



The Factors Influencing The Effectiveness of Community Based Organisations (CBO's) In Project Implementation In Zambia (Case Study of Kasama District).

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ACRONYMS

ADS – Area Development Scheme
CBOs – Community Based Organisations
CHAZ – Churches Health Association of Zambia
CAWC – Community Welfare Association Committees
CBEs – Community Based Enterprises
DATF – District AIDS Taskforce
EPM - Environmental Planning and Management
FBOs – Faith Based Organisations
GRZ – Government of the Republic of Zambia
HCOs – Health Care Organizations
HDs – Health Departments
IFAD - International Fund for Agriculture Development
LCC – Lusaka City Council
PTA – Parents and Teachers Association
MCDSS – Ministry of Community Development and Social Services
NGOs – Non-governmental organisations
PWAS – Public Welfare Assistance Scheme
PrEP - Pre-Exposure Prophylaxis
NGOCC – Non-governmental Coordinating Committee
OVCs – Orphaned and Vulnerable Children
USaids – United States Agency for International Development
VSO – Voluntary Services Overseas
VOSESA – Volunteer and Service Enquiry Southern Africa
NAC – Zambia national HIV/AIDS/STI/TB council
SADC – Southern Africa Development Countries
SCP – Sustainable Cities Programme
SLP – Sustainable Lusaka Programme
SYB – Start Your Business
SWAAZ – Society for Women and AIDS in Zambia
UN – United Nations
UNCHS – United Nations Center for Human Settlements
UNEP - United Nations Environment Programme

ABSTRACT

The evolution of Community Based Organizations in recent years especially in developing countries has reinforced the view that these grass root organizations are more effective in addressing local needs than larger charitable organizations due to their penetration, networks and perceived neutrality in their areas of operations. As a consequence, many international non-governmental organizations are increasingly relying on CBOs to access the community, hence, in most cases partnering with them for greater developmental outreach (Fisher, 2002). CBOs are often non-profit organizations particularly service agencies that are located in and provide essential services to neighbors and communities. They include parents and teachers associations (PTAs), sports clubs, church groups, school management committees (SMCs) and even youth and women groups formed for a particular need in society and many others. Within Community Based Organizations there are many variations in terms of size and organizational structure. Some are formally incorporated, with a written constitution and a board of directors (also known as a committee), while others are much smaller and more informal. Other civil society structures, for example, took the form of street committees and people's courts (Motala and Husy, 2001). Community Based Organizations (CBOs) are said to be better placed than the other players in community development. As such participation of people is more rigorous and more authentic because they are based right at the community. Since they are less structured, they are very flexible and can easily adapt to changes (De Beer and Swanepoel, 1998).

The purpose of this research was to bring out the factors that influence the effectiveness of Community Based Organisations (CBOs) in project implementation in Zambia. There was need to understand the factors that influence the effectiveness of CBOs because the position of the CBOs in the community is strategic and if they were supported they stand to be the best drivers of the fight against poverty in the country.

This study adopted an analytical research design consisting of both qualitative and quantitative research. The population for this study comprised of all CBOs registered by the Ministry of Health under the Zambia National HIV/AIDS/ TB Council (NAC) in Kasama District and had been operational in the last three years. According to Kasama District AIDS Tasks force (DATF) directory 2013-2017, there were 60 registered CBOs. The study targeted the Chairpersons (leaders) of CBOs and general members of CBOs in the target communities. The sample frame was 60 CBOs registers. In order to collect qualitative data key informants were interviewed using scheduled semi structured interviews. The key informants were the CBOs' chairpersons (leaders). In order to collect quantitative data a sample of CBOs' general membership was interviewed using scheduled structured interviews. In this research a sample of 10 CBOs was selected from the 60 registered CBOs. And 10 CBO leaders were interviewed. From each CBO general membership a sample of five (5) members was selected as respondents, this translated into 50 respondents. A total research sample size was 60 respondents. The criterion used in the sampling of CBOs was probability simple random sampling. Chairpersons (leaders) of the CBOs

were selected based on the selection of their CBOs using purposeful non-probability sampling technique. Quantitative research data was analyzed using computer based packages, Excel and Stata while qualitative data was analysed through comparison and contrasting.

The study used the effectiveness in project implementation in terms of the ability to benefit the target group as a dependent variable and independent variables (variables influencing the effectiveness of CBOs in project implementation) were community participation, reliability of the source of income, management style, capacities in monitoring and evaluation of projects. The research findings showed that community participation in project implementation had an influence on their ability to benefit from such projects thereby showing signs of these activities and projects being effectively implemented. Findings also showed that the reliability of the source of income may not have an effect on the effectiveness of project implementation by CBOs. Considering the sources and major sponsors of the CBOs findings showed that most organisations were vulnerable financially as their existence depended on the external donors and recurring projects and activities failed or were bound to fail at some point in time after donors withdrew/withdraw. Findings further showed that the most effective management style to ensure effective implementation of the projects and activities by CBOs to the benefit of the target group was when the executive members (management team) were major decision makers. Findings also show that all CBOs were ill equipped in terms of monitoring and evaluating organizational activities and projects as project evaluations were done by qualified external evaluators funding agencies.

From the discussion and conclusion the research recommended to both CBOs and the various stakeholders that target group (community) participation must be enhanced in CBOs management in order to make the activities and projects implemented by these CBOs more effective to their benefit. Most CBOs need to change their project and activities funding approaches from that of donor dependence approach to that of Income Generating Activities (IGA) approach in order to be effectively implementing all their activities and projects regardless of the source of funds and finally that there is need to build capacities in all the CBOs in monitoring and evaluation of projects since most CBOs lacked these capacities.

CHAPTER ONE

INTRODUCTION

This paper is divided in four chapters. Chapter one presents a background to the research problem. It then situates and articulates the research problem. It then highlights the research objectives, research questions and the significance of the study. Chapter two highlights literature review on the factors influencing the effectiveness in operations of the Community based Organisations (CBOs), theoretical framework, personal critique and establishment of the gap. Chapter three outlines the research methodology, triangulation, and ethical consideration, scope of the study and limitation of the study. And finally chapter four presents data analysis, under this it outlines presentation of findings, interpretation and discussion of findings, conclusion, implications and finally a recommendation.

BACKGROUND

The State has been the key player in the social and economic development of a country for a long time. Over time, non-governmental organizations came in to play a role in development after noting that there were gaps in the way government was conducting its development initiatives. Community Based Organizations (CBOs) are said to be better placed than the other players in community development. As such participation of people is more rigorous and more authentic because they are based right at the community. Since they are less structured, they are very flexible and can easily adapt to changes (De Beer and Swanepoel, 1998).

The evolution of Community Based Organizations in recent years especially in developing countries has reinforced the view that these grass root organizations are more effective in addressing local needs than larger charitable organizations due to their penetration, networks and perceived neutrality in their areas of operations. As a consequence, many international non-governmental organizations are increasingly relying on CBOs to access the community, hence, in most cases partnering with them for greater developmental outreach (Fisher, 2002).

CBOs are often non-profit organizations particularly service agencies that are located in and provide essential services to neighbors and communities. They include parents and teachers associations (PTAs), sports clubs, church groups, school management committees (SMCs) and even youth and women groups formed for a particular need in society and many others.

According to Wanjohi (2010), CBOs are civil society non-profit organizations that operate within a single local community. They are essentially a subset of the wider group of non-profit making organizations. Within Community Based Organizations there are many variations in terms of size and organizational structure. Some are formally incorporated, with a written constitution and a board of directors (also known as a committee), while others are much smaller and more informal. Other civil society structures, for example, took the form of street committees and people's courts (Motala and Husy, 2001).

Modern CBOs emerged following the American Civil War. There was a rapid rise in the number of charitable agencies designed to lend assistance to those displaced, disabled, or impoverished by the war. Many of these organizations were progressive in philosophy even by the standards of the early twenty-first century, and they provided services to or activities for, children and teens (Fisher, 2002). The late 1800s also saw an expansion of the public school system, along with the creation of hundreds of orphanages, hospitals, settlement houses, and other charity services. Due to the rapid rise of such organizations, and a lack of government oversight, the distribution and coordination of services soon became problematic (Speer and Perkins, 2002).

From the late 1980s, Zambia has witnessed increased proliferation of organisations carrying out non-profit work. The last three decades has witnessed unprecedented growth in number and activities of these organisations. The volume of resources controlled by the sector has also grown, if activities carried out by non-profits are anything to go by (Walsh et al, 2012). In Zambia there are about 1 305 NGOs registered with the Registrar of Societies (April 2006). Of these, 1 077 are urban and 228 are rural and 418 focused on OVCs (Orphans and Vulnerable Children in Zambia: 2004 Situation Analysis). 109 NGOs and CBOs are members of the Non-Government Organisation Coordinating Council. 56 are CBOs while 53 are NGOs, of these, 24 are based in rural areas (NGOCC, 2012). There are 5 506 Community Welfare Committees (CWC) operating under the Public Welfare Assistance Scheme (PWAS), a national government initiative. And there are approximately 1 925 community schools run by NGOs, CBOs, churches and ad hoc committees (Orphans and Vulnerable Children in Zambia: 2004 Situation Analysis). In essence, there are well over 8000 CBOs in Zambia.

Most of these organizations are membership based organizations that offer services to their members as much as they give back to the society. They are often non-profit organizations which

are based locally within the communities and they play a critical role in creating a ground for individuals to share their problems and resources in a manner meant to edify the community (Dave, 1991). CBOs works through people centered modes of development such as availability of micro-finance, community participation in development ensuring community health education and infrastructure improves over time (Clark, 1999).

Clark (1999) indicates that CBOs are so entwined in communities that it is easy to miss the impact they have on daily life. Consider the organizations with which people come into regular contact – churches, day-care centers, arts programs, human services, youth centers, and the many groups that work to improve the quality of life in communities but can remain quite un-noticed. Thus, nonprofits are an essential feature of civic and economic life today. They are the “connecting points” between people from different backgrounds and ages, people and opportunities, and people and other sectors. Community-based nonprofits are the basic glue for these connections and therefore are important in providing services, triggering and sustaining civic spirit and volunteerism, and supporting local economies. These kinds of linkages make this sub-sector a sort of buffer, or safety-net, for the effects of inequality and poverty in the state for thousands of children and families, and other groups (Young, 2000).

Mkutu (2011) views CBOs as a spontaneous reaction by a group of residents to a particular adverse situation or opportunity in the community or environment. The urge to exploit the need in the community is what leads to the success. Pathfinder International (2007) report states that successful CBOs provide Home Based Care utilizing community Implement package of orphans services including psychosocial support, school fees and clothing, food, linkages vocational or life skills training older youth, and food security caregivers, perform advocacy activities, facilitate support groups, parents, guardians, and teachers. The concept of developing collaborative partnerships with community-based organizations (CBOs) is based on the community psychology perspective of forming reciprocal, non exploitative partnerships with community members. This will lead to the success of CBOs (Okumu, 2012). According to the Ministry of Health report (2010), CBOs have bridged the gap in providing Home Based Care for HIV/AIDS patients which has reduced death rates by 7% in Kenya. United States Agency International Development(USAid) CBO impact assessment report (2011), states that households participating in the CBO program were significantly more likely to participate regularly in

savings groups and borrow money than households in the other study groups. With this background on the usefulness of CBOs to the community this research was intended to find out the factors influencing the effectiveness of Community based Organisations (CBOs) in project implementation in Zambia.

2.0 STATEMENT OF THE PROBLEM

Community Based Organisations are often non-profit organizations which are based locally within the communities and they play a critical role in creating a ground for individuals to share their problems and resources in a manner meant to edify the community (Dave, 1991). Moreover, these organizations serve to bridge the gap between the 'haves' and the 'have-nots' of the society and their main sources of finance are contributions from the members of the organization, society and donors (Wanjohi, 2010). However, the CBOs in other countries in Africa like Kenya, Nigeria and Uganda are experiencing a myriad of problems that include ineffective boards, absence of strategic planning activities, poor recording practices, lack of necessary policies and procedures, high turnover of employees and volunteers and dependence on a limited number of funding sources (Padilla, Staplefoote & Morganti, 2012). Typically CBOs are reliant on donations from their members, the local community and at times sponsorship from government and businesses. Some get their funding from international donors such as agencies, religious organizations and even individuals (Hendrickse, 2008).

