethiopian government ratified and endorsed the Child Rights Convention (CRC) on 9 December 1991 and has included the child rights convention articles into the 1995 Federal Democratic Republic of Ethiopia (FDRE) Constitution. Among the articles of the Constitution, article 36 focuses on the legal protection of children and the CRC.

Thus, article 36 reads as follows: “Every child has the following rights: The right of life, the right to obtain name and nationality, the right to know and be cared for by his/her parents or legal guardians, the right to be protected from labor exploitation and not to be forced to undertake work that may harm his/her education, health and well-being, the right to be free from harsh or inhuman punishments that may be inflicted on his body In schools or child care institutions.”

The Ethiopia National Plan of Action (NPA) is one of the major plans focused on improving children’s lives in the country. MOLSA drafted this National Plan of Action in collaboration with concerned organizations for the year 2003-2010and beyond.

The NPA emphasized on the principles of putting children first, eradicate poverty, leave no child behind, care for every child, educate every child, protect children from harm and exploitation, protect children from war, listen to children and ensure their participation. The major components of the NPA are; providing quality education, health facilities, clean water and

sanitation, and food and nutrition, combating HIV/AIDS, and protecting children against abuses, exploitation and violence (Mekdes and Tsegaye, 2006). In addition to the Government, various NGOs as well as some public celebrities have played essential roles in advocacy for respecting the basic rights of children in general and OVC in particular.

The five strategies outlined below are intended to target key action areas and provide operational guidance to governments and other stakeholders as a response to the needs of orphans and other vulnerable children. Pursuing these strategies within the context of national development plans will play key role to the achievement of goals established at the Millennium summit and at the UN Special Session on HIV/AIDS (UNICEF, 2004).

The strategies represent evolution of those presented in Children (Brink, 2002). Strengthening the capacity of families and communities continues to be of central importance. However, increasing access to services has been given greater prominence and will require the leadership of governments as well as support of nongovernmental, faith-based and community based organization. These strategies are to be implemented hand in hand with efforts to prevent to further spread of HIV, the loss of parents to AIDS and other causes of child vulnerability.

**The Strategies are:-**

1. Strengthen capacity of families to protect and care for OVCs by prolonging the lives of parents and providing economic, psychosocial and other support.
2. Mobilize and support community-based responses.
3. Ensure access for OVCs to essential services, including education, healthcare birth registration and other.
4. Ensure that governments protect the most vulnerable children through improved policy and legislation and by channeling resources to families and communities.
5. Raise Awareness at all levels through advocacy and social mobilization to create supportive environment for children and families affected by HIV/AIDS.

## **2.12. The National (Ethiopian) Guidelines on Alternative Child Care**

Despite legal provisions and favorable policy frameworks in Ethiopia, the underlined risk factors endangering children specifically in their early ages are far from being well addressed (Mekdes and Tsegaye, 2006). Addressing the root problems requires integrated efforts of government, NGOs, FBOs and CBOs. One of the measures taken concerning the care and support of OVC is the joint program of the Ministry of Labor and Social Affairs and Italian Development Cooperation on drafting of the National Guidelines on Alternative Child care programs to be implemented under:

1. Child care institution.
2. Community- based child programs,
3. Foster family care programs,
4. Child-family reunification programs and
5. Adoption programs.

The main objectives include upgrading the existing services of childcare institution, set regulations for service provision as well as requirements for establishment of childcare institutions, define optimal level of performance of practice on institutional childcare so as to achieve standards of excellence and create favorable conditions for efficient monitoring and evaluation of the services in childcare institution.

The principle of the guideline are based on the UN Convention on the Right of Children, Preamble articles 3, 12, 20 and 27, which is concerned with the responsibilities of state parties in supporting children under intricate situation. The guidelines included the fulfillment of the child's psychosocial needs in addition to the physical standardizations of the institutions. Numerous organization in Ethiopia provide services to OVC; most have focused on increasing access to social services to reach as many children as possible. A situational analysis in 2007 found out that OVC service providers offered widely varying services and there was little evidence to show that these services were making a measurable difference in the lives of those

being served (USAID, 2009). Hence, to measure the role of NGOs, standard service delivery guidelines for OVC care and support programs were prepared (MOWA, 2010).

### 2.13. Conceptual Framework

The studies have been conducted on other types of projects other than the OVC projects. Again, most of the studies have focused on generally the factors affecting the maintenance projects focusing on both the internal and external factors while this study narrows down to the factors. Hence, a number of studies have been done to determine the factors influencing performance of orphans and vulnerable children projects, especially with regard to service delivery. In this respect, studies done in this area were conducted by (Panda & Das, 2014; Afande, 2015; Kagiri, 2015; Wambugu, 2012). Therefore based on the above literature reviews researcher was to identify the independent variables were management skills, effective planning, accountability and project characteristics, while the dependent variable is implementation of OVC projects.

