

**THE EFFECTS OF NON GOVERNMENTAL ORGANIZATIONS (NGOS) ON THE  
SOCIO-ECONOMIC DEVELOPMENT OF LYANTONDE:**

**A CASE STUDY OF KALIIRO**

**BY:**

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**A DISSERTATION SUBMITTED TO THE COLLEGE OF HUMANITIES  
AND SOCIAL SCIENCES FOR PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF A BACHELOR'S  
DEGREE OF DEVELOPMENT STUDIES OF  
KAMPALA INTERNATIONAL  
UNIVERSITY**

**SEPTEMBER, 2017**

### DECLARATION

I, LUBEGA JIIBU declare that, this dissertation is my original work and has never been submitted to any University or Institution for any award.

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### APPROVAL

This is to certify that this dissertation has been written by Lubega Jiibu under my supervision and has been submitted for the award of a bachelor's degree in Development Studies with my approval as University Supervisor.

Signature.......... Date..........

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## **DEDICATION**

This Academic achievement is entirely dedicated to my family; this was entirely your plan and my job has been the implementation of the plan, I therefore present to you this academic achievement as the result of what has always been your dream and hard work.

## **ACKNOWLEDGMENT**

Special thanks to my family for their love and support. I want to especially thank a woman I will forever refer to as a mother, Twinomugisha Sifah and her husband Rubihayo Isaac for their unconditional and tireless support, love and care for without them there wouldn't have been this study.

I also want to thank all those who participated in my research and who sat down to interview with me. They have provided the essence of what is written here.

Finally, I want to thank Mr. Nuwamanya Richard for his guidance and all the knowledge he has imparted to me. This thesis could not have been written without him. I also want to thank my brother Mwesigwa Sulaiman, Tumukunde Kasim and Mugisha Abibu they have done more than I personally expected from them, thank you so much. I thank both lecturers and students of development studies especially my colleagues in the class for their great leadership and support.

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## **LIST OF ACRONYMS**

AU	African Union
CBOs	Community Based Organizations
CPA	Comprehensive Peace Agreement
DPI	Department Of Public Information of United Nations
DPI	United Nations Department of Public Information
ECOSOC	Economic and Social Council of the United Nations
FAO	Food and Agriculture Organization
GBV	Gender Based Violence
GDP	Gross Domestic Product
GoU	Government of Uganda
IDPS	Internally Displaced Persons
IGAs	Income Generating Activities
ILO	International Labour Organization
IMF	International Monetary Fund,
NGOs	Non-Governmental Organizations
OECD's	United Nations Humanitarian Principles of Engagement and the
PSI	Population Service International
SPSS	Statistical Package for Social Sciences.
UK.	United Kingdoms
UNDP	United Nations Development Programmes



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UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children Emergency Funds
US	United States
US DEPT	United States Department
USAID	United States Agency for International Development
WTO	World Trade Organisation

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## **ABSTRACT**

This study provides an overview of the legacy of NGOs in Kaliiro-Lyatonde and their current involvement in the Socio-Economic development of Kaliiro-Lyatonde. The question explored is: What are NGOs and other external aid organizations doing (and what else can they do) to set the groundwork for an environment that will foster and develop the self-sufficiency of the local population in Kaliiro-Lyatonde? Research results from a survey of aid providers show that the effectiveness of aid depends on the program and approach. Perspectives vary according to peoples' approach to the issue but most agree that although some progress is being made, there are many obstacles standing in the way of meeting the primary goals of aid providers. This research highlights these obstacles and provides recommendations for how aid providers can address these problems.

This research is composed of five (5) chapters, chapter one explores the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study, conceptual frame work and definitions of key terms. Chapter two looks at the literature review, chapter three shows the method used in this study and chapter four will contain the findings and finally chapter five is about conclusion and recommendations.

## CHAPTER ONE

### 1.1. Introduction

This chapter was to be composed of the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study, conceptual frame work and definitions of key terms.