CBOs have increasingly become the key target group for implementing development projects at the grass root level which meets people's needs. Consequently, providing access to services is not only considered a pre-condition for poverty alleviation, but also considered as a strategy for empowering communities (Karanja, 1996). It is expected that by the year 2030, Zambia will be transformed into a newly industrialized nation. If the country has to make this leap, then the CBOs and other non-governmental organizations are expected to play a key role in this transformation.

In Zambia, the full potential of the CBOs has yet to be tapped due to lack of information on some of the existing constraints facing CBOs. CBOs have projects that are supposed to generate income to fund their operations and also meet the needs of their beneficiaries. Most do not meet this requirement due to challenges in their financial management practices, governance, project

management practices and community participation. Lopes (2002), states that Community-Based Organizations' contribution to the economic development have been problematic because these organizations have challenges in their organizational structures, management of their financial resources and staff motivation. Khattak and Khan (2008) on the other hand argue that while CBOs in India are engaged in many economic activities that serve to increase the level of disposable income in local areas, it is however noted that 73% of the federal government grants that CBOs handle are mismanaged due to poor governance of the organizations. Alesina and La Ferrara (2002) reviewed projects implemented by CBOs in U.S.A localities and found they were performing poorly due to low participation by community members. Kleemeier (2000) examined water projects managed by CBOs in South Africa and found 63% of them are performing poorly due to financial mismanagement. In a case based evaluation of community based project in Jamaica and Nicaragua conducted by World Bank (2002) Operations and Evaluation Department found poor governance lead to failure of 38% of the projects.

With the increasing levels of donor interest and funding, CBOs need to be more accountable and improve in their effectiveness in project implementation practices because they are flexible, less bureaucratic, more responsive and closer to the people. In particular, effectiveness in project implementation practices such as management skills, project monitoring and evaluation and community participation are essential in not only meeting the donor objectives but also building their confidence and promoting community and national development. There is a gap in information on the performance and challenges facing CBOs. The importance of and challenges facing CBOs in this endeavor was thus necessary for further scholarly investigation. This study investigated the factors influencing the effectiveness of Community based Organisations (CBOs) in project implementation in Zambia.

3.0 PURPOSE OF THE STUDY

This research was intended to bring out the factors that influence the effectiveness of Community Based Organisations (CBOs) in project implementation in Zambia. There was need to understand the factors that influence the effectiveness of CBOs because the position of the CBOs in the community is strategic and if they were supported they stand to be the best drivers against poverty in the country. This study focused on investigating and assessing these factors that

impinge on the effective service delivery of the CBOs. It was just important that these factors were brought out and revealed to the stakeholders.

4.0 RESEARCH OBJECTIVES.

4.1 General Objective.

The general objective of this research was to find out the factors influencing the effectiveness of Community based Organisations (CBOs) in project implementation in Zambia.

4.2 Specific Objective.

- i. To determine whether community participation affects the effectiveness of the CBOs in project implementation.
- ii. To ascertain the abilities (capacities) of CBOs in Project monitoring and evaluation.
- iii. To find out whether the reliability of the source of funds for the CBO influence the CBOs' effectiveness in project implementation.
- vi. To establish the management styles in CBOs and their effect on the effectiveness of CBOs.

5.0 RESEARCH QUESTIONS

The following were the research questions that were asked to investigate the factors influencing the effectiveness of Community based Organisations (CBOs) in project implementation;

- i. Does the level of community participation affect the impact of projects implemented by CBOs on the target group?
- ii. Does the reliability of the CBOs' source of income affect its effectiveness in project implementation in terms of benefiting the target groups?
- iii. Does the management style in terms of major decision makers in a CBO affect the ability of the CBO to meet the needs of its target group?
- iv. What are the abilities (capacities) of CBOs in Project monitoring and evaluation?

6.0 RESEARCH VARIABLES

- i. The level of Community participation
- ii. Stability of the source of funds
- iii. management style

- iv. Project monitoring and evaluation capacities
- v. Effective project implementation

7.0 SIGNIFICANCE OF THE STUDY

This research was important in that ascertaining the factors influencing the effectiveness of CBOs in project implementation would help the government, donors and other stakeholders in finding the best strategies to strengthen these organisations in order for them to become key players and partners in fostering national development and community development in particular.

Mkutu (2011) argues that because they are embedded in the communities they serve, CBOs offer unique developmental insights and opportunities:

- They are a direct way to reach the 'poorest of the poor' and to address critical priority development areas.
- They strengthen the building blocks of society at local and neighbourhood level and promote active citizenship in communities.
- They can be key development partners for NGOs and government and can effectively facilitate and mobilise local participation in the development agenda.
- They contribute to skills development, since many community leaders whose roots are in CBOs later move on to work in the private or public sector.

However, Mkutu (2011) also argues that most CBOs operate with minimal resources and are sustained by the personal contributions of their pioneers and the community leaders who drive them (the majority of whom are unemployed). Unfortunately this means that many lack organisational and administrative capacity. Some struggle with governance, others to implement the required projects and systems, and almost all to develop skilled staff and procure desperately needed resources. Their administration tends to be informal, hampering their ability to deal with many donor requirements, such as financial statements and a documented track record. Furthermore, CBO managers tend to spend much of their time dealing with short-term emergencies and consequently have little time to think and plan ahead (Coetzee, 2006).

CBOs have a good understanding of their community dynamics and are therefore often best placed to identify what they need in order to offer a particular service to their communities. Exact requirements therefore were determined through an assessment process. This took into account a number of factors, including the CBO's level of management style in place, project monitoring and evaluation capacities, and the level of community participation in project implementation. This needs analysis may form the basis of a service contract between the NGOs or government or donor agencies and the CBOs. Many good CBOs with the best intentions and a passion for making a real difference in their communities are failing because, on the one hand, they do not have appropriate capacity, and on the other, they do not meet donor requirements.

Yet there is little doubt that CBOs can add incredible value to the social development landscape of a country. In many ways they are the only medium for highlighting particular community-based needs that external agencies cannot hope to unearth. In this sense, CBOs complement the work of NGOs and the government, rather than replace it. The trick part is to provide appropriate support for these organisations, and this study was a great leaping stone in strengthening these potential organisations in taking developmental projects to the people.

8.0 THEORETICAL FRAMEWORK.

The systems theory was used in this research to bring in focus the importance of the various factors like these that are being investigated here on the effective performance of the systems like CBOs.

As a response to the increasing fragmentation and duplication of scientific and technological research and decision making in the first half of the 20th century, Ludwig von Bertalanffy advanced what he called Allgemeine Systemlehre (general theory of systems or, more popularly, general system theory -- GST). Von Bertalanffy considered the principles of organization involved at various levels in the manifestation of natural systems (Laszlo and Krippner, 1998). The basis of the systems approach and its understanding lies in social systems theory. Thus to start with we need a definition of a social system.

Buckley's is generally considered to be helpful in this area, he defines as a system as:

“A complex of elements or components directly or indirectly related in a causal network, such that each component is related to at least some others in a more or less stable way within a particular period of time (Buckley 1967:41)”.

According to Laszlo and Krippner (1998) a system is an organised entity i.e. a company or a business enterprise or simply an organisation made up of parts connected and directed to some purpose. Each system has an input, a process and an output. It acts as a self sufficient unit. The assumption made in describing any social organization as a ‘system’ is that behaviour, events and social processes cannot be fully understood in isolation, but only in relation to one another. The emphasis in systems theory is on interactions, transactions, context, interrelatedness, and the idea that the sum total is greater than the individual parts (Vaill, 1989).

According Laszlo and Krippner (1998) System theory has been widely applied to the study of organizations. The major applications arguably cluster around four themes:

- i. System as it illuminates productive processes: the input-throughput-output mechanisms that result in products and services going out the door. ‘Input’, ‘throughput’ (conversion or transformation), ‘output’ and ‘feedback’ are the technical terms used. Input is what you must put into a system to make it work, for example, human, physical, material and financial resources must be contributed in the right ways and right amounts to achieve the results required. The ‘human’ inputs may be described in terms of numbers, time and effort, roles and skills, communications, etc., depending on the system in question. Clearly imbalances between the different kinds of resources needed will affect how well the system can perform and there will be all sorts of knock-on effects. Throughput is how the resources are used in their entirety to achieve the desired results. Outputs are the results that you have achieved, the success of which can then be evaluated against the original goals. Evaluation, in systems terms, means identifying the main inputs (needed to achieve stated goals), assessing how these have been converted into practical action (processes), and similarly appraising what results have been achieved, taking all factors into account, not as isolated variables, but interrelated. Feedback is the information and messages received back at different stages in the process. The feedback received can then be used and reconverted as further inputs. This is the basis of good management information and monitoring processes.

- ii. System as it illuminates energizing processes: the myriad ways in which the organization affects and is affected by its environment. The key points are two. (1) The organization's boundary-the physical, social, psychological, and work/task dimensions that set it apart from its environment must be semi-permeable, tight enough to focus the organization's energy so that it can accomplish its mission, but loose enough so that there is a robust exchange of ideas and energy with its environment. This energy for CBOs may in the form of financial support and capacity building received from other supporting organisations. It is through these energizing processes where networking among organisations comes in. This semi-permeable boundary is characteristic of healthy living systems and gives rise to the term "open system." (2) The boundary's quality of permeability makes it possible for the organizational system to get feedback from its environment and use it for purposes of developing greater adaptability.
- iii. System as it illuminates enabling processes: the mechanisms that control and measure the relationships and interactions among the organization's subsidiary parts -individuals, groups, departments, and profit centers. The key points are two: (1) something that affects one part or level of the system affects all other parts and levels; (2) no single part of the organizational system can be allowed to sub-optimize, or over-achieve...each part must operate in concert with all other parts.
- iv. System as it illuminates developing processes: the systems and programs that provide for the differentiation, i.e., growth and development, of the organization's subsidiary parts-- individuals, groups, etc. The key point here is that differentiation must precede integration, that is to say, the individuals, teams, groups, etc. within organizations must themselves have the opportunity to operate as open systems before the whole organization can operate as an open system.

It can therefore be seen that Community Based Organisations consists of processing inputs and outputs with internal and external systems and subsystems which is helpful in providing a functional overview of any organization. Therefore CBOs need a functional system to manage and effectively implement their projects. Among the important elements identified by the theory in the effective implementation of projects are managerial skills, financial resources, popular participation and monitoring and evaluation practices which this research intended to assess on

their influence on CBOs as systems in project implementation.

CHAPTER TWO

9.0 LITERATURE REVIEW

Here literature was reviewed in two categories; based on the surveys or researches that have been done first on the global level and then secondly based on those that have been done on the local Zambian level on the challenges or factors that many NGOs and CBOs face when implementing projects or delivering their services to the target groups. These surveys have brought out a lot of these challenges the CBOs face not only that but also indicate the potential these organisations have which should be maximized.

9.1 Global Perspective

A survey was done by CHBT (2015) in New York on the Potential CBO Roles to Support HIV PrEP Implementation in the Community. Pre-exposure prophylaxis (PrEP) is an important addition to the HIV prevention toolbox. The findings of the survey were as follows; Community-based organizations (CBOs) are in a unique and opportune position to help PrEP diffusion to high-risk persons who can be difficult to reach through traditional health and human services settings. Partnerships with CBOs and health care organizations (HCOs) as well as health departments (HDs) are vital to increase the uptake of PrEP services to those who might need and want this effective prevention option.

Collaborations of these three entities – CBOs, HCOs, HDs – have been ongoing for over 25 years for work with HIV counseling, testing, referral, linkage, and retention for those who test positive. Promotion of PrEP services for those who are at high risk can be integrated into these partnerships. HDs can provide funding as well as connection with clinical providers (whether HD or HCO medical providers) for testing, prescribing, and follow-up. HCOs can provide support for testing, prescribing, and follow-up, as well as other health care services to what is often an underserved population. CBOs can provide the crucial link between the population and the HDs/HCOs. CBOs have a long and distinguished history in working in HIV/STD/VH (Viral

Hepatitis) advocacy, as well as prevention services such as outreach for providing education, effective behavioral interventions (EBIs), HIV/STD/VH testing, referral, case management (which helps with linkage and retention), and support groups.