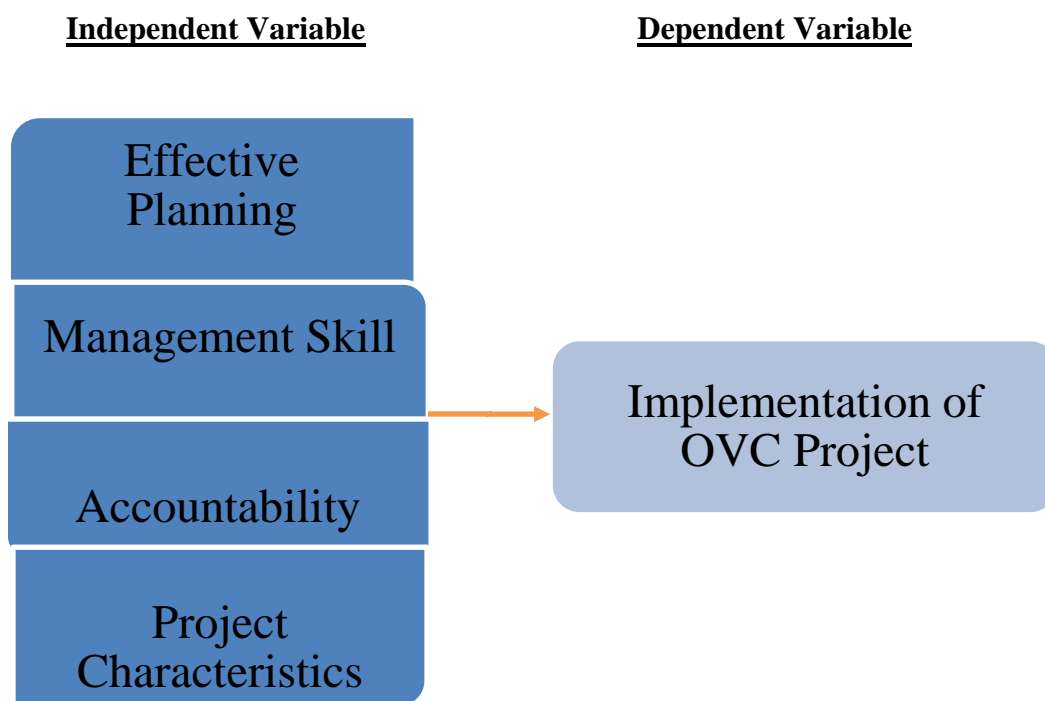


Figure1.Source Kagiri, 2015



# CHAPTER - THREE

## 3. RESEARCH METHODOLOGY

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### 3.1. Research Design

The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring the researcher effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data (De Vaus, 2016). McMillan and Schumacher (2014) defined the term research design as a blueprint for choosing subjects, research sites and data gathering techniques to answer the research questions. The function of a research design is to ensure that the evidence obtained enables you to effectively address the research problem logically and as unambiguously as possible (Trochim, Donnelly & Arora, 2015).

The current study employed explanatory and descriptive research designs. As noted by Kothari (2004), explanatory research design examines the cause and effect relationships between dependent and independent variables. Descriptive studies are conducted in investigative research, to enable researchers to get information, summarize, present data and deduce its meaning for the reason of explanation (Creswell, 2014). According to Babbie (2014) descriptive design is adopted when gathering information in relation people's attitude, sentiments and behaviors. Descriptive research design was more appropriate because the study sought to build a profile about the assessing factors influencing implementation of orphan and vulnerable children (OVC) project under home based care program in Jimma town, Ethiopia. Therefore the study was the relationship between the independent and dependent variables.

### 3.2. Source of Data and Data Collection Method

To comply with the research objectives, the researcher used primary and secondary data sources. The primary data were for the non-numerical expressed variables from self-administered questionnaires. The questionnaire was made up of both open ended and close ended questions. The open-ended questions was used so as to encourage the respondent to give an in-depth and

felt response without feeling held back in illuminating of any information and the closed ended questions allowed respondents to respond from limited options that was stated.

According to Saunders (2011), the open ended or unstructured questions allow profound response from the respondents while the closed or structured questions are generally easier to evaluate. The questionnaires were used in an effort to conserve time and money as well as to facilitate an easier analysis. Secondary sources that were considered include: books, annual reports, manuals and published and unpublished document and other related materials.

### 3.3. Sample Size

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample was selected (Blumberg, Cooper & Schindler, 2014). According to Orodho (2003), sampling involves selecting a given number of subjects from a defined population so as to represent the entire population. Stratified and simple random sampling technique was used in this study. From each category, representative sample was drawn through simple random sampling methods. This method ensured that all the community leaders, OVC project managers and beneficiaries in the target population have equal chance of being included in the sample. This helped to eliminate the biasness. To determine the sample sizes that represent the study area is calculated using formula.

To obtain the desired sample size for the study with the population of 378, Morgan formula was used as shown;

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 (N-1) + Z^2 \cdot p \cdot q}$$

Where: - **n**- The required sample size

**Z**- Confidence level at 95%, Value of confidence level from z-table  $z = 1.96$

e- Precise (error), taking it as 5%

P-Population proportion (probability of success) =0.5

q- Probability of failure =0.5

N -Size of population = 378

Substituting the values in the formula we get **n= 190**

### 3.4. Sampling Techniques

The study adopted stratified random sampling technique. Stratified random sampling is a technique which attempts to restrict the possible samples to those which are "less extreme" by ensuring that all parts of the population are represented in the sample in order to increase the efficiency. Stratification may often produce a gain in precision of the estimates of characteristics of the whole population (Kareem, & Oshungade, 2015). The cost of conducting the survey is expected to be less for stratified sampling when strata are formed keeping administrative convenience in mind. Cooper and Schindler (2014) defined simple random sampling as the basic sampling technique whereby a sample for study from a population is selected. Simple random sampling normally reduces the sampling error in the population. This technique is free of classification error, and it involves least possible advance knowledge of the population other than the frame. Its simplicity also makes it rather easy to deduce the data collected. This in turn increases the accuracy of any estimation methods used.