### 1.2. Background of the study

Non-Government Organizations (NGOs) and Voluntary action has been part of the historical legacy. In early 20<sup>th</sup> century, several voluntary efforts will be started in the fields of education, health etc. The NGOs became prominent after independence, especially after 1970s. Development practitioners, government officials and foreign donors Consider that Non-Governmental organizations by the virtue of being small-scale, flexible, innovative and participator, was more successful in reaching the poor and in poverty alleviating. This consideration resulted in the rapid growth of NGOs involved in initiating and implementing rural development programmes.

The NGO sector has been recognized as a crucial partner, recognizing the strengths of the NGOs in organizing the community and the potential in saving and credit programmes (both under the linkage programme and other credit delivery innovations. (LaxmiR. Kulshresth et.al - 2002). The concept of NGOs and Social welfare is not new. Kaliiro-Lyantonde has a glorious tradition of Voluntary organisations.

Non-governmental organizations (NGOs) in Kaliiro-Lyantonde constitute part of the country's non-profit private sector in development. Their activities embrace various fields of development and largely geared to alleviating poverty and promoting sustainable development. In recent years, the role of NGOs, engaged in the developing countries of the third world has become a major topic of discussion. Lyantonde is a district with dense population and a predominantly rural economy. Most of its population is used to follow rural customs, beliefs and practices. Most people of rural Lyantonde are indicated as grassroots people. Over the last two decades the NGO sector in Lyantonde, like in many other places in the world, has performed as a major actor in facilitating the process of institution building of the poor at the grassroots (Clark, 1991).

Voluntary organization is not a new phenomenon in our country. Voluntary effort has always been an important part of our culture and social tradition. The need for organizing people into accredited associations and their involvement and participation in rural development have now been fully recognized. In recent years, they have increased in considerable number, acquired greater importance and significance and put up many new experiments in the field of rural development. Voluntary organisation can play a crucial role in rural development by supplementing government efforts as they are close to the minds and hearts of the rural people. They have their roots in the people and can respond to the needs and aspirations of the community very effectively. They can experiment new approaches to rural development. (Dhillon & Hansra -1995) The success of the rural development depends upon the active participation and willing co-operation of the rural people through Self-Help organizations and voluntary agencies. In recent years, the voluntary agency has acquired greater importance and significance than before because the administration has not been able to reach the people, especially the poor and weaker sections. They have been able to make their presence felt from the local to the national level and at the international level also. Many of them have pioneered works in areas, which were ignored by the process of national development planning (Anandharaja Kumar - 1995).

NGOs continue with the goal of social transformation, or replace these goals with the relatively modest aim of service delivery. By the mid - 1980s, therefore, one witness another shift in NGO objectives from social transformation through bringing in changes in power structures towards providing specific services to their target groups and also to the wider community services which were hitherto not available from the state, private sector, and other civil society organizations. At present, services available from NGOs include health care, family planning, legal aid, non-formal primary education and micro-finance and many others.

In Lyantonde social structures and social relations and with the worsening desperate poverty has changed. Poverty, malnutrition, mass illiteracy, diseases and deaths engulfed the country from the very birth of Kaliiro-Lyantonde. Food deficiency has also triggered pervasive malnutrition. In general people lost their purchasing capacity and they had to be provided with income generating and employment opportunities. The crisis further accentuated by the existing bureaucratic structures as the process of top-down planning and centralized implementation



procedures had been in vogue. Moreover, people centered development was not possible as the leadership had been mostly self-centered. NGOs have emerged as significant actors in Kaliiro-Lyantonde's development scene after independence. During the course of the last three decades, they have made themselves inseparable from the country's economic, social and political development process.

### **1.3. Statement of the Problem**

The presence of NGOs in Kaliiro-Lyantonde is not new. For years, the public domain of Kaliiro-Lyantonde has been occupied by established NGOs. Kaliiro-Lyantonde has long been dependent on NGOs for aid due to insecurity and displacement that has come from years of war. They have been in charge of personnel provision and financing of basic requirements such as health institutions, nourishment centers, road construction, school education, and professional training facilities (Riehl, 2001, 6).