Toyobo and Muili (2008) carried out a study titled “Constraints militating against effectiveness of community development projects in Ilesa in Nigeria”. This study showed that CBOs actually financed and executed development projects based on the financial capabilities of the organizations. CBOs were also faced with certain constraints such as inadequate of fund, lack of man power and absence of favoured government policies. The study further shows that CBOs do not embark on capital-intensive ventures and they do not finance and/or execute any project in partnership with Ilesa Local Government. In view of the findings, recommendations were proffered on how the constraints militating against the effectiveness of community projects can be solved. These include the financial base of CBOs, co-ordination in the location of projects, research and feasibility studies, orientation programme, coupled with cordial relationship between the CBOs and Ilesa Local Government. This research was narrow as it left out possible factors which may affect the performance of CBOs.

In another study by Mwaura and Ngugi (2014) titled “factors affecting performance of Community Based Organizations projects in Kisii County Kenya” observed that for projects to perform well there is need for a close cooperation between the CBOs and the community. The study revealed that 93.3% of the respondents showed that community participation affects the performance of the CBO project while 6.7% said otherwise. They further sought to know whether the CBOs were aware of the project cycle, use of project management tools and techniques, planning, monitoring and evaluation. The study revealed that 100% of the respondents agreed that project management is important in the performance of CBO projects. According to KPMG project management survey report (2010), in the current economic environment, value-for-money is a priority. While many businesses have cut back discretionary spend in recent times, we see others that can no longer hold off essential projects. Effective project management practices help control the added risks that project activity introduces to normal business practice. From the findings it was clear that projects have to be managed professionally for them to perform and failure leads to organizations doing away with some of the projects.

Adam Ahmed Soliman Sabbil and Omer Haroun Mastour Adam (2015) carried out a research aimed at studying the main factors affecting the sustainability of Donor funded projects, in Darfur, with particular emphasis on the Area Development Scheme (ADS) in Umm Kaddada Locality/ North Darfur State, as case study. Different Methods were used to collect the related data. The results achieved revealed that despite the withdrawal of the foreign assistance, the project existed and performed some activities. Such results are attributed to the approach adopted by the project which promotes the direct involvement of beneficiaries in all project phases. Such results are also attributed to the formation of the mechanism of project sustainability from the previous government counterparts before the cession of the foreign support, with continuous financial support from the State Ministry of Finance. The results achieved also revealed that there was a lack of progress in the implementation of some activities, such as that of the central and grass-root beneficiaries' organizations and the range and pasture. Such results were attributed to the lack of alternative national support that can cover the void left by the withdrawal of the external support, the discontinuous of supervision for the central and grass-root beneficiaries' organizations, as well as the absence of effective professional executive management for the central beneficiaries' organization.

Muzinda (2007) carried out a survey in Botswana which sought to determine how effectively the HIV/AIDS projects implemented by Gaborone based local NGOs are monitored and evaluated. The study investigated the monitoring and evaluation practices of the NGOs and compared them with the best practices. It also sought to identify the challenges the NGOs faced in carrying out this function. The services the NGOs offer to communities are normally delivered as projects. Effective monitoring and evaluation of projects is usually one of the ingredients of good project performance and provides means of accountability, demonstrating transparency to the stakeholders and facilitates organizational learning for benefit of future projects. The results of the study showed that most of the NGOs (66.7%) who were implementing Behavioral Change Communication projects had monitoring and evaluation practices which fell short of the best practices. Most of the best practices were inconsistently done and others were not done at all. Planning for monitoring and evaluation was inadequately done and inconsistently by respondents. Implementing the monitoring and evaluation process was not effectively done by the respondents.

In a survey by Fahamu (1995) conducted in the Southern African region jointly with the Centre for Adult Education, University of KwaZulu Natal. Over half of the CBOs surveyed started within five years of being interviewed. Most organisations are working in more than one sector. Legal and human rights work, HIV/AIDS and health issues, and income-generation are the sectors within which the greatest number of organisations were working. Most organisations were involved in a variety of activities, with education and training being mentioned most often. 70% of the CBOs surveyed have been involved in at least one campaign, with a significant number involved in more than one. Most organisations had worked with one or more partners in these campaigns. Zimbabwean CBOs on the whole had a higher number of partners in their campaigns. Nearly all of the organisations involved in campaigns reported experiencing difficulties with these, and most reported more than one difficulty. Lack of community participation, or resistance by the community to the campaign was most often cited. Education and training for both the CBOs and the broader community was given most often as the solution to problems attendant to campaigns. Financial assistance was also frequently cited. Nearly all of the CBOs surveyed believed that they had impacted positively on their context. Both beneficiaries and the broader community had benefited. Education levels varied considerably. Education levels tended to be higher in Zimbabwean and Tanzanian CBOs, and lower in Malawian organisations. Staff/workers tended to have higher levels of education than members, and more staff/workers than members appeared to be able to speak English. Two-thirds of organisations receive some kind of funding from other agencies, but there is considerable variation across countries, with only two organisations in Lesotho receiving funding compared to all ten in Zimbabwe. Most of those who receive funding get it from more than one source. There is a range of different funders in the region. The vast majority of funding is short term, being of a year or less in duration. About 83% of organisations engaged in some kind of fundraising activity, with approaches to donors being the most significant followed by the sale of products and services. 87 out of 89 organisations (98%) were experiencing some kind of problem. Funding was the most frequently cited problem, and relates to a number of other problems mentioned by organisations, such as office space and equipment, transport, and the inability of organisations to keep good workers. The lack of skills was also a major issue for CBOs in the region. Funding and training featured prominently in the solutions suggested by CBOs. They

were also most often cited as the factors which would help them to do their work better. 53% of CBOs believed that funding would help them to do their work better, whilst 78% believe that training would help them to do their work better. (<http://www.fahamu.org/downloads/CBOSurveyReport.pdf>).

10.2 Zambian Perspective

In Zambia studies on the performance of Community Based Organisation (CBOs) were scanty however, below are some of the studies that were undertaken to assess the challenges CBOs and NGOs face in the provision of services;

Mochache and Mukuka (2001) carried out a terminal evaluation which was commissioned by the Sustainable Lusaka Programme (SLP) stakeholders with the intention of assessing the performance of the programme to determine how its sustainability could be conceptualized. The Sustainable Cities Programme (SCP) as founded by UNCHS and UNEP, based on Agenda 21 of the UN emphasizes the intertwining of development with environment. The programme has been a useful way to look at environmental planning and management of cities as it brought out strongly the concept of participation and partnerships. The findings of this evaluation were that modifications made to SLP from the original EPM are considered a significant development paradigm shift; which turned the environmental management into an employment activity for the poor as well. Eventually the adopted approach made the SLP have a more sustainable outlook, even within the low-income communities. The citywide consultations at the beginning of the programme enabled issues to be identified, conceptualized, prioritized and tailored to meet the actual needs of the communities in Lusaka. The sensitization process created capacity for EPM among many actors, and enabled the programme to be designed more relevantly.

It was also discovered that SLP's focus in the high-density peri-urban areas was timely. It addressed issues such as poverty alleviation, which are currently addressed by GRZ and communities that were most vulnerable in the urban development scene. Disaggregating population by income groups and gender was important in focusing on the most affected groups in society, because it enabled the programme to address the most vulnerable groups. SLP's focus needs to be taken beyond the pilot communities. There is need for other programmes, which could enable the peri-urban communities, improve their livelihoods. The gender mainstreaming

approach emphasized in SLP made the EPM more effective. This should be emphasized in all development activities where communities are to be involved. Further training on SYB should address more areas and people as is needed. This will give the poor more worth in the process of urban growth and development.

The survey also revealed that the concern with poverty alleviation as contained in SLP, and the development of community based enterprises, (CBEs), intertwined with EPM processes is an ingenious way to handle employment creation. SLP evolved a new concept albeit not fully taken to fruition during the programme period. The concept of community contracting has evolved a new way of looking at EPM. This is not only new to the communities but also to central and local government management. The concept made the poor communities in the peri-urban areas view life more positively, and inculcated a sense of belonging to municipal administrative machinery, which ordinarily was very negative. The efforts made by SLP in community innovative employment generation should be encouraged and supported, as this was the main interface between the communities and Lusaka City Council (LCC).

It also revealed that SLP's sustainability looked bleak because no alternative financial sources had been sought yet. The fact that SLP has not been institutionalized in LCC or Ministry of Local Government and Housing makes it difficult to maintain its structure where funding is not available from UNDP. The pilot activities initiated in the communities and especially the CBEs looked promising in changing the poverty conditions in the peri-urban areas. Their sustainability however looked weak in view of the fact that they had not been fully operationalized to demonstrate full results. UNCHS as the initiator of EPM and SLP seemed to have key constraints in funding and could not meet all its obligations in time. This could affect future EPM activities.

In 2005, Volunteer and Service Enquiry Southern Africa (VOSESA) carried out a research study on civic service and volunteering in five Southern African Development Countries (SADC): Botswana, Malawi, South Africa, Zambia and Zimbabwe. The five SADC countries were selected because of the wide variety of existing civic service programmes that were known to exist in these countries as well as the availability of competent researchers who had knowledge and experience of these countries. In Zambia this study made the following observations; focus group participants made an interesting observation on the role of CBOs in service delivery: "NGOs have secretariats with salaried staff in the urban areas, they use CBOs as volunteers in

the rural areas. Although Zambian NGOs are required to register with the Registrar of Societies, this database is not conclusive because not all active organisations are registered, and not all registered organisations are active. International NGOs are understood to play a significant role in initiating and supporting African development through donor funded civic service programs such as volunteering, community development and community service programmes”.

The research also showed that from the available information it appeared that international service programmes in Zambia used qualified and skilled expatriate volunteers to support and build the capacity of community-based projects over a specified period of time. Some international volunteer programmes are supported by international government agencies such as the United States Peace Corps and the Voluntary Service Overseas (VSO) supported by the British Government. The research revealed that the Public Welfare Assistance Scheme (PWAS) of the Ministry of Community Development and Social Services (MCDSS) appeared to be the main public sector civic service programme currently in operation. The PWAS had 5 506 Community Welfare Assistance Committees (CAWC) throughout the country which were set up to provide social protection to vulnerable households in the informal sector. It also found that, mainly due to extreme under-funding, PWAS so far has no significant impact on the welfare of the households that were – due to AIDS or due to other reasons – in urgent need of social welfare interventions.

Another example of a national NGO volunteer programme is the Society for Women and AIDS in Zambia (SWAAZ). The activities of SWAAZ were undertaken by affiliate CBOs. According to a study SWAAZ was estimated to be the most widespread AIDS intervention on the ground through its formation of volunteer “clubs” of various sorts. SWAAZ claimed a membership of about 10,000 women, organized in chapters all over Zambia, which held meetings to educate people about AIDS among market women, factory workers, villagers, school youth and so forth across the country. SWAAZ volunteers were not required to work full-time and received no compensation for their engagement. In the study key informants identified traditional birth attendants and community schools as other examples of unique local community-based services in Zambia. It revealed that traditional birth attendants are women from the community who assist people giving birth at home. The research revealed that the traditional birth attendants did not have any professional training but drew on their own experiences to help pregnant women during

delivery. They also do not appear to be organised in any way. Research findings indicate that NGOs and CBOs have provided training and capacity building for traditional birth attendants to recognise their crucial role in society, formalise their duties and make their work more professional and less risky in the light of HIV/AIDS and preventable children diseases. For example, Christian Children's Fund, through the Sky Siegfried Fund, helped train 36 traditional birth attendants in safe motherhood procedures, including clean and safe child delivery. Each attendant received a bicycle for transportation and a child delivery kit with a flashlight and batteries; candles and matches; aprons, masks, and gloves; razors, cord clamps, string and a foetal scope).