**Table 1: Target population of the study and Sample size**

N <sup>o</sup>	Participants of The Study	Population	Sample Size Taken Proportionally
1.	Community leaders	86	43
2.	OVC project managers	58	29
3.	Beneficiaries	234	118
	<b>Total</b>	<b>378</b>	<b>190</b>

## **3.5. Validity and Reliability**

### **3.5.1 Validity**

Content validity was determined by pre-testing. These determine whether the item was correctly word in order to avoid miss-interpretation when they are finally administered to the samples in the main study &after pre-testing, the instrument was adjusted.

### **3.5.2. Reliability**

Reliability refers to the consistence, stability, or dependability of the data. A reliable measurement is one that if repeated a second time gives the same results as it did the first time. If the results are different, then the measurement is unreliable.

To measure the reliability of the data collection instruments, an internal consistency technique using Cronbach's alpha was used (Mugenda 2008). Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalization (Zinbarg, 2005).

An alpha coefficient of 0.75 or higher indicated that the gathered data are reliable as they have a relatively high internal consistency and can be generalized to reflect opinions of the respondents. The questionnaire was administered to a pilot group of 21 randomly selected respondents from the target population and their responses were used to check the reliability of the tool.

This comprises 10% of the sample size. The overall Cronbach's alphas coefficients for expected scale item are 0.85. Therefore, the expected scales used in this study demonstrate high reliability.

### 3.6. Model Specification

A multiple regression equation is set up to investigate the relationships between the dependent variable and the independent variables in this study. The econometric form of the equation is given as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Y= Implementation of OVC projects

EP= Effective planning

$\beta_0$ =constant

A= Accountability

Regression coefficients=  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$

PC= Project Characteristics

MS= Management Skills

$\epsilon$  = Error Term

Variable Name	Symbol	Measurement
Implementation of OVC projects (dependent)	IOVCP	Desired quality of projects
		Operations within Budget
		Efficiency
		Sustainability
		Effectiveness
		Timely completion of project
		Community satisfaction
Effective Planning (independent)	EP	Work breakdown structure
		Annual plan/strategic plan
		Fast deployment
		Ease of staffing

		Scheduling
Management Skills (independent)	MS	Leadership
		Control
		Staff motivation
		Monitoring and evaluation
Project Characteristics (independent)	PC	Duration
		Value
		Staff skills
		Materials
		Phases
Accountability (independent)	A	Transparency
		Oversight
		Information stewardship
		Interoperability with existing framework
		Relevant data protection legal

The above equation model that explanation for individual explanatory variables which are specified for this particular study is given as follows. Accordingly, the dependent variables are regressed on independent variables including management skills, effective planning, accountability and project characteristics.

### **3.7. Method of Data Analysis**

Selecting appropriate data analysis method is central point in any research process. Hence, data that was collected through quantitative and qualitative instruments was organized according to the relationship they had in answering the proposed research questions. Regarding the quantitative data, response was categorized and tallied before presentation, analysis and interpretation of the data was made in chapter four.

Data was analysed using Statistical Package for Social Sciences (SPSS Version 20.0). The entire questionnaire was received and coded to facilitate the data entry. After data cleaning which entailed checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables and information presented in form of tables. The qualitative data from the open-ended question was analysed using conceptual content analysis and presented in wording. Inferential data analysis was done using multiple regression analysis.

Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regressions were used because it was the procedure that uses two or more independent variables to predict a dependent variable.

### **3.8. Ethical Consideration**

The researcher carry out the research work in ethical manner honestly and with integrity by detecting the probability of scheme that may arise from being selective in sampling, deliberately biasing data collection, making up data, not reporting survey response rate falsifying analysis and data presentation. Conduct the study as much as possible with high integrity by taking ethical responsibility in to consideration.

# CHAPTER-FOUR

## 4. DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

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This chapter presented the information processed from the data collected during the study on the assessing factors influencing implementation of orphan and vulnerable children (OVC) projects by home based care program in Jimma town, Ethiopia. Primary data was collected through questionnaires which were administered. The data was afterwards scrutinized based on the objectives of the study and the findings were presented in tables and in prose. The administered questionnaires by the researcher were 190 out of which only 157 were returned.

### 4.1 Background information

The background information of the respondents was the basic characteristics which include Gender, Age and Highest level of Education.

#### 4.1.1. Gender of the Respondents

The researcher asked the respondents to indicate their gender. Their answers were tabulated in table 1.

**Table 1: Respondents Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Per cent (%)</b>
Male	81	51.6
Female	76	48.4
<b>Total</b>	<b>157</b>	<b>100</b>



From the findings, approximately equal percentage of both sex were taken male as shown by 51.6% while female respondents were 48.4%. This shows that the researcher was not gender biased in collection of data since both genders were represented well.

#### 4.1.2. Age of the Respondents

The questionnaires required the respondents to classify themselves based on their age. The classification is as presented in table 4.4.