However, the trend shows that the local people have not benefited much from the organizations and aid providers as the formal documents of aid provision may indicate. For example, the most jobs created as the result of NGOs presence in Kaliiro-Lyantonde is in the service industry that has developed to house (cleaners), feed (cooks), and transport (drivers) expatriates instead of decent jobs that ILO's policy frame-work stipulates (Brooks 2007). Due to this prominence of NGOs in Kaliiro-Lyantonde, it is very important to evaluate the impact of this aid on the local people and its effectiveness in promoting development in Kaliiro-Lyantonde.

### **1.4. Purpose of the Study**

The purpose of this study was to identify the effects of NGOs programmes on the socio-economic development of Lyantonde, a case study of Kaliiro.

### **1.5. Objectives of the Study**

#### **1.5.1. General objective**

To find NGOs impacts on the socio-economic development of Kaliiro-Lyantonde.

### **1.5.2 Specific objectives**

1. To establish the contributions of NGOs in socio-economic development of Kaliiro-Lyantonde district.
2. To establish the challenges of NGOs in social –economic development of Kaliiro-Lyantonde district
3. To establish the measures to challenges of NGOs in social economic development of Kaliiro-Lyantonde district.

### **1.6. Research Questions**

1. What are the contributions of NGOs in socio-economic development of Kaliiro-Lyantonde district?
2. What are the challenges of NGOs in social –economic development of Kaliiro-Lyantonde district?
3. What are the measures to challenges of NGOs in social economic development of Kaliiro-Lyantonde district?

### **1.7. Scope of the Study**

#### **1.7.1. Geographical scope**

The research will be carried out in Kaliiro-Lyantonde district and it specifically targets the local people, NGOs staff, other aid providers and Government officials.

#### **1.7.2. Content scope**

The researcher concentrated more on the assessment of the roles of the NGOs which is an independent variable, the development effects of NGOs programmes on local a person which is a dependent variable and clarifies whether or not the NGOs are effective in their programmes.

#### **1.7.3 Time Scope**

The research was to be carried out in a period of four months that is from April to July 2017. This research was limited to Kaliiro due to the increasing poverty in the area and because of the fact that Kaliiro hosts almost all the organizations present in the country.

### 1.8. Significance of the Study

- (i) The study was to clarify whether or not the NGOs are effective in their programmes according to development principles and core values.
- (ii) The study was useful to policy makers because it helped them in identifying key problems and challenges underlying the operations of NGOs in Kaliiro - Lyantonde
- (iii) The study findings were to help the NGOs to design relevant approaches for achieving sustainable development.
- (iv) The study was to benefit the researcher since it was a requirement for the award of the bachelor of Development Studies of Kampala International University.
- (v) The researcher provided data needed by many NGOs and other stakeholders required for better planning and programmes design.
- (vi) The research will identify key areas of intervention by the government and the local people to achieve development and equally distribute resources.

### 1.9. Definition of key terms

First, five key concepts need to be defined in order to understand the research.

**Non-governmental Organizations (NGOs):** NGOs are commonly defined as independent development actors existing apart from government and corporations, operating on not for profit basis, with degree of emphasis on undertaking community development work or advocating on development issues.

**External aid providers.** This refers to all public and private aid (other than NGOs) originating outside of Kaliiro-Lyantonde. Organizations that fit under the category of Other External Aid Providers include multilateral organizations such as the United Nations Development Program (UNDP) and the United Nations Children's Fund (UNICEF) and bilateral organizations such as the United States Agency for International Development (USAID).

**Development.** Development is defined in broad terms in this thesis. It includes activities that provide a better quality of life for the citizens of Kaliiro - Lyantonde such as 1) infrastructure and economic recovery, 2) the setting up of educational structures, 3) assisting the government of

Kaliiro-Lyantonde in building its administrative and political structure, 4) assisting the vulnerable (women, children, disabled, internally displaced) and 5) providing food security.