Community schools have emerged largely in response to high school drop-out rates (up to 40%) as a result of poverty and increasing numbers of children being orphaned and made vulnerable by HIV and AIDS (Ministry of Sport, Youth and Child Development, 2004). Findings were that, the provision of community-based education has not been matched by quality education, children were being educated in environments that are not conducive for learning. In addition, volunteer teachers were not adequately qualified to provide such education, and the management of the schools was often in the hands of community leaders who did not possess effective management skills. A poor learning and teaching environment in community schools contributed greatly to the high drop-out rates and poor attendance, particularly for girls.

The 2004 Situation Analysis of OVCs in Zambia reported that FBOs offer some of the most consistent and far-reaching responses to orphans and vulnerable children, offering home-based care, counseling and spiritual support, institutional care and health services. While the work of FBOs is provided at a localised level through mission stations, churches and parish structures, there are national structures in place to coordinate this response such as the Churches Health Association of Zambia (CHAZ) network of hospitals and health centers; the Expanded Church Response, a joint initiative by the Catholic Church, the Christian Council of Zambia, and the Evangelical Fellowship of Zambia, intended to scale up the quality and coverage of the work of their member FBOs (Ministry of Sport, Youth and Child Development, 2004). The findings of the study indicate that there are international, national and local service programmes in Zambia, with local service types dominating. Formal and informal local service types were found with

most services operating under the auspices of some organisational structure, either an established or emerging NGO or CBO as this would increase their opportunities to access donor funds.

It also showed that the relationship between the state and civil society is ambivalent with tensions around access to donor funding and the role of civil society in direct service delivery. And also that most established NGOs are based in urban areas and, where they have outreach programmes in rural areas they use CBOs to implement these programmes. The perception is that CBOs in rural areas function as the unpaid ‘volunteers’ of urban NGOs who employ salaried staff and have greater access to resources. Areas that are difficult to access by road or that have poor telecommunication infrastructure are under-serviced. This study further found that local services were emerging and evolving in response to community needs. Many of these community-based services were the target of formal capacity building and technical support programmes provided by international and national NGOs. The quality of service provision appeared to be a cause for some concern and the absence of norms and standards for the provision of services to, for example, OVC or for community schools made it difficult to monitor performance and ensure compliance. It appeared that the capacity (finances, personnel and technical know-how) of the responsible departments to monitor and evaluate service provision was weak. One of the main concerns raised by key respondents about existing volunteer services and the potential to scale-up these responses was in relation to the remuneration of volunteers. Most volunteers in Zambian service programmes appeared to participate with few incentives; a stipend or salary was rare.

From this view point of the various research findings in other countries and Zambia in particular, there was need for more extensive research on the performance of CBOs in Zambia to come out vividly. There are appeared to be a lacuna in information on challenges that these organisations are facing in their quest to deliver much needed services to the communities that solely depend on them. With this in mind, this research came out as one such important undertaking in finding out some of the factors that were influencing the effectiveness of CBOs in project implementation in Zambia.

11. PERSONAL CRITIQUE SUMMARY

This research concentrated on the communities in Kasama district only in which these CBOs are operating from and implementing their projects. In order to give a proper picture of the factors influencing the effective implementation of projects by CBOs in Zambia, the study should have included many districts and should have sampled such CBOs from those districts in Zambia. The narrowness of scope of the study led to the generalization of the findings being less reliable compared to a larger scale research.

12. ESTABLISHMENT OF THE GAP

This research focused on investigating the factors that were influencing effective implementation of projects by CBOs in Zambia. It decided to focus on this group of organisations because of the importance they have to communities in which they operate. There was a great need to evaluate the performance of these very important government partners in fostering economic development so that their efforts are supplemented where need arise. In many cases, they have been left to operate without support and control in vulnerable communities. In Zambia very few research studies have been conduct in this area, therefore this research focused on bridging the gap by establishing the factors that pose a challenge to these organizations in their quest to foster national development and improve the lives of masses in communities that only look to them for their personal redress.

CHAPTER THREE

13.0 RESEARCH DESIGN OR METHODOLOGY.

This study adopted an analytical research design and consisting of both qualitative and quantitative research. An Analytical research is about establishing the causes or risk factors for certain problems. This unravels factors underlying that particular problem concerning the current status of the subjects in the study.

13.1 Population

The population for this study comprised of all CBOs registered by the Ministry of Health under the Zambia National HIV/AIDS/ TB Council (NAC) in Kasama District and had been operational in the last three years. According to Kasama District AIDS Tasks force (DATF) directory 2013-2017, there were 60 registered CBOs. NAC CBO register was preferred because it had a comprehensive list of the all CBOs operating in the district. All CBOs in the country have streamlined HIV/AIDS activities and projects in their operations beside their core mandates. The study targeted the Chairpersons (leaders) of CBOs and general members of CBOs in the target communities. The Chairpersons (leaders) of CBOs had been targeted because they were part of the organisational management responsible for project implementation. The General members of CBOs had been targeted because they were the beneficiaries and implementors of the CBOs sponsored activities or projects.

13.2 Time

The research was carried out between November 2015 and May 2016.

13.3.1 Sample

A fraction of all CBOs from the 60 CBOs in Kasama District registered with the Ministry of Community Development and Social welfare and DATF was drawn. This included CBO's

chairpersons (leaders) and CBO's general membership from the targeted communities as target groups.

13.3.2 Sample Units

The sample frame was 60 CBOs registered. In order to collect qualitative data key informants were interviewed. The key informants were the CBOs' chairpersons (leaders). In order to collect quantitative data a sample of CBOs' general membership was interviewed.

13.3.3 Sample Size

In this research a sample of 10 CBOs was selected from the 60 registered CBOs. And 10 CBO leaders were interviewed. From each CBO general membership a sample of five (5) members was selected as respondents, this translated into 50 respondents. A total research sample size was 60 respondents. The sample size was determined by using simple random sampling without replacement to achieve a margin error equal to plus or minus 4%, with a confidence of 95%.

Using the formula below;

$$n = ((z^2 \times p \times q) + ME^2) / (ME^2 + z^2 \times q/N)$$

13.3.4 Sampling Frame

The sampling frame in this research was the CBOs' register for the year 2015 for all CBOs in Kasama district obtainable from DATF office and the CBOs' membership register for the selection of general members.

13.3.5 Sampling Criteria

The criterion used in the sampling of CBOs was probability simple random sampling. Chairpersons (leaders) of the CBOs were selected based on the selection of their CBOs using purposeful non-probability sampling technique. The selection of CBOs members was done using simple random sampling based on the CBO's membership register.

14.0 METHOD OF DATA COLLECTION.

Quantitative data was collected using scheduled structured interviews for the respondents from the 10 CBOs general membership. These scheduled structured interviews consisted mostly of closed-ended questions and a few open-ended questions. While qualitative data was collected using scheduled semi-structured interviews to the ten (10) key informants. These scheduled semi structured interviews comprised open-ended questions.

15.0 METHOD OF DATA ANALYSIS

In order to answer the research questions and offer a concrete answer to the research topic data was analyzed using computer based packages, Excel and Stata while qualitative data was analysed through comparison and contrasting. Completed questionnaires were scrutinized to ensure that data was complete and accurate.

16. TRIANGULATION

In order to ensure the validity of research a variety of methods to collect data were used, which involved different types of samples as well as methods of data collection. In this study both qualitative and quantitative methods were used simultaneously. A qualitative study involving in-depth interviews of key informants the CBO management were conducted. While quantitative data was collected using structured scheduled interviews consisting mostly closed ended questions from the 50 respondents.

17. ETHICAL CONSIDERATION

This study was approved before implementation by the Information and Communications University's Research Ethics Committee and the Zambia Research and Development Centre (ZRDC).

Informed consent and confidentiality

Great care was taken to minimize any potential physical, psychological, or social harm that would befall to the participants as a result of participating in this survey. All consent forms and questionnaires were marked only with a study number and no names were recorded anywhere. Informed consent was obtained from all participants.

Distressed respondent protocol

The Researcher was well trained in the protocol of handling distressed respondents. The protocol dealt with actions to take in the event that a respondent become visibly upset: crying, shaking or speaking in a trembling voice during the course of the interview. If the respondent wanted to stop the interview, the researcher obliged and thanked the respondent for her time and told the respondent that he would be in touch to schedule a time to complete the interview, if the respondent agreed.

18. SCOPE OF STUDY

This research was a case study of Kasama district. Respondents (Sample units) were drawn from all the CBOs in Kasama district.

19. LIMITATION OF STUDY

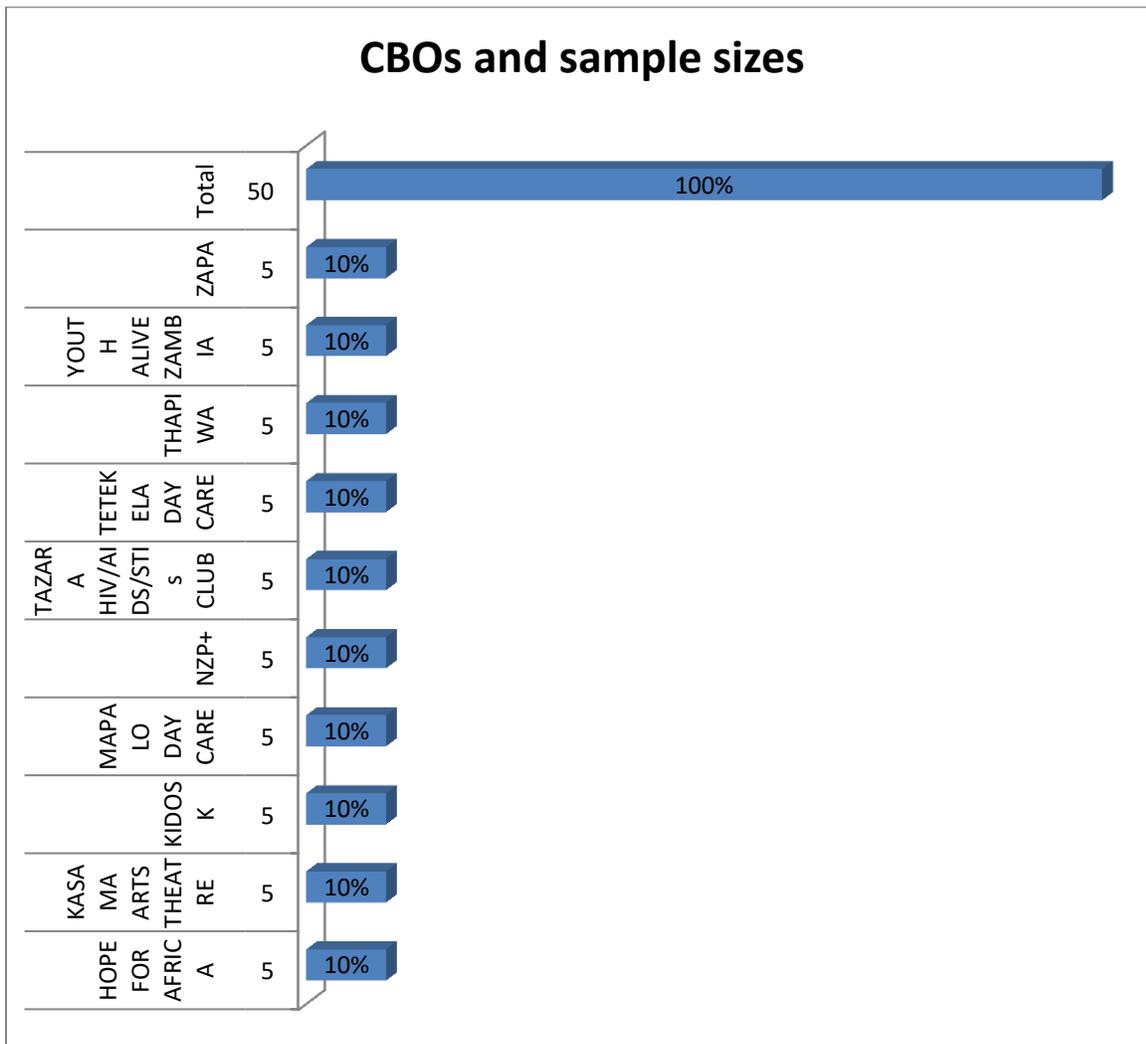
It should have been a large scale study to give more confidence to the results a country representative but due to limited time, lack of financial resources, and other logistics a small scale study was done. This only covered Kasama District instead of a good number of sampled Districts across the country.