**Table 2: Age of the Respondent**

Age	Frequency	Per cent (%)
25-30 yrs.	16	10.2
30-35 yrs.	48	30.6
35-40 yrs.	54	34.4
40- 50 yrs.	39	24.8
<b>Total</b>	<b>157</b>	<b>100</b>

Analysis of age bracket shows that most of the respondents were aged between 35-40 yrs as shown by 34.4%. 30.6% of the respondents indicated they were aged between 30-35 yrs, 24.8% were between 40 – 50 yrs. and 10.2% were aged between 25-30 yrs. This shows that respondents were of mature people who could cooperate in giving out information.

### 4.1.3. Level of Educational Respondents

Further, the researcher asked the respondents to indicate their highest level of education. The responses were summarized in table 3.

**Table 3: Respondents Level of Education**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent (%)</b>
Post Graduate	31	19.7
Undergraduate	84	53.5
Diploma	24	15.3
Certificate	18	11.5
<b>Total</b>	<b>157</b>	<b>100</b>

According to the results, out of the respondents who filled the questionnaires only 53.5% were undergraduates, 19.7% had reached the post graduate level, 15.3% had attained a diploma while 11.5% had attained a certificate. This reveals that most of respondents could be relied upon to give information concerning the subject understudy.

### 4.2. Management skills

The study sought to assess the influence of management skills on implementation of orphan and vulnerable children projects in Jimma Town. The researcher asked the respondents to indicate the extent to which management skills influence the implementation of OVC projects, table 4 shows the findings.

**Table 4: Extent of Management Skills Influence on OVC projects**

<b>Aspects</b>	<b>Frequency</b>	<b>Percent</b>
Very low extent	4	2.5
Low extent	18	11.5
Moderate extent	11	7.0
Great extent	65	41.4
Very great extent	59	37.6
<b>Total</b>	<b>157</b>	<b>100</b>

From the study outcomes, the respondents indicated that management skills influence the implementation of OVC projects in the study area to a great extent as shown by 41.4%, 37.6% indicated to a very great extent, 11.5% indicated to a low extent, 7.0% indicated to moderate extent and 2.5% indicated to a very low extent.

This reveals that as per the findings, management skills greatly influenced the implementation of OVC projects. The respondents were further asked to indicate the extent of influence of various aspects of management skills on implementation of OVC projects. Their responses were presented in table 5.

**Table 5: Aspects of Management Skills**

<b>Management Skills</b>	<b>Mean</b>	<b>Std. Dev.</b>
Leadership	4.03	0.58
Control	3.58	0.65
Staff motivation	4.05	0.68
Monitoring & evaluation	3.68	0.71
<b>Average</b>	<b>3.83</b>	<b>0.65</b>

From the findings, the respondents indicated that staff motivation as illustrated by a mean of 4.05 and leadership as shown by a mean of 4.03 influenced the implementation of OVC projects in study area to a very great extent. The respondents also indicated that monitoring & evaluation as represented by a mean of 3.68 and control as shown by a mean of 3.58 influenced the implementation of OVC projects to a great extent. These findings concur with Turner et al. (2010) who posit that an effective management understands the inner workings of their organizations and know enough about their products/services to hold intelligent conversations with customers, stakeholders, suppliers, and functional leaders within the organization.

The researcher required opinions on how the above aspects of management skills influence orphans and vulnerable children projects. The respondents indicated that; good leadership encourages meeting projects' objectives, employing of M&E enhances sticking to schedules, budgets and assessing risks and that good management skills initiates successful completion of the project.

### 4.3. Effective planning

The study required to establish the influence of effective planning on implementation of orphan and vulnerable children projects. The researcher asked the respondents to indicate the extent of influence of effective planning on implementation of orphans and vulnerable children projects. Their answers were as recorded in table 6.

**Table 6: Extent of effective planning influence OVC projects in Jimma town**

Aspects	Frequency	Percent
Very low extent	5	3.2
Low extent	7	4.5
Moderate extent	30	19.1
Great extent	49	31.2
Very great extent	66	42
<b>Total</b>	<b>157</b>	<b>100</b>

As per the findings, 42.0% of the respondents indicated that effective planning influences the implementation of orphans and vulnerable children projects to a very great extent, 31.2% indicated to a great extent, 19.1% indicated to a moderate extent, 4.5% indicated to a low extent while 3.2% indicated to a very low extent. This is in line with Hermano, Lopez - Paredes, Martín-Cruz and Pajares (2013) who reviewed in their study that planning is a plausible explanation for the success of development projects since set targets are met due to effective planning. The respondents were required to indicate the extent to which various aspects of effective planning influence the implementation of OVC projects. The results are as shown in table 7.

**Table 7: Aspects effective planning**

<b>Aspects</b>	<b>Mean</b>	<b>Std. Dev.</b>
Work breakdown structure	3.87	0.88
Annual plan/strategic plan	3.99	0.84
Fast deployment	4.19	0.64
Ease of staffing	4.03	0.80
Scheduling	3.66	0.66
Resource allocation	3.85	0.61
<b>Average</b>	<b>3.93</b>	<b>0.73</b>

From the table, it was clear that the respondents indicated that fast deployment and ease of staffing as shown by means of 4.19 and 4.03 respectively influenced the implementation of OVC projects to a very great extent. The respondents further indicated that; annual plan/strategic plan as shown by a mean of 3.99, work breakdown structure as shown by a mean of 3.87, resource allocation as shown by a mean of 3.85 and scheduling as shown by a mean of 3.66 influenced the implementation of OVC projects to a great extent. This concurs with the process of project planning and implementation is able to resolve inherent challenges ranging from conceptual differences about the projects if there are well thought out and capture proper technical and economic considerations.