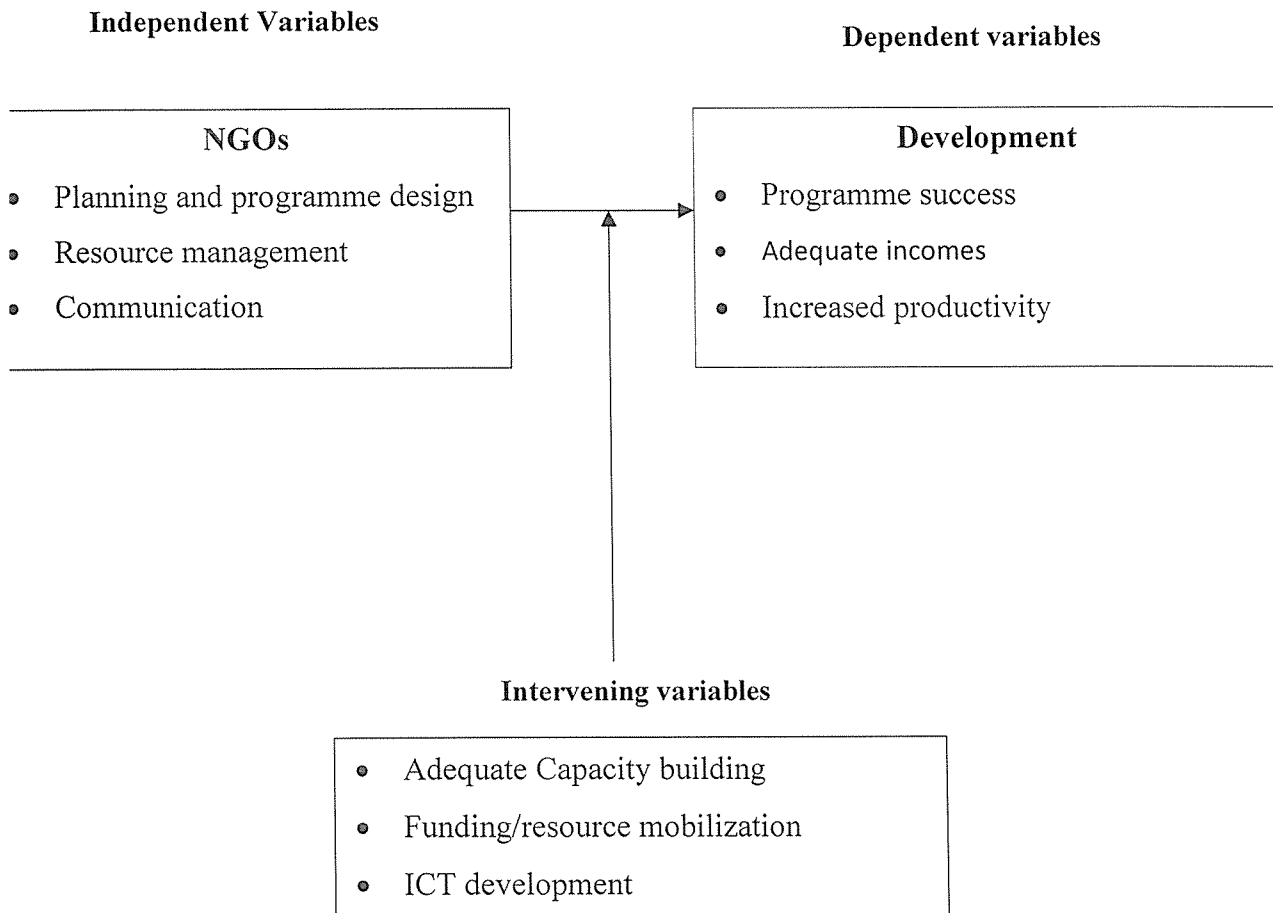
**Sustainability.** In order for aid to be effective and have maximum impact, it was sustainable. For the purpose of this thesis, sustainability means that the programs which are meeting the present needs of people should also have a long-term effect on peoples' quality of life and ability to generate income.

**Self-sufficiency.** In its pure form, self-sufficiency refers to “the state of not requiring any outside aid, support or interaction, for survival” (Economic Expert, 2009). In the context of this report, self-sufficiency does not refer to complete autonomy from foreign aid but instead a more limited form of the term which can involve one or more factors such as growing one's own food or becoming economically independent.

**Socio-economic development** is the process of social and economic development in a society. Socio-economic development was measured with indicators, such as GDP, life expectancy, literacy and levels of employment. Changes in less-tangible factors are also considered, such as personal dignity, freedom of association, personal safety and freedom from fear of physical harm, and the extent of participation in civil society.