CHAPTER FOUR

20.0 PRESENTATION OF FINDINGS

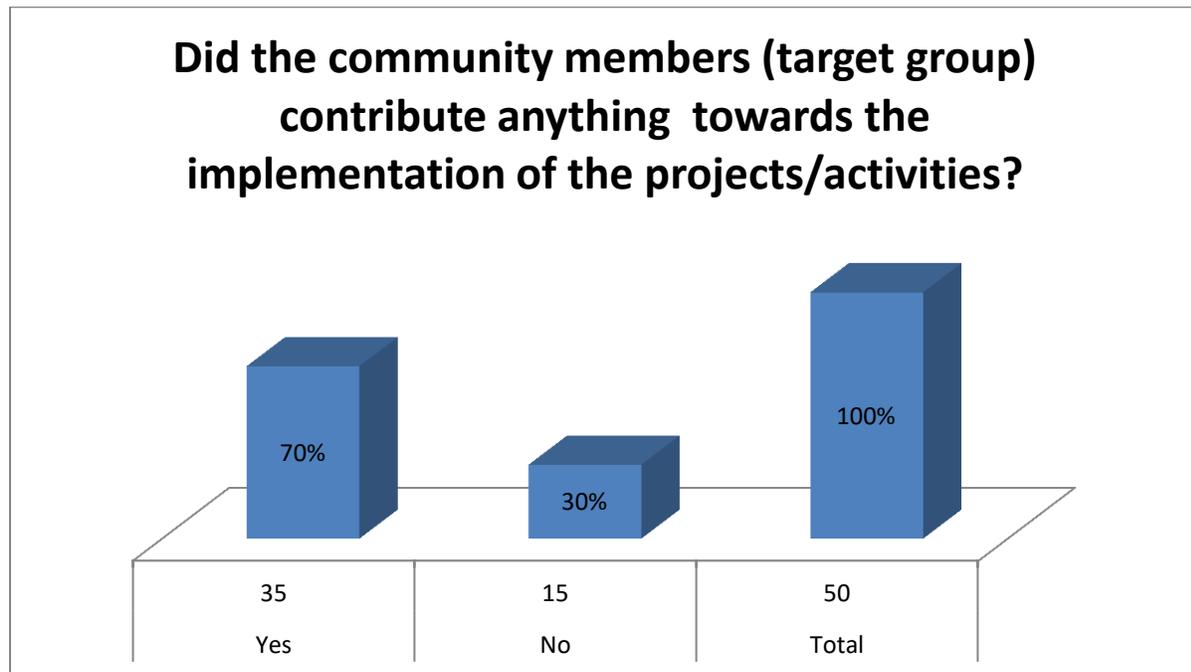
20.1 Quantitative and Qualitative Data Analysis

20.1.1 Quantitative Data Graph1



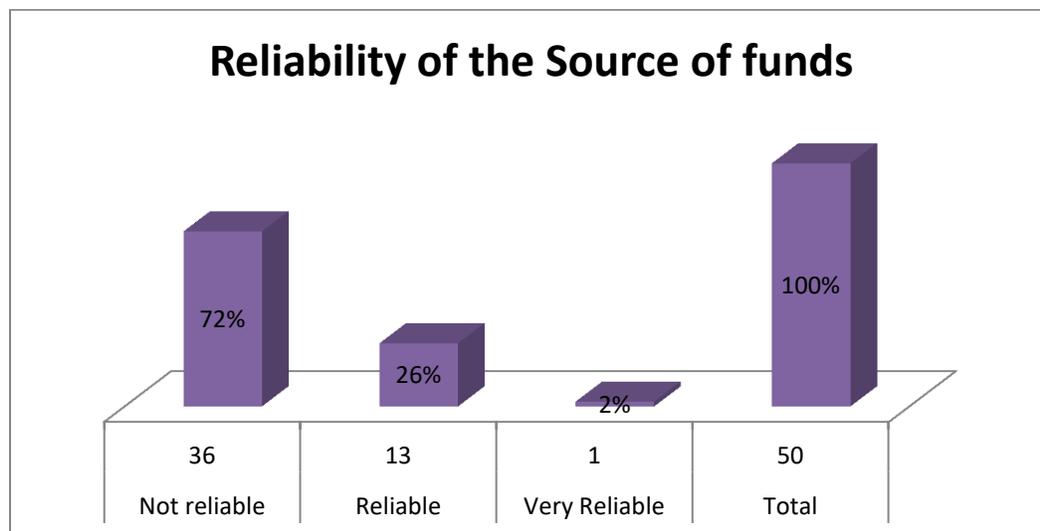
Graph 1 above shows that 10 Community Based organisations (CBOs) were selected and from which 50 members were selected, i.e., five (5) respondents from each CBO.

Graph 2



Graph two shows the level of community participation in terms of contributions towards project/activities implementation. It shows that 70% (35) respondents said that community members (target group) contributed something while 30% (15) said that community members (target group) did not contribute anything towards the implementation of projects/ activities.

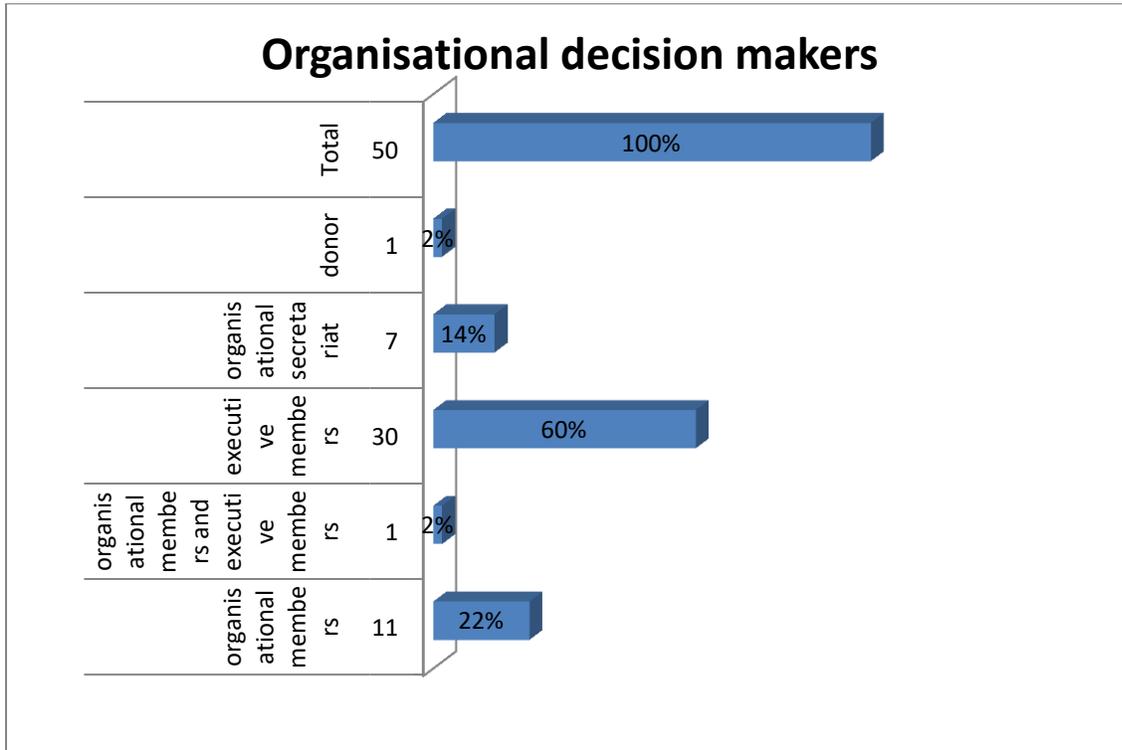
Graph 3



Graph 3 above shows the reliability of the source of funds for the implementation of the Community Based Organisations’ projects and activities. It shows that out of the 50 respondents

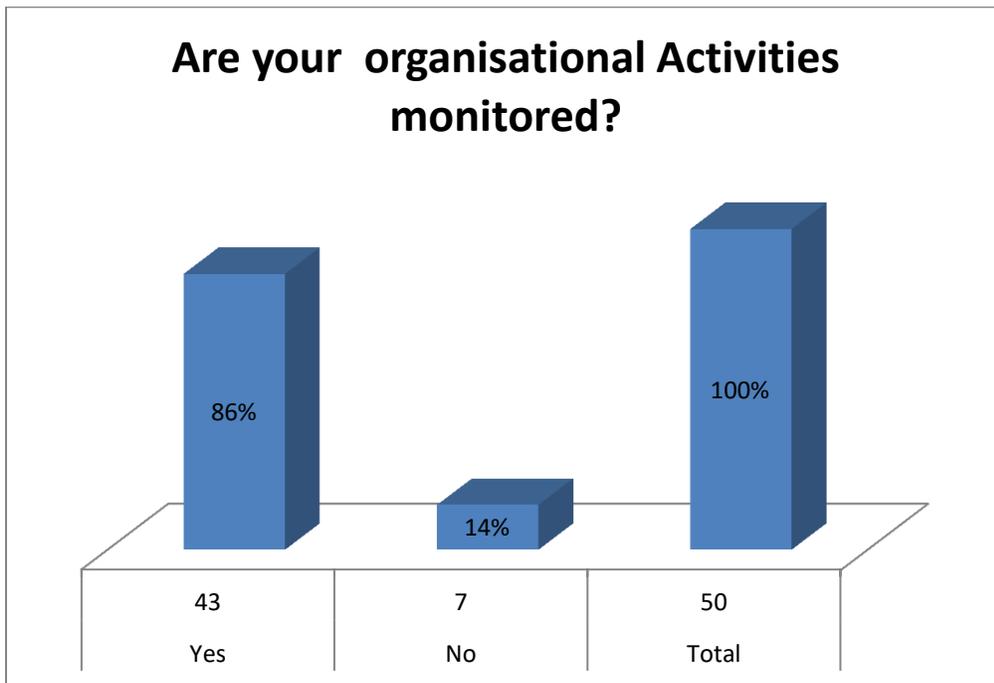
72% (36) said that the sources were not reliable, 26% (13) said that it was reliable and only 2% (1) said that it was very reliable. This shows that most CBOs had unreliable sources of income or funds.

Graph 4



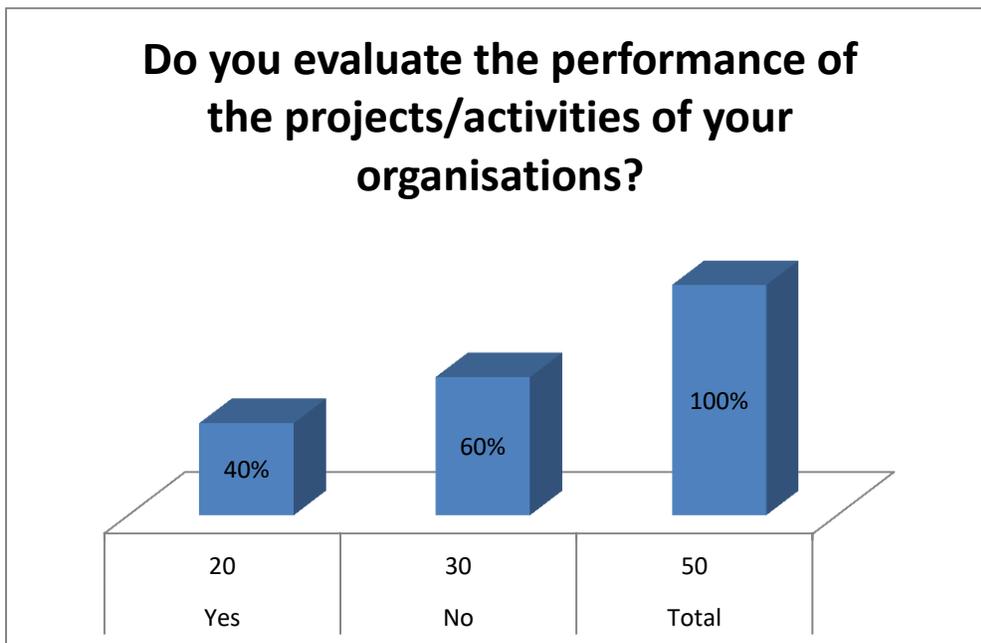
Graph 4 above shows the management style of the CBOs in terms of the major decision makers in the organisation. It shows that 60% of the organisations had executive members (management team) as the major decision makers, 22% had general organisational members as decision makers, 14% had organisation secretariats as decision makers while 2% had donors as major decision makers and also the other 2% had both organisational and executive members as decision makers. Therefore, this shows that in most CBOs the major decision makers were the organisational executive members (management team).