#### 4.4. Accountability

The study required to determine the influence of accountability on implementation of Orphan and Vulnerable Children Projects. The researcher requested the respondents to indicate the extent to which accountability influence the implementation of orphans and vulnerable children projects. Their responses were as shown in table 8.

**Table 8: Extent of accountability influence on OVC projects in Jimma town**

Aspects	Frequency	Percent
Very low extent	9	5.7
Low extent	7	4.5
Moderate extent	10	6.4
Great extent	74	47.1
Very great extent	57	36.3
<b>Total</b>	<b>157</b>	<b>100</b>

The findings reveal that 47.1% of the respondents indicated that accountability influence the implementation of orphans and vulnerable children projects to a great extent. 36.3% indicated to a very great extent, 6.4% indicated to a moderate extent, 5.7% indicated to a very low extent and 4.5% indicated to a low extent. These results are in conformity with Project Times (2012) who noted that without accountability which is difficult to achieve, there is no need or reason to lead a project or be on a project team as it was definitely fail.

The researcher asked the respondents to indicate the extent in which various aspects of accountability influence the implementation of orphans and vulnerable children projects. The findings were as shown on table 9.

**Table 9: Aspects of accountability**

<b>Aspects</b>	<b>Mean</b>	<b>Std. Dev.</b>
Transparency	3.72	0.67
Oversight	3.57	0.60
Information stewardship	3.56	0.63
Interoperability with existing frameworks	4.21	0.68
Relevant data protection	3.85	0.61
<b>Average</b>	<b>3.78</b>	<b>0.63</b>

On the extent of influence aspects of accountability has on the implementation of OVC projects, the respondents indicated that interoperability with existing frameworks influenced to a very great extent as shown by a mean of 4.21. Further, the findings revealed that; relevant data protection legal as shown by a mean of 3.85, transparency as shown by a mean of 3.72, oversight as shown by a mean of 3.57 and information stewardship as shown by a mean of 3.56 influence to a great extent. This is to ensure that accountability for project management; project tasks must be considered first priority to day-to- day responsibilities. The respondents gave their opinions on how the above aspects of accountability influence orphans and vulnerable children projects. The respondents indicated that proper communication ensures that the staffs clearly understand the priority of the project reduces cases of corruption and enables interaction among various groups.



## 4.5. Project Characteristics

The study sought to establish how project characteristics influence implementation of orphan and vulnerable children projects. The researcher requested the respondents to indicate the extent to which project characteristics influence the implementation of orphans and vulnerable children projects. Their responses were as shown in table 10.

**Table 10: Extent of project characteristics influence on OVC projects in Jimma town**

Aspects	Frequency	Percent
Very low extent	7	4.5
Low extent	2	1.3
Moderate extent	10	6.4
Great extent	72	45.9
Very great extent	66	42
<b>Total</b>	<b>157</b>	<b>100</b>

From the findings, 45.9% of the respondents noted that project characteristics influence the implementation of orphans and vulnerable children projects to a great extent, 42.0% indicated to a very great extent, 6.4% indicated to a moderate extent, 4.5% indicated to a very low extent and 1.3% indicated to a low extent. This is that project characteristics do influence implementation of projects since they have different characteristics based on the sector it is being undertaken.

The researcher requested the respondents to indicate the extent to which aspects of project characteristics influence the implementation of orphans and vulnerable children projects. This was illustrated in table 11.

**Table 11: Aspects of project characteristics**

<b>Aspects</b>	<b>Mean</b>	<b>Std. Dev.</b>
Duration	4.04	0.65
Value	3.97	0.75
Staff skills	3.62	0.81
Materials	3.54	0.70
Phases	4.24	0.72
<b>Average</b>	<b>3.88</b>	<b>0.56</b>

The findings show that the respondents indicated that phases as shown by a mean of 4.24 and duration as shown by a mean of 4.04 influences the implementation of orphans and vulnerable children projects to a very great extent. The respondents indicated that value as shown by a mean of 3.97, staff skills as shown by a mean of 3.62 and materials as shown by a mean of 3.54 influence implementation of orphans and vulnerable children projects to a great extent. This is that a successful project is the one which is complete within the time frame, the quality is acceptable and the client/customer is pleased with the project and there is no active liability such as law suits. The respondents gave their opinions on how the above aspects of project characteristics influence the implementation of orphans and vulnerable children projects.

The respondents noted that the project should initially expect profit; projects should be completed within finite time duration and have a specific start date and phase overlap attempts to shorten the overall project duration.

## 4.6. Implementation of orphans and vulnerable children projects

The study sought to establish the trend of the aspects of orphans and vulnerable children projects implementation for the last five years. The findings were as illustrated on table 12.

**Table 12: Aspects of OVC projects in Jimma town**

ASPECTS	MEAN	STD. DEV.
Desired quality of projects	4.25	0.90
Operations within Budget	3.89	0.84
Efficiency	4.12	0.97
Sustainability	3.79	0.68
Effectiveness	4.04	0.63
Timely completion of project	3.95	0.77
Community satisfaction	3.99	0.71
<b>Average</b>	<b>4.00</b>	<b>0.78</b>

According to the table, the respondents indicated that the desired quality of projects as represented by a mean of 4.25, efficiency as illustrated by a mean of 4.12 and effectiveness as shown by a mean of 4.04 had greatly improved. The respondents further indicated that community satisfaction as shown by a mean of 3.99, timely completion of project as shown by a mean of 3.95, operations within budget as shown by a mean of 3.89 and sustainability as shown by a mean of 3.79 had also improved for the last five years. These findings are the criteria of project implementation for the project will be cost, time and quality which are basic elements of project success.