## 1.10. Conceptual Framework

**Figure 1: Conceptual Framework**



The above conceptual frame work shows the explanation of the roles of NGOs in a development process where the success and failure of the program is dependent on the planning and program design, poor resource management limits the generation of incomes but the opposite may in fact lead to adequate incomes. Food security and improvement in the quality of life was also dependent on the communication of the latest technology and markets. Capacity building, free access to information and markets and proper resource management and mobilization is few of many strategies that can be used for effective and sustainable development by NGOs.

## **CHAPTER TWO:**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

This chapter will discuss the existing literature on an assessment of the effects of non-governmental organizations on the socio-economic development of Kaliiro - Lyatonde.

#### **2.2. Role of NGOs in socio-economic development**

Non-governmental organisations originally appeared in the mid nineteenth century. After the Second World War, and with the creation of the United Nations, the need and place for a consultative role for organisations that were neither governments nor member states was recognized. The acceptance of these bodies led to the term ‘Non-governmental organisations’. The Economic and Social Council of the United Nations (ECOSOC) originally defined these bodies as ‘any international body that is not founded by an international treaty’, however the United Nations now describe a Non-Governmental Organisation as a “not-for-profit, voluntary citizen’s group, which is organised on a local, national, or international level to address issues in support of the public good.

Task oriented and made up of people with common interests, NGOs perform a variety of services and humanitarian functions, bring citizens’ concerns to governments, monitor policy and programme implementation, and encourage participation of Civil Society stakeholders at the community level.” They provide analysis and expertise, serve as early warning mechanisms, and help monitor and implement international agreements.

NGOs have, since the end of the Second World War, become increasingly more important to global development. They often hold an interesting role in a nation’s political, economic or social activities, as well as assessing and addressing problems in both national and international issues, such as human, political and women’s rights, economic development, democratisation, inoculation and immunization, health care, or the environment.

In 2001, research showed that there were around forty thousand internationally operating NGOs. These do not include national NGOs, of which there can be several hundred thousand in a single

country. Others work by themselves, unassisted by the UN or other international organizations, in both developed and developing countries. The United Nations Department of Public Information (DPI) works in close cooperation with national governments, NGOs and other international organizations in order to harmonize the work done by NGOs.

The DPI and NGOs have worked in cooperation with one another for a long time. ECOSOC has called for effective information programmes for all NGOs so as to disseminate information to the public about the NGOs work as well as the work of the UN. The department's outreach division acts as a mediator and coordinator between NGOs and the DPI. In 2007 there were 1664 NGOs with strong connections to the DPI, including 668 that are associated with ECOSOC. However, recognizing the large number of NGOs that work in cooperation with the UN, relations between NGOs and the UN are not always easy. Some NGOs face increasing competition to be heard from the private sector, whereas others face negative reactions from certain member states. Therefore, the role of the NGO in the United Nations, as well as the role of the NGO in the developing world, is not always as effective as possible.

However, in the developing world, the role of NGOs is often critical. In years of drought or famine, the non-governmental organisations have been pivotal in providing food to those most marginalised. NGOs often provide essential services in the developing world that in developed countries governmental agencies or institutions would provide. Normally, NGOs provide services that are in line with current incumbent governmental policy, acting as a contributor to economic development, essential services, employment and the budget. In a wider approach, NGOs are also the source and centre of social justice to the marginalised members of society in developing countries or failed states. NGOs are often left as the only ones that defend or promote the economic needs and requirements for developing states, often bringing cases to the International Monetary Fund, World Trade Organisation and World Bank. Developing nations and NGOs often find allies in one another when opposing legislation, economic terms or agreements from global institutions.

“Kaliiro-Lyantonde is the hub of NGO activities in the whole of Uganda, with most organizations active in the country represented in some capacity and a large fortified UN barracks on the outskirts of town” (Brooks, 2007, 10). The humanitarian and development

assistance Kaliiro-Lyantonde receives is huge. However, only a small amount of these funds actually provides concrete aid to Kaliiro citizens.