Graph 5



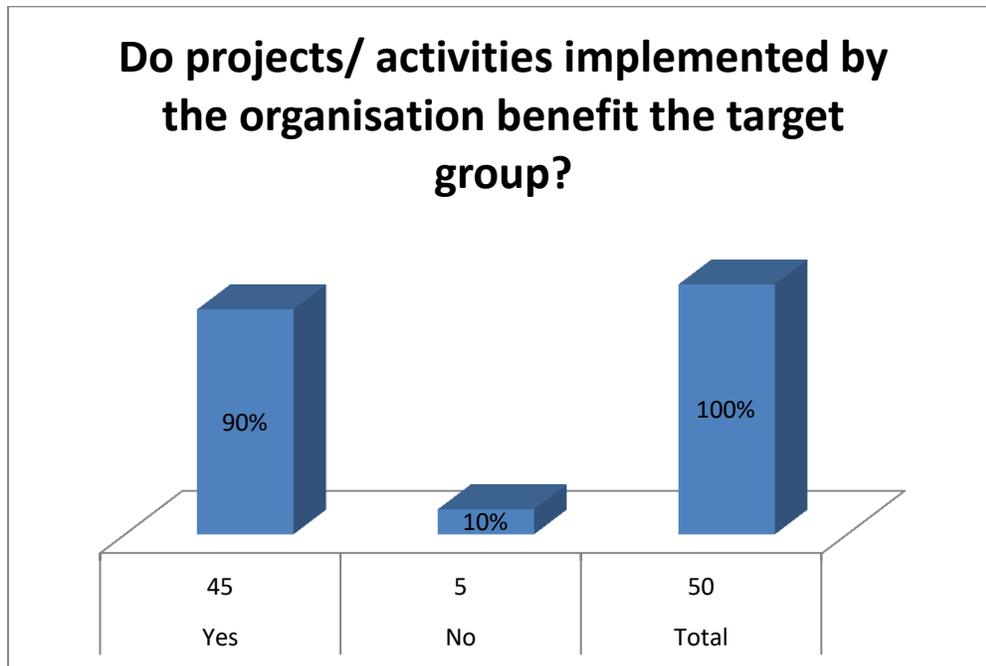
Graph 5 shows that 86% of the CBOs monitored their organisational activities while only 14% did not monitor its activities during implementation. This therefore shows that out of 10 CBOs nine (9) monitored their activities and only one did not.

Graph 6



Graph 6 above shows that 60% of the CBOs did not evaluate their projects while only 40% evaluated their projects. This shows that most CBOs might had some deficiencies in terms of evaluating skills.

Graph 7



Graph 7 shows the effectiveness of project implementation by CBOs in terms of the ability of the CBOs' projects to benefit its target groups. The graph shows that 90% of the CBOs' projects benefited its target groups while only 10% did not benefit its target groups. This shows that most CBOs in the district were implementing their projects effectively as their projects benefitted its target groups.

20.1.2 Qualitative Data

In order to collect qualitative data, interviews were conducted with the ten (10) Community Based Organisational (CBOs) leaders, these were drawn from; Thapiwa Women'Association, NPZ+ Kasama branch, Kasama Arts Theatre Group, Tetekela Day Care, Youth Alive Kasama, Hope for Africa, Mapalo Day Care, Kasama Interdenominational Orphanage and Streetkids Centre (KIDOSK), Zambia Aged People's Association and TAZARA HIV/AIDS/STIs Club. The findings were as follows;

- i. Does the level of community participation affect the impact of projects implemented by CBOs on the target group?

To ascertain the level of community participation in the activities and projects of the CBOs indicators such as major projects/ activities implementers, level of involvement of the target group and inputs drawn from the community/target group for project/activities implementation of the CBO were used. From the qualitative data collected, it indicated that in seven (7) CBOs the level of community/target group participation was high. Organisations like ZAPA, NZP+, Kasama Theatre Group, Tetekela day care, Thapiwa Women Club, Youth Alive Kasama and TAZARA HIV/AIDS club used general members and target groups to implement most projects and activities of the organisation. While the following CBOs indicated low levels of community/target group involvement; Hope for Africa, Mapalo Day care and KIDOSK in these organisation the management team/ executive implemented most projects and activities. In terms of inputs drawn from the community/ target groups; members contributed money and labour to KIDODK, ZAPA, NZP+ and Thapiwa women's club, only labour to Tetekela day care, TAZARA HIV/AIDS club and Kasama Art Theatre, only money to Hope for Africa and Mapalo Day care while target group/members contributed nothing to Youth Alive. In about 70% of the CBOs there were high levels of Community participation while 30% showed low levels of community participation.

- ii. Does the reliability of the CBOs' source of income affect its effectiveness in project implementation in terms of benefiting the target groups?

The indicators used to ascertain how CBOs mobilized their financial resources for their projects and activities were the sources of funds and the major sponsors/donors of the organisational projects and activities. Finding shows that only one organisation (Youth Alive Kasama) had donors as their only source of their funds. While Mapalo day care, Thapiwa, KIDOSK, Hope for Africa, TAZARA HIV/AIDS Club and NPZ+ sourced their funds from both the donor and membership fees/ contributions. The sources for Youth Alive Kasama were both the donors and the Church. ZAPA depended on both the Donor and the government while Tetekela depended on the church and its income generating activities (IGAs). Donors were the major sponsors for the activities and projects of the following CBOs; Youth Alive Kasama, Mapalo Day Care, Thapiwa,

ZAPA, Hope for Africa, TAZARA HIV/AIDS and NPZ+. KIDOSK depended only on its members/target. While Tetekela Day Care and Kasama Art Theatre had the church and self as the major sponsors. The sources and major sponsors of the CBOs of most organisations were external donors.

- iii. Does the management style in terms of major decision makers in a CBO affect the ability of the CBO to meet the needs of its target group?

To ascertain the level of managerial skills in CBOs the following indicators were used; levels of qualifications of the staff, major decision makers, frequency of meetings (planning) and the general feeling of the members about the operations of the organisation. Findings show that apart from Hope for Africa, TAZARA HIV/AIDS club and NZP+ which had all professional staff and Thapiwa Women's club which had all staff with a maximum of grade 12 certificate, the rest had a mixture of professional and those with grade 12 certificates. In terms of major decision makers, for TAZARA HIV/AIDS club both the donors and the management team were major decision makers, for Thapiwa and KIDOSK the major decision makers were the general members. While the major decision makers for rest of the other CBOs were the Executive members (management teams). In terms of the frequency of meeting only the following organisations held general meetings frequently, KIDOSK, NZP+, Kasama Arts Theatre and Thapiwa women's club at least once a quarter while the rest held management/executive meetings only without general meetings once a week. In terms of the general members' feelings on the operations of the organisation, members felt neglected by the following organisations, Tetekela day care, KIDOSK, Hope of Africa, Thapiwa and ZAPA due to inability to meet their needs. For Youth Alive, Kasama Arts Theatre and NPZ+ members were happy with the operations while ZAPA and TAZARA HIV/AIDS club members expressed displeasure about their operations and were most hungering for more and better services. Findings also showed that only Youth Alive Kasama and Kasama Arts theatre always achieved all of its organisational goals. KIDOSK and Tetekela Day Care were only meeting or fulfilling basic goals while the rest met only the sponsored goals by the donors leaving out their major goals. Findings also showed that apart from Kasama Arts Theatre, NPZ+ and Youth Alive the rest of the other CBOs did not often meet their organisational goals.

- iv. What are the abilities (capacities) of CBOs in Project monitoring and evaluation?

The indicators used to measure here were the availability of M&E skilled staff in the organisation and the performance of monitoring and evaluation on organisational activities and projects. Findings show that all the CBOs monitored the organisational activities/projects however only two of the ten (10) had a staff with monitoring and evaluation skills. The common monitoring tools used by the CBOs were field visitation and record keeping. Apart from KIDOSK all the CBOs were mainly evaluated by their donors and sponsors. It can be concluded that all CBOs were ill equipped in terms of monitoring and evaluating organisational activities and projects as project evaluations were done by qualified external evaluators.

21.0 DISCUSSION AND INTERPRETATION OF FINDINGS

21.1 Interpretation of findings

In order to establish whether any of the following; community participation, reliability of the source of income, management style, monitoring and evaluation of projects had influence on the effectiveness of project implementation by CBOs.

Below is the analysis of the influence of each independent variable on the effectiveness of project implementation by CBOs (dependent variable).

- i. Does the level of community participation affect the impact of projects implemented by CBOs on the target group?

Do (Did) the community members (target group) contribute anything towards the implementation of the project/activities?	Do projects /activities implemented by the organisation benefit the target group?		
	Yes	No	Total
Yes	66% (33)	4% (2)	(70% (35))
No	24% (12)	6% (3)	30% 15
Total	90% (45)	10% (5)	100% (50)

Findings show that 66% of the respondent who said that community members (target groups) contributed something towards the implementation of the organisational activities and projects also said that organisational activities and projects benefited the target groups. While only 24%

of those who said that community members (target group) did not contribute anything also said that organisational activities/projects benefited the target group. This therefore indicates that community participation in project implementation had an impact on their ability to benefit from such projects thereby showing signs of effectively implementing activities/projects.

- ii. Does the reliability of the CBOs' source of income affect its effectiveness in project implementation in terms of benefiting the target groups?

How reliable are the sources of funds for the organisational activities/projects?	Do projects /activities implemented by the organisation benefit the target group?		
	Yes	No	Total
Not reliable	64% (32)	8% (4)	72% (36)
Reliable	26% (13)	0% (0)	26% (13)
Very reliable	0% (0)	2% (1)	2% (1)
Total	90% (45)	10% (5)	100% (50)

The above table shows that of all the respondents that said the organisational sources of funds were unreliable 64% also said that the activities and projects implemented by the CBOs benefited the community (target group) while only 8% said that activities and projects did not benefit the target group. 26% of those who said sources of funds were reliable also said that activities and projects benefited the community (target group) and none of those who said the source of funds were reliable said that activities and projects of the CBO did not benefit the target group. Therefore findings show that the reliability of the source of income may not have had an effect on the effectiveness of project implementation by CBOs.

- iii. Does the management style in terms of major decision makers in a CBO affect the ability of the CBO to meet the needs of its target group?

Organisational decision makers	Do projects/activities implemented by the organisation benefit the target group?		
	Yes	No	Total

Organisation members	20% (10)	2% (1)	22% (11)
Executive and general organisation members	0% (0)	2% (1)	2% (1)
Executive members	56% (28)	4% (2)	60% (30)
Organisational secretariat	14% (7)	0% (0)	14% (7)
Donor	0% (0)	2% (1)	2% (1)
Total	90% (45)	10% (5)	100% (50)

Findings show that of the respondents who said that the target groups benefitted from organisational activities and projects 56% said that the executive members were the decision makers, 20% said that organisation members were the decision makers and 14% said that the organisational secretariat was the decision makers. On the other hand there was none of those who said that donor or both executive and general organisation members were decision makers who said that members benefitted from the organisational activities and projects. Therefore findings show that the most effective management style to ensure effective implementation of the projects and activities by CBOs to the benefit of the target group was the executive members as decision makers.

iv. What are the abilities (capacities) of CBOs in Project monitoring and evaluation?