## 4.7. Regression Analysis

The following regression outputs the beta coefficient may be negative or positive; beta indicates that each variables level of influence on the dependent variable. P-value indicates at what percentage or precession level of each variable is significant. R square values indicate the explanatory power of the model and in this study. This section presents the findings of multiple linear regression analysis in terms of model summary, regression analysis of variance (ANOVA) and the coefficients of determination table. The researcher conducted a multiple linear regression (MLR) model so as to quantify factors influencing implementation of orphan and vulnerable children projects. The findings were displayed in table 13, 14 and 15.

**Table 13: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.862	0.744	0.737	0.521

The findings show that the adjusted R square was 0.737 which implied that the independent variables selected for the study (management skills, effective planning, accountability and project characteristics) accounted for 73.7% of the variations in implementation of orphans and vulnerable children projects. According to the test model, 26.3% percent of the variation in implementation of orphans and vulnerable children projects could not be explained by the model. Therefore, further studies should be done to establish the other factors influencing implementation of orphan and vulnerable children projects.

**Table 14: ANOVA Results**

<b>Model</b>	<b>Sum of Squares</b>	<b>d/f</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	121.946	4	30.487	110.282	.000
Residual	42.019	152	0.276		
Total	163.965	156			

From the findings, the probability value of the test model was 0.000 and F-calculated was 110.282. This indicates that the overall test model was significant in predicting the factors influencing implementation of orphan and vulnerable children projects since the p- value was less than 0.05 and F-calculated was greater than F-critical which was 2.372.

**Table 15: Regression Coefficients of Determination**

	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	1.236	0.255		4.847	.000
MS	0.722	0.293	0.701	2.464	.018
EP	0.789	0.144	0.765	5.479	.000
A	0.733	0.239	0.711	3.067	.004
PC	0.824	0.288	0.799	2.861	.007

From the study results, the resultant regression equation was:  $Y = 1.236 + 0.722 X_1 + 0.789 X_2 + 0.733 X_3 + 0.824 X_4$ . As per the equation, it was revealed that if all factors of the study are held constant, then the implementation of orphans and vulnerable children projects will be 1.236.

Further, if the other factors are held constant, an increase in management skills would increase the implementation of orphans and vulnerable children projects by 0.722. This variable was found to be significant since its p-value=0.018 was less than 0.05. These findings posit that the role of managing projects is very involving and project managers must oversee project member permanently attached to the project office and subject matter experts from the organizations functional, technical and support personnel.

The findings also revealed that if the other variables were held constant at zero, then a unit change in effective planning would lead to a 0.789-unit change in implementation of orphans and vulnerable children projects. This variable was found to be significant since its p-value was 0.000 and was less than 0.05. This notes that planning when done effectively have been known to lead to success of projects using all the parameters of time, cost and quality.

Moreover, the researcher revealed that the implementation of orphans and vulnerable children projects own increases by 0.733 if there is an increase in accountability when other variables are held at constant zero. This variable is significant because its p-value was 0.004 and was less than 0.05. The findings relate to project times, noted that without accountability which is difficult to achieve, there is no need or reason to lead a project or be on a project team as it will definitely fail.

Additionally, the researcher indicated that an increase in project characteristics would increase the implementation of orphans and vulnerable children projects by 0.824 if other variables are held constant at zero. This variable is significant because its p-value (0.007) was less than 0.05. This affirms that project characteristics do influence implementation of projects since have different characteristics based on the sector in which is being undertaken.

Overall, the researcher revealed that project characteristics had the greatest influence on the implementation of orphans and vulnerable children projects, followed by effective planning, then accountability while management skills had the least effect on the implementation of orphans and vulnerable children projects. The study therefore reveals that all variables were significant.

## **4.8. DISCUSSIONS**

This section presents the discussion the findings where the results were linked to the literature review. The study focused on four factors that include management skills, effective planning, accountability and project characteristics.

### **4.8.1. Implementation of Orphans and Vulnerable Children Projects**

As Lim and Mohammed (2012) note that the criteria of project implementation for the project will be cost, time and quality which are basic elements of project success. To ensure the effectiveness and conformity of quality performance, the specification of quality requirements should be clearly and explicitly stated in design and contract documents.

Satisfaction of the clients, tight deadlines, adherence and marshal limited or sometime non-existing resources to get the job done while shepherding, motivating and cajoling a diverse universe of personalities up and down the organization chain. Responsibility without authority is a major problem when having team members having dual reporting structure; the project manager may find it difficult to extent influence over the team members. Some of the overriding factors leading to successful project implementation include technical credibility and the ability to use a systems approach for completing tasks that met performance standards on time and within planned costs.

### **4.8.2. Effective planning**

Effective planning is considered to contribute to the achievement of projects using all the time, price and performance parameters. The process of project planning and implementation is

able to resolve inherent challenges ranging from conceptual differences about the projects if there are well thought out and capture proper technical and economic considerations.