About 80 percent is used for salaries of aid agency personnel, radio communication, security measures, flights and logistics (Grawert, 2007, p 397). The major UN agencies are in charge of the services sectors in Kaliiro-Lyantonde. NGOs only cover limited and specific areas in the fields of humanitarian and development assistance and most of their work is done at the local level (Grawert, 2007, p 398).

This section explores the literature on the role of NGOs in the economic development of Kaliiro-Lyantonde. Brooks breaks the development industry into three primary elements: multilateral agencies, bilateral agencies and non-governmental organizations. Multilateral agencies are aid-giving bodies that work on behalf of and represent groups of nations. Examples include The United Nations (UN), the World Bank and the IMF. Bilateral agencies “function to allocate and distribute funds from one government to specific programs judged to conform to predetermined specifications, which in turn depend on the priorities and interests of the country represented” (Brooks, 2007).

The role of NGOs is to carry out the aid-giving body’s national programs by implementing local projects. Plans are checked to make sure the money is being used for achieving goals outlined by the policies. One shortfall of these checks is that they are carried out on a self-protective basis. Once a program is approved, there is often no accountability on the part of either the agency or the implementing body (Brooks, 2007).

Among the wide variety of roles that NGOs play, the following six can be identified as important, at the risk of generalization:

#### **Development and Operation of Infrastructure:**

Community-based organizations and cooperatives can acquire, subdivide and develop land, construct housing, provide infrastructure and operate and maintain infrastructure such as wells or public toilets and solid waste collection services. They can also develop building material supply centres and other community-based economic enterprises. In many cases, they will need technical assistance or advice from governmental agencies or higher-level NGOs.



**Supporting Innovation:**

NGOs have the advantage of selecting particular places for innovative projects and specify in advance the length of time which they will be supporting the project - overcoming some of the shortcomings that governments face in this respect. NGOs can also be pilots for larger government projects by virtue of their ability to act more quickly than the government bureaucracy.

**Facilitating Communication:**

NGOs use interpersonal methods of communication, and study the right entry points whereby they gain the trust of the community they seek to benefit. They would also have a good idea of the feasibility of the projects they take up. The significance of this role to the government is that NGOs can communicate to the policy-making levels of government, information about the lives, capabilities, attitudes and cultural characteristics of people at the local level.

NGOs can facilitate communication upward from people to the government and downward from the government to the people. Communication upward involves informing government about what local people are thinking, doing and feeling while communication downward involves informing local people about what the government is planning and doing. NGOs are also in a unique position to share information horizontally, networking between other organizations doing similar work.

**Technical Assistance and Training:**

Training institutions and NGOs can develop a technical assistance and training capacity and use this to assist both CBOs and governments.

**Research, Monitoring and Evaluation:**

Innovative activities need to be carefully documented and shared - effective participatory monitoring would permit the sharing of results with the people themselves as well as with the project staff.

## **Advocacy for and with the Poor:**

In some cases, NGOs become spokespersons or ombudsmen for the poor and attempt to influence government policies and programmes on their behalf. This may be done through a variety of means ranging from demonstration and pilot projects to participation in public forums and the formulation of government policy and plans, to publicizing research results and case studies of the poor. Thus NGOs play roles from advocates for the poor to implementers of government programmes; from agitators and critics to partners and advisors; from sponsors of pilot projects to mediators.

### **2.3. Three core values of development.**

**Sustenance.** This refers to the capacity to meet basic necessities such as food, clothing, and shelter. Lack of even one of these means that a person's life is not progressive. A country develops if its citizens have enough or more than enough for their basic necessities, there is growth of income, extreme poverty is addressed, and there is equality among members of society.

**Self-esteem.** The quality of life is good when there is respect, trust, and self-value. Each person has needs which can be achieved through the presence of respect, dignity, and a good reputation in society. A person's worth as an individual cannot simply be measured by the ownership of material things which is often given emphasis by progressive capitalist countries such as the United States. In the Philippines, material wealth is not the only important thing but the love for one's family, the family's reputation, and a person's dignity and self-esteem. A country is developed if this unique need of the people is addressed.