Are organisational Activities monitored?		
Yes	43	86%
No	5	14%
Total	50	100%

Findings show that 86% of the CBOs monitored their organisational activities and projects while only 14% did not monitor their activities and projects. This shows that most CBOs have abilities to monitor their activities and projects.

Do you evaluate the performance of projects/activities?		
Yes	20	40%
No	30	60%
Total	50	100%

Findings show that 60% of the sampled CBOs did not evaluate their projects and only 40% of the CBOs evaluated their projects. This shows that most CBOs did not evaluate.

22.0 DISCUSSION

In this research the effectiveness of project implementation by CBOs was assessed in terms of its ability to benefit the target groups through their activities and projects. An analysis of both the qualitative and quantitative data collected reveals the following on each variable under study.

The level of Community participation

The study sought to determine whether the level of community participation affected the impact of projects implemented by CBOs on the target group. The study particularly focused on the contributions of the community members (target group) toward the implementation of organisational activities and projects. Findings show that 70% (35) respondents said that community members (target group) contributed something while 30% (15) said that community members (target group) did not contribute anything towards the implementation of projects/activities. Findings further show that in 66% of CBOs sampled, community members (target group) benefited when they actively contributed towards the implementation of projects and activities and only in 24% of the CBOs didn't community members (target groups) benefit from the projects or activities when they actively contributed something. This therefore indicates that community participation in project implementation had an impact on their ability to benefit from such projects thereby showing signs of these activities and projects being effectively implementing activities/projects. This is supported by Alesina and La Ferrara (2002) who reviewed projects implemented by CBOs in U.S.A localities and found that they were performing poorly due to low participation by community members. Sabbil and Adam (2015) studying the main factors affecting the sustainability of Donor funded projects, in Darfur found also added that despite the withdrawal of the foreign assistance, the project existed and performed some activities this was attributed to the approach adopted by the project which promoted the direct involvement of beneficiaries in all project phases.

Stability of the source of funds

The study sought to find out whether the stability of the source of funds affected the impact of projects implemented by CBOs on the target group. The study particularly focused on the reliability of the source of funds of the CBOs and its effects towards the implementation of

organisational activities and projects in term of benefiting the community members (target group). Findings show that 64% of the respondents said that the organisational sources of funds were unreliable also said that the activities and projects implemented by the CBOs benefited the community (target group) while only 8% said that activities and projects did not benefit the target group. 26% of those who said sources of funds were reliable also said that activities and projects benefited the community (target group) and none of those who said the source of funds were reliable said that activities and projects of the CBO did not benefit the target group. Therefore these findings show that the reliability of the source of income may not have an effect on the effectiveness of project implementation by CBOs. However, qualitative findings show that donors were the major sponsors for the activities and projects of the following CBOs; Youth Alive Kasama, Mapalo Day Care, Thapiwa, ZAPA, Hope for Africa, TAZARA and NPZ+. KIDOSK depended only on its members/target. While Tetekela Day Care and Kasama Art Theatre had the church and self as the major sponsors. Considering the sources and major sponsors of the CBOs most organisations were vulnerable financially as their existence depended on the external donors and recurring projects and activities failed or were bound to fail at some point in time after donors withdrew/withdraw. Toyobo and Muili (2008) in study in Ilesa community in Nigeria found that CBOs were faced with constraints of unreliable and inadequate funding to sustain the implementation of their projects. Mkutu (2011) also argued that most CBOs operate with minimal resources and are sustained by the personal contributions of their pioneers and the community leaders who drive them (the majority of whom are unemployed). Unfortunately this means that many lack organisational and administrative capacity. Sabbil and Adam (2015) studying the main factors affecting the sustainability of Donor funded projects, in Darfur found that despite the withdrawal of the foreign assistance, the project existed and performed some activities this was attributed to the formation of the mechanism of project sustainability from the previous government counterparts before the cession of the foreign support, with continuous financial support from the State Ministry of Finance through corresponding ministries. Fahamu (1995) in his survey found that the vast majority of funding to CBOs was short term, being of a year or less in duration and project specific in nature.

Management style

The study also sought to establish the management styles in CBOs and their effect on the effectiveness of CBOs in project implementation. The focus of study on management style was on the major decision makers or planners of the organisation. It shows that 60% of the organisations had executive members as the major decision makers, 22% had general organisational members as decision makers, 14% had organisation secretariats as decision makers while 2% had donors as major decision makers and also the other 2% had both organisational and executive members (management team) as decision makers. Therefore, this shows that in most CBOs in Kasama the major decision makers were the organisational executive members (management team). Findings further shows that of the respondents who said that the target groups benefitted from organisational activities and projects 56% said that the executive members (management team) were the decision makers, 20% said that organisation members were the decision makers and 14% said that the organisational secretariat was the decision makers. On the other hand there was none of those who said that donor or both executive and general organisation members were decision makers who said that members benefitted from the organisation activities and projects. Qualitative findings also show that the major decision makers, for TAZARA HIV/AIDS club were both the donors and the management team (Executive members), for Thapiwa and KIDOSK the major decision makers were the general members. While the major decision makers for rest of the CBOs were the executive members (management teams). Therefore findings show that the most effective management style to ensure effective implementation of the projects and activities by CBOs to the benefit of the target group was the executive members as decision makers. These findings are contrary to Laszlo and Krippner (1998) who argued that a system as it illuminates enabling processes: the mechanisms that control and measure the relationships and interactions among the organization's subsidiary parts -no single part of the organizational system can be allowed to sub-optimize, or over-achieve...each part must operate in concert with all other parts. Mochache and Mukuka (2001) in a Sustainable Cities Programme (SCP) evaluation study in Lusaka also concluded that the citywide consultations at the beginning of the programme enabled issues to be identified, conceptualized, prioritized and tailored to meet the actual needs of the communities in Lusaka.

The sensitization process created capacity for EPM among many actors, and enabled the programme to be designed more relevantly.

Project monitoring and evaluation capacities

The study sought to ascertain the abilities (capacities) of CBOs in Project monitoring and evaluation. The study particularly focused on the carrying out of monitoring and evaluation activities by CBOs and also the presence of staff qualified in monitoring and evaluation in CBOs. Findings show that 86% of the CBOs monitored their organisational activities and projects while only 14% did not monitor their activities and projects. This shows that most CBOs had abilities to monitor their activities and projects. Findings further show that 60% of the sampled CBOs did not evaluate their projects and only 40% of the CBOs evaluated their projects. Qualitative findings also show that all the CBOs monitored the organisational activities/projects however only two of the ten had a staff with monitoring and evaluation skills. Apart from KIDOSK all the CBOs were mainly evaluated by their donors and sponsors. It can be concluded that all CBOs were ill equipped in terms of monitoring and evaluating organisational activities and projects as project evaluations were done by qualified external evaluators funding agencies. Fahamu (1995) in his survey he found that the lack of skills was a major issue for CBOs in the Southern African region. Mkutu (2011) also argues that most CBOs operate with minimal resources and are sustained by the personal contributions of their pioneers and the community leaders who drive them (the majority of whom are unemployed) this means that many lack organisational and administrative capacities. According to the Systems theory, Laszlo and Krippner (1998) says that evaluation means identifying the main inputs (needed to achieve stated goals), assessing how these have been converted into practical action (processes), and similarly appraising what results have been achieved, taking all factors into account, not as isolated variables, but interrelated. Feedback is the information and messages received back at different stages in the process. The feedback received can then be used and reconverted as further inputs. Muzinda (2007) also added that effective monitoring and evaluation of projects is usually one of the ingredients of good project performance and provides means of accountability, demonstrating transparency to the stakeholders and facilitates organizational learning for benefit of future projects.

23.0 Conclusion and interpretation of findings

23.1 Conclusion

This research was intended to bring out the factors that influence the effectiveness of Community Based Organisations (CBOs) in project implementation in Zambia. This study adopted an analytical research design and consisting of both qualitative and quantitative research. The target population for this study comprised of 60 CBOs registered by the Ministry of Health under the Zambia National HIV/AIDS/ TB Council (NAC) in Kasama District and had been operational in the last three years. The study used the effectiveness in project implementation in terms of the ability to benefit the target group as a dependent variable and independent variables (variables influencing the effectiveness of CBOs in project implementation) were community participation, reliability of the source of income, management style, monitoring and evaluation of projects. The individual variable analysis showed that community participation in project implementation had an influence on their ability to benefit from such projects thereby showing signs of these activities and projects being effectively implementing activities/projects. Findings also showed that the reliability of the source of income may not have an effect on the effectiveness of project implementation by CBOs. However, considering the sources and major sponsors of the CBOs findings showed that most organisations were vulnerable financially as their existence depended on the external donors and recurring projects and activities failed or were bound to fail at some point in time after donors withdrew/withdraw. Findings further showed that the most effective management style to ensure effective implementation of the projects and activities by CBOs to the benefit of the target group was the executive members as decision makers. Findings also show that all CBOs were ill equipped in terms of monitoring and evaluating organisational activities and projects as project evaluations were done by qualified external evaluators funding agencies.

23.2 Implication

The above findings imply that community participation was high at 70% in the CBOs and it influenced the effectiveness of CBOs by 66%. This clearly shows a high influence of community participation on the effectiveness of CBOs in project implementation. Findings also show that reliability of the source of funds was not a factor on the effectiveness of project implementation

as CBOs only implemented more activities and projects that were fully funded by donors and less of those that were funded only by the CBOs themselves. All the activities and projects funded by donors were effectively implemented by the CBOs but activities and projects funded by CBOs alone had challenges with implementation. This implies that activities and projects funded by donors were effectively implemented because they had reliable source of funds but activities and projects funded by CBOs alone were more likely not to be effectively implemented due to unreliable sources of funds. Findings on the management style in the form of major decision makers showed that the common decision making management style was that involving the Executive members (Management team) at 60%. This imply that in most CBOs target groups were rarely involved in the decision making and planning of the organisational activities and projects this was in the hands of the executive members of the CBOs. However, this style proved to have been effective by 56%. Finally, findings on monitoring and evaluation of projects imply that most CBOs were ill equipped in terms of monitoring and evaluating organisational activities and projects since project evaluations were done by qualified external evaluators funding agencies. Most of the CBOs did not have personnel qualified in monitoring and evaluation of projects.

24.0 Recommendations

Based on the study findings the following are the recommendations both CBOs and the various stakeholders;

- i. Target group (community) participation must be enhanced in CBOs management in order to make the activities and projects implemented by these CBOs more effective to their benefit.
- ii. Most CBOs need to change the their project and activities funding approaches from that of donor dependence approach to that of Income Generating Activities (IGA) approach in order to be effectively implementing all their activities and projects regardless of the source of funds.
- iii. Although most CBOs effectively implemented their activities and projects using Executive members as sole decision makers. Chamber (1998) recommends that the management of CBOs must be inclusive in decision making and planning in order to

ensure responsibility and ownership by the target group. Therefore, it is recommended that CBOs need to adopt an inclusive management style in decision making and planning.

- iv. There is need to build capacities in all the CBOs in monitoring and evaluation of projects. All stakeholders are advised to take these skills as equally important as other areas in the effective implementation of projects by an organisation.