A project plan should have the necessary basic information obtained through sufficient investigation and surveys to adequate project monitoring throughout the project lifecycle and in-depth evaluation exercise.

An effective plan is achieved through listening and considering the views and requirements of beneficiaries during the planning process. This is because poor planning, lack of experience among the executing teams, scope creep, change in project design, project complexity and fraudulent practices may result in budget overruns. Through effective project planning near accurate timelines and budget estimates will be achieved. (Golini and Landoni, 2013).

Project planning enables efficient allocation and use of available resources. Developing the work breakdown structure and cost breakdown structure and making the necessary adjustments along the way requires detailed planning to ensure a project is moving towards achievement of pre-set objectives. Kerzner (2009) argues that the risks associated with poor planning necessitate that the planning exercise be as meticulous as possible to enable the project achieve success.

### **4.8.3. Management skills**

From the findings, staff motivation had the greatest influence. According to Lloyd and Walker (2011), successful project managers know how to motivate people who do not work for them, and keep teams working effectively together. The project manager should understand the inner workings of their organizations and know enough about their products/services to hold intelligent conversations with customers, stakeholders, suppliers, and functional leaders within the organization. They should be excellent listeners, and view exchanges with the above groups as learning opportunities

Effective management skills involve coaching or supporting leadership styles. The management should use their conceptual skills to make points that are proactive, and oriented



towards efficiency. Morris (2009) notes that supporting leadership is reflective of project managers who use their conceptual skills, are orientated toward efficiency, proactive, self-confident, good communicators, and team builders (managing group process), make use of socialized power, develop others, and have stamina and adaptability.

#### **4.8.4. Accountability**

Project tasks must be considered first priority to day-to-day responsibilities in order to ensure accountability for project management. The project management team needs to think through the potential conflict, determine priorities and communicate clearly upfront despite having well written document with tasks and accountabilities. Setting expectations, tracking progress and integrating performance management process is important.

As stated by Lloyd et al. (2011), Accountability helps to deliver projects results which outperform those projects without one and thus accountability play a vital role in ensuring success. Specifically, accountability aims at addressing the corruption that has become associated with a system where individuals buy political power using money stolen from public coffers.

#### **4.8.5. Project characteristics**

A successful project is the one which is complete within the time frame, the quality is acceptable and the client/customer is pleased with the project and there is no active liability such as law suits. Completion of projects within specified quality which is indicated by materials and equipment furnished to be of the specified parameters and to perform as expected.

Profitable projects have a characteristic of effective cost control which ensures the project meet or are under the estimated costs. Ojo and Olaniyan (2012), note that the success of project also directly relates to safety and well-being of the personnel working in the project.

Project characteristics have been identified as major causes of in accurate cash flow prediction which makes it exposed to more risk, the extent of its impact is a major concern to the project's cost professionals. Project duration also has effect on its successful completion especially those projects with technical complexity and communication complexity.

# CHAPTER – FIVE

## 5. SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

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### 5.1. Summary of the Findings

The study sought to assess the influence of management skills on implementation of orphan and vulnerable children projects. The study found that management skills greatly influenced the implementation of OVC projects. This was clear as aspects of management skills such as; staff motivation and leadership were found to influence the implementation of OVC projects to a very great extent. Also, monitoring & evaluation and control were found to influence the implementation of OVC projects to a great extent.

On effective planning, the study sought to establish its influence on implementation of orphan and vulnerable children projects. The findings revealed that effective planning influenced the implementation of OVC projects a very greatly. Further, the study found that fast deployment and ease of staffing influenced the implementation of OVC projects to a very great extent. The study also found that annual plan/strategic plan, work breakdown structure, resource allocation and scheduling influenced the implementation of OVC projects to a great extent.

The study sought to determine the influence of accountability on implementation of Orphan and Vulnerable Children Projects. From the aspects of accountability, the study found that interoperability with existing frameworks influenced the implementation of OVC projects to a very great extent. Further, the findings revealed that; relevant data protection legal, transparency, oversight and information stewardship influence the implementation of OVC projects to a great extent.

The study sought to establish how project characteristics influence implementation of orphan and vulnerable children projects. The findings on the aspects of project characteristics reveal that phases and duration influence the implementation of orphans and vulnerable children projects to a very great extent.

The study found that value, staff skills and materials influenced implementation of orphans and vulnerable children projects to a great extent. The study also sought to determine the trend of orphans and vulnerable children projects for the last five years where the study found that; the desired quality of projects, efficiency and effectiveness had greatly improved. The study also found that community satisfaction, timely completion of project, operations within budget and sustainability had also improved.

## **5.2. Conclusion**

The study concludes that management skills have a strong and positive effect on the implementation of orphans and vulnerable children projects. The study concludes that monitoring and evaluation influenced performance of OVC projects significantly and hence facilitates negotiations and identification of gaps and suggesting the way forward. The study concludes that staffs need to be motivated so as to keep teams working effectively together.

The study also concludes that effective planning has strong and positive influence on the implementation of orphans and vulnerable children projects. It further deduces that an effective plan is achieved through listening and considering the views and requirements of beneficiaries. Further, it concluded that planning enhances efficient allocation and use of available resources.

The study concluded that accountability has a strong and positive significance on the implementation of orphans and vulnerable children projects. The study also concluded that accountability helps to deliver projects results which outperform those projects without one and thus accountability play a vital role in ensuring success. The study concludes that accountability aims at addressing the corruption.