**Freedom from Servitude.** This freedom is drawn from liberation from oppressive systems in society, poverty and abuse, slavery, ignorance, and the absence of the freedom to choose one's culture or religion. This freedom can be seen in the range of choices in a society. What is good about development is not only the joy of being free from poverty but also the availability of a wide range of choices. In general, freedom prevails if people live a comfortable life, if they have the freedom to choose their religion, to vote and to express their opinion about administration and governance, and if they enjoy equal opportunities for education and employment.

## **2.4. Humanitarian Values (development Principles)**

Most NGOs operate under an overarching obligation to humanitarian values. For example, the United Nations Humanitarian Principles of Engagement are here listed below.

**Impartiality:** Aid will be delivered without discrimination as to ethnicity, religious beliefs or political opinion. Humanitarian assistance should be provided solely on the basis of needs.

**Neutrality-**Apolitical nature of humanitarian aid: Aid agencies will be neutral in providing humanitarian assistance and must stress the political nature of humanitarian assistance. The action of aid agencies will not imply recognition of or confer legitimacy of the authority in control of the area in which humanitarian assistance is provided.

**Independence:** The assistance provided will be dependent solely on needs, giving priority to the most urgent and stressing situations, and will not be influenced by political, economic or military considerations.

**Human Rights:** The promotion of human rights is an essential part of humanitarian assistance and may range from passive monitoring of respect for human rights to pro-active human rights advocacy. These activities will be guided by International Human Law and by the mandates given by International Instruments to various humanitarian organizations such as UNHCHR, UNHCR, and ICRC.

**Participation:** Beneficiaries, local partners and local structures should be involved, wherever possible, in the need assessment, provision and monitoring of humanitarian emergency assistance, so as to provide sustainability in the long term.

**Coordination:** Participating agencies commit themselves to enhanced co-ordination and mutual support using the existing co-ordination mechanisms.

**Transparency:** Humanitarian programs and aid agencies operating in the country must be totally transparent in all their workings and dealings with relevant authorities. Transparency should be achieved through the regular flow of information to the relevant authorities and vice versa. This principle should be applied without prejudice to the security of the beneficiaries.

**Accountability:** Implementing partners hold themselves accountable to both those they seek to assist and those from whom they accept resources (Ali-Dinar, 1999).

Although humanitarian principles are ideal, they are not always fully realized in this imperfect world. Brooks discovered during an interview with an NGO staff member in Uganda that humanitarian principles and local traditions clashed within the organization itself.

## **2.5. Areas of Service Provision**

For years, the public domain of Kaliiro-Lyantonde was influenced heavily by established NGOs. They are in charge of personnel provision and financing of basic requirements such as health institutions, nourishment centers, road construction, school education, and professional training facilities (Riehl, 2001, 6). Should these be the primary functions of NGOs and what should their focus be moving forward? Abbink recommends that the primary domains of attention for NGOs in Juba should be as follows:

- ❖ The internally displaced persons (IDPs) and refugees
- ❖ Security, including de-mining and the control of arms flows
- ❖ Infrastructure and economic recovery
- ❖ The setting up of educational structures
- ❖ The building of Uganda administrative- political structure, including capacity-building and a reformed legal system
- ❖ Food security (Abbink, 2004).

However, when multiple organizations are carrying out one or some of the above functions, problems of coordination and competing self-interests occur. To avoid these issues, Abbink suggests that a NGO and donor conference is held before the various NGOs and international organizations that have programs in Uganda start their projects.

The main purpose of this would be to ensure that the various initiatives and assistance programs are coordinated and regionally divided

## **2.7. Involvement of Local People in NGO Activities**

Brooks believes that local participation and involvement in the development process is essential for the success of NGO, multilateral and bilateral aid programs. The purpose of development is to improve the quality of life of communities and individuals within Uganda. This can only be done through close collaboration with the people for whom the development is being pursued.

One of the overwhelming things is the relative rarity of local employees, and the typically menial, administrative roles that they occupied.” When expert NGO representatives were questioned about this situation, they stated that there is a lack of “qualified” or “experienced” Ugandans available. Others suggested that the locals’ unfamiliarity with Western norms of professional conduct is a likely problem.