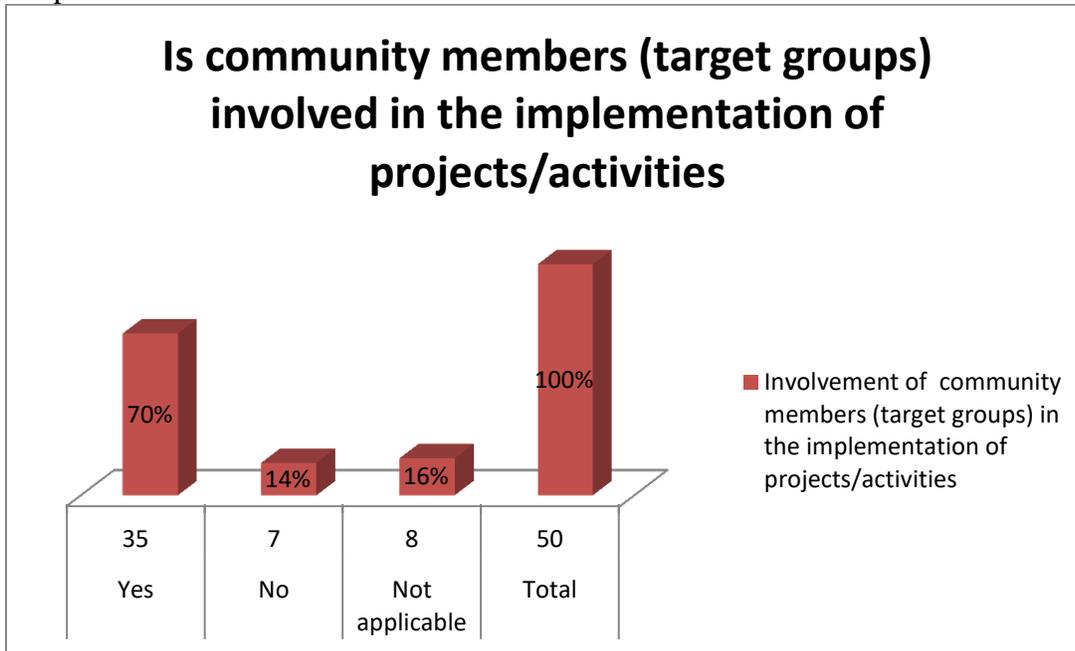
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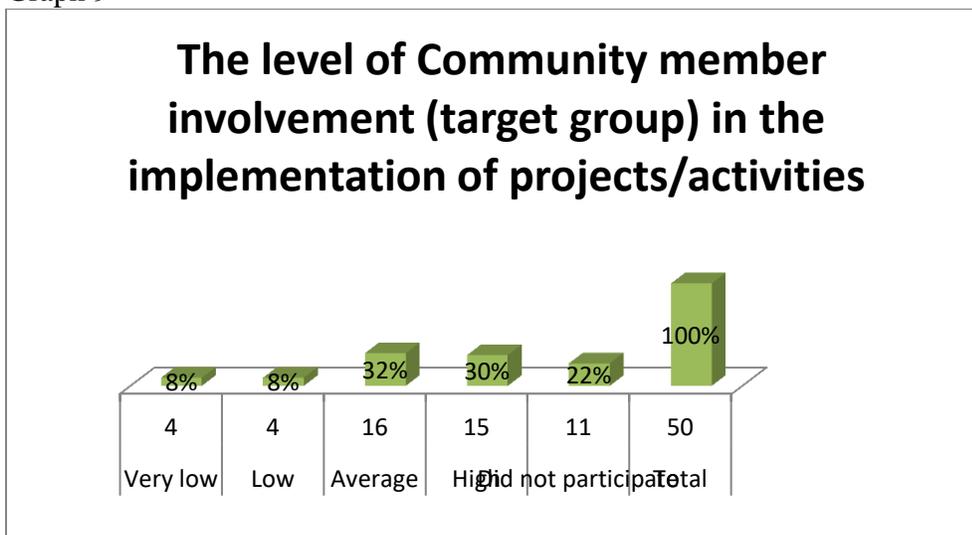
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26.0 APPENDICES

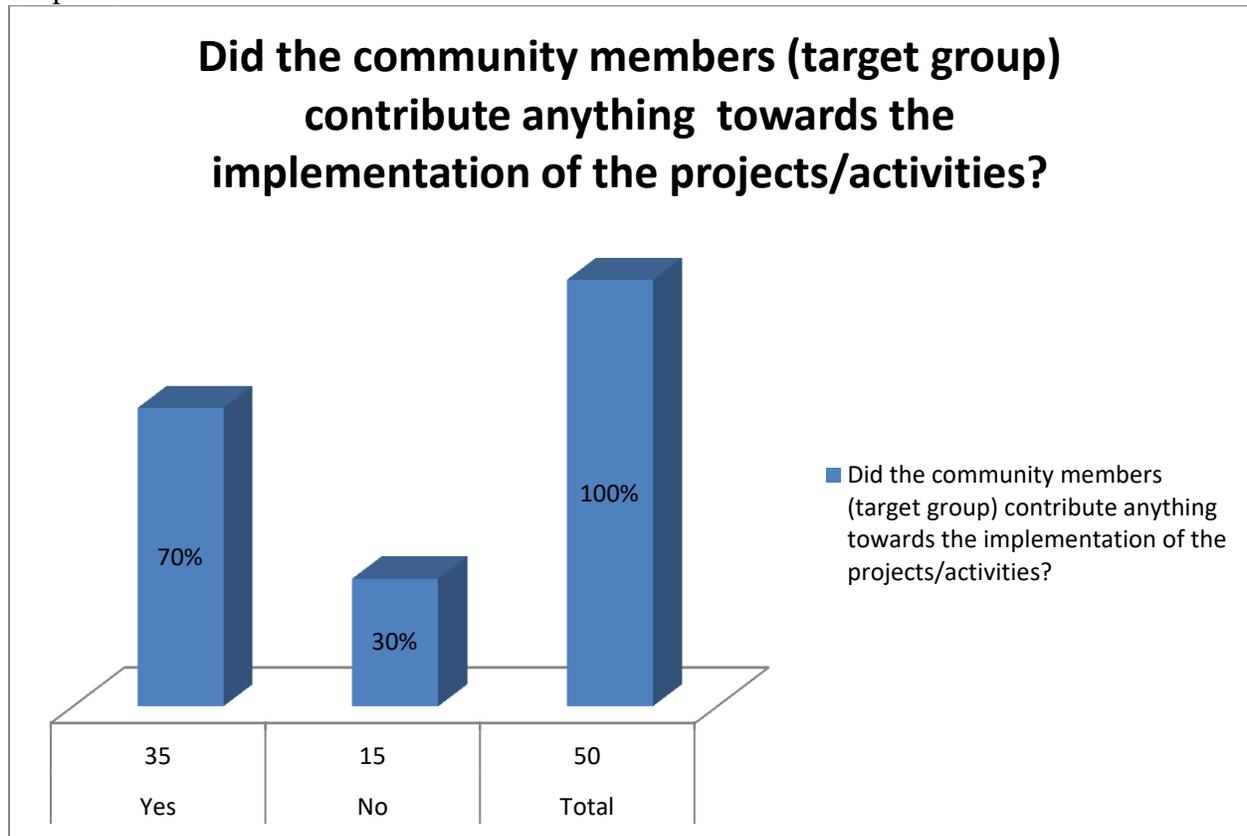
Graph 8



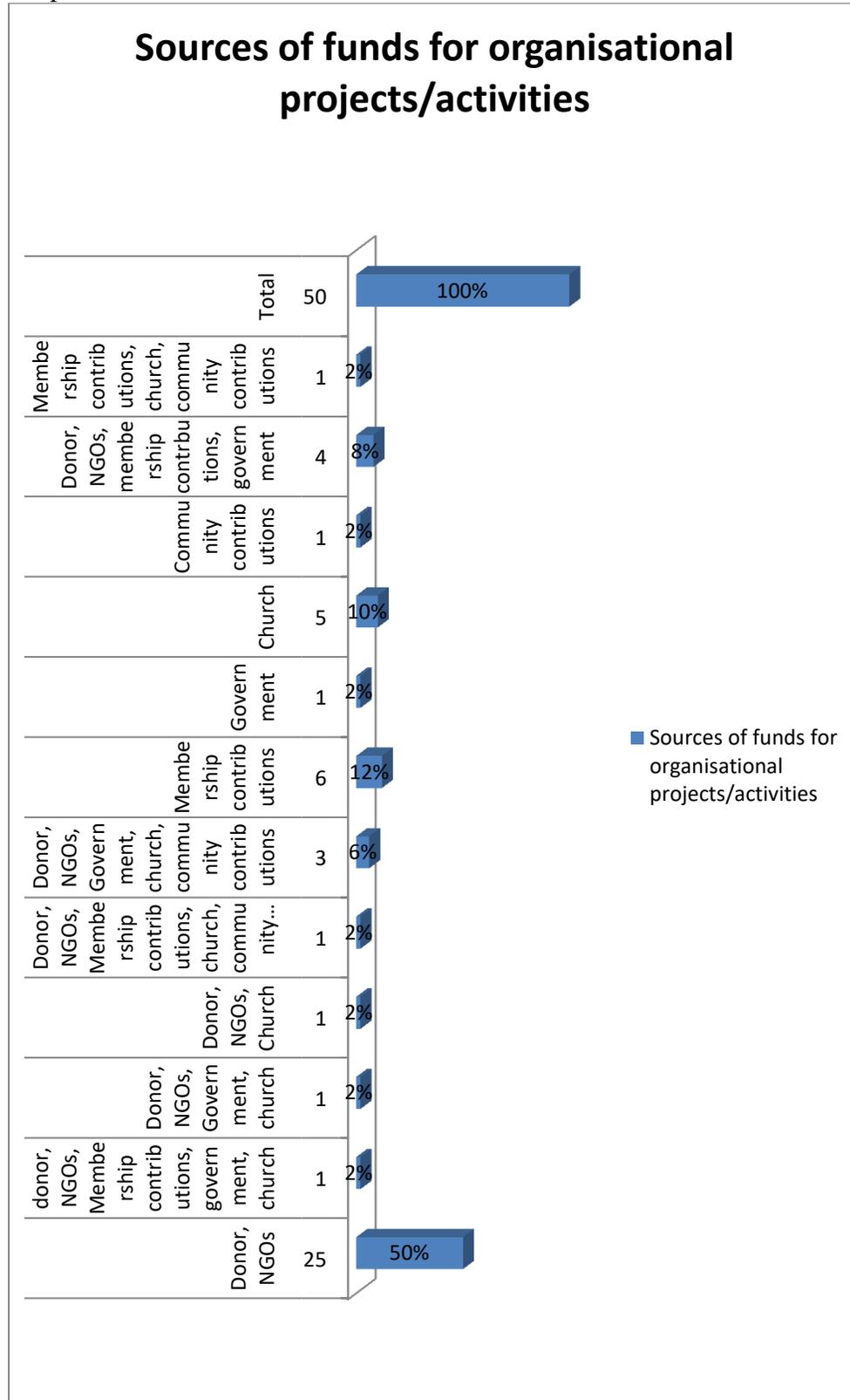
Graph 9



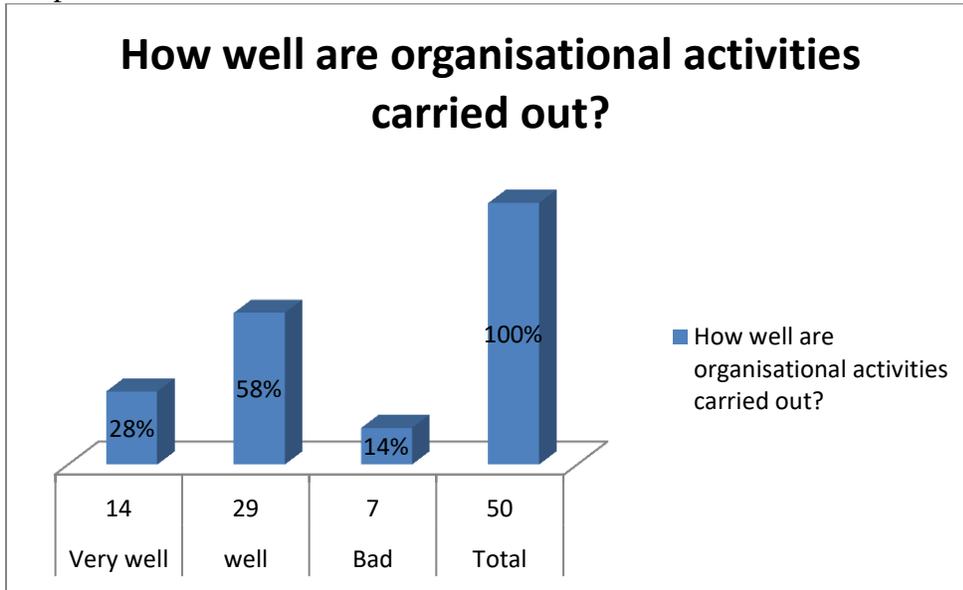
Graph 10



Graph 11



Graph 12



Graph 13