The study concluded that project characteristics have a strong and positive influence on the implementation of OVC projects. The study concluded that project characteristic affects the predictability of cash flow in the project and further that the project duration has effect on its successful completion especially those projects with technical complexity and communication complexity.

### 5.3. Recommendation

The study recommends that project managements should devote their support to the projects to ensure that all the resources needed for implementation of the project are available. The management must continue to communicate with all the stakeholders during implementation of the project so as to get their support. The study also recommends that the management's major role should include motivating and directing the project team so that they can work towards the attainment of project goals.

The study revealed that project monitoring greatly affects implementation of OVC projects. This study, therefore, recommends there should exist capacity building on monitoring and evaluations guidelines with more emphasis on reporting and participatory M&E. This will enhance effective assessment of results which enhances the implementation of the OVC projects. The county government should allocate sufficient funds to projects and ensure there is independency in utilization of the funds. The study further recommends that management in OVC projects in study area should ensure that they employ and deploy qualified and competent individuals for project monitoring process. In addition, they should employ monitoring/supervision mechanism, to allow efficiency in project implementation.

The study recommends that county government should improve integrated communications plan to improve project implementation. The content of such communications plan should include clear explanation of what new responsibilities, tasks and duties need to be performed by the affected implementers. This will enhance communication of change during and after an organizational change on organizational developments to all levels in the appropriate manner.

The study recommends that the project management office or committee should continuously assess stakeholder interests; this will help to promote their buy-in and eliminate intergroup conflicts thereby improving project performance. The study also recommends that stakeholders should be included in all pre-implementation and inception meetings as well as their views being incorporated in planning and execution.

This will increase the acceptability and create a bridging social investment for the health projects, well as enriching the project with more ideas.

Further, the study recommends that the management team should be trained on leadership styles which were found to influence coordination of the OVC project management team. This will in turn create an environment where the projects can be carried out successfully. This can be done through workshops and also leaders related seminars to enlighten the leaders on how to carry the projects as well managing their teams.

The study finally recommends that the community should be sensitized to be heavily involved in these projects. This can be done through including them as the stakeholders of the projects as well as allowing them to contribute to the projects hence improving the performance of the projects.

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**APPENDICES**  
**JIMMA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**COLLAGE OF BUSINESS AND ECONOMICS**

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This questionnaire is prepared to collect data about assessing factors influencing implementation of orphan and vulnerable children (OVC) projects by home based care program. The data collected is confidential and was only used for analysis of the study and not for any other purpose. This questionnaire consists of different sections and measured in five points Likert scale.

**Research Questionnaire**

Kindly answer the following questions by writing a brief answer or ticking on the boxes provided.

**Part One: Background information**

1. Please indicate your gender?

A. Female \_\_\_\_\_ B. Male \_\_\_\_\_

2. Please indicate your age?

A.25-30 B.30-35 C.35-40 D.40-50

3. Which is your highest level of education?

A. Post graduate B. Undergraduate C. Diploma D. Certificate

E. any other (specify).....

## Part Two: Management skill

4. To what extent management skills influence orphans and vulnerable children projects?

A. Very great extent   B. Great extent   C. Moderate extent   D. Low extent   E. Very low extent

5. To what extent do the following aspects of management skills influence orphans and vulnerable children projects?

Aspects	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
leadership					
Control					
Staff motivation					
Monitoring and evaluation					

6. In your own opinion, how do the above aspects of management skills influence orphans and vulnerable children projects?

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.....

### Part Three: Effective planning

7. To what extent do you think effective planning influence orphans and vulnerable children projects?

A. very great extent B. great extent C. moderate extent D. low extent E. very low extent

8. To what extent do the following aspects of effective planning influence orphans and vulnerable children projects?

Aspects	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Work breakdown structure					
Annual plan/strategic plan					
Fast deployment					
Ease of staffing					
Scheduling					
Resource allocation					

9. In your own opinion, how do the above aspects of effective planning influence orphans and vulnerable children's projects?

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## Part Four: Accountability

10. To what extent does accountability influence orphans and vulnerable children projects?

A. very great extent B. great extent C. moderate extent D. low extent E. very low extent

11. To what extent do the following aspects of accountability affect orphans and vulnerable children projects?

Aspects	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Transparency					
Oversight					
Information stewardship					
Interoperability with existing framework					
Relevant data protection legal					

12. In your own opinion, how do the above aspects of accountability influence orphans and vulnerable children projects?

.....

.....

## Part Five: Project characteristics

13. To what extent do project characteristics influence orphans and vulnerable children projects?

A. very great extent B. great extent C. moderate extent D. low extent E. very low extents

14. To what extent do the following aspects of project characteristics influence orphans and vulnerable children projects?

Aspects	Very great extent	Great extent	Moderate extent	Low extent	Very low extent
Duration					
Value					
Staff skills					
Materials					
phases					

15. In your own opinion, how do the above aspects of project characteristics influence orphans and vulnerable children projects?

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## Part Six: Implementation of orphans and vulnerable children projects

16. What is the trend of the following aspects of orphans and vulnerable children projects for the last five years?

Aspects	Greatly decreased	Decreased	Constant	Improved	Greatly improved
Desired quality of projects					
Operations within budgets					
efficiency					
sustainability					
Effectiveness					
Timely completion of projects					
Community satisfaction					

***Thank you for your cooperation!!!!***