Thus, according to Brook, most of the Kaliiro-Lyantonde citizens jobs created as a result of the NGO presence are in the service industry that has developed to house, feed and transport expatriates (Brook, 2007).

Brook describes an encounter with a Kaliiro-Lyantonde citizen’s man as he was waiting to conduct an interview. He explained to the man that the person he was supposed to meet was late. In response the man stated, “You (whites) have done much in Kaliiro-Lyantonde, but there is one thing that you have not realized. You may change our minds, but you will never change our hearts.”

Brooks suggests that the international development industry incorporates local populations into its operational structures to develop a new, more “sustainable form of cultural change” that will engage both the hearts and minds of the local people (Brook, 2007). If the development industry invested more resources to establish a strong base of local employees, many of the local cultural effects of the external presence could be recognized and developed into the projects at the ground level (Brook, 2007).

Abbink also emphasizes local involvement in the development process:

People in Kaliiro-Lyantonde should do most of the work, set priorities and choices, and ‘self-rehabilitate’ through their own organizations, local NGOs, civic groups and women’s groups; external donors can provide funds, advice, and examples of good practices, in dialogue with the

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local people. Also the Government should not push its plans on the people but involve them in their decision-making, all the more so because the ethnic and regional differences across Kaliiro-Lyantonde are significant (Abbink, 2005).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter is about the methodology that was to be used in the study. It included the research design, study area, study population, sample size and selection, research tools, data collection and data analysis.

#### **3.2 Research design**

The function of the research design was to help the researcher obtain data required for the study. The researcher will use a descriptive research design and adopts quantitative methods to allow the researcher to get first-hand information based on the topic as an assessment of the effects of NGOs on the development of Kaliiro-Lyantonde. A qualitative method was used to capture what framework is in place, how it will function, and interlinked with organisational performance. This enabled the researcher to make comparisons across data to create all-embracing conclusions and will enable a comprehensive understanding of procurement process and organisational performance from the experiences of the respondents. Bratton, Michael (1989),

#### **3.3. Study area**

The study was conducted in Kaliiro-Lyantonde. The selection of Kaliiro as the area of study was based on its accessibility, security and because of the fact that it hosts all NGOs in the country.

#### **3.4. Study population**

The study targeted NGOs staff, government officials and the local people or the ordinary Kaliiro-Lyantonde citizens. The population comprise of the potential participants that make up the study and will contribute to the researcher getting more information on assessing the effects of NGOs in the country. According to the survey made, the total population of the respondent were to be 140.

##### **3.4.1. Sample size**

The study involved 140 respondents. These were the NGOs, government officials and the local people. The table below shows how the sample was distributed among the different categories.

<b>Institutions</b>	<b>Population</b>	<b>Male</b>	<b>Female</b>	<b>Percentage (%)</b>
NGOs	25	12	13	18%
GoSS	25	15	10	18%
Local People	90	45	45	64%
<b>Total</b>	<b>140</b>	<b>72</b>	<b>68</b>	<b>100</b>

**Source: Primary Finding 2017**

### **3.4.2. Sampling design**

The researcher adopted stratified random sampling where an institution (NGOs, Government officials and the local) constituted strata. From each stratum, simple random sampling technique was used so as to enable the members under each category to have an equal representation. This enabled the researcher to come up with findings that were to be reliable and valid. The clients were selected using convenience sampling. This was selected because only those who were willing to participate were selected as they were found at the premises of the institutions. Namara B. Rose, (2009)

## **3.5. Sources of Data**

The study employed both primary and secondary data collection approaches as explained below.

### **3.5.1. Primary data sources**

According to Otieno (2004) primary data was that kind of data that was gathered for the first time, it has never been reported anywhere. Short comings of secondary data sources such as out datedness and inadequacy in terms of coverage, necessitated the use of primary source for first data. Self-administered questionnaire was used to reach large population within reasonable time.

### **3.5.2 Secondary data sources**

Brock K, McGee R and Gaventa, J, (eds) defines secondary data as that kind of data that is available, already reported by some other scholars. Secondary data includes policy documents and abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study was got from sources like libraries, archived records from of NGOs and



government, internet and magazines. This is because it was readily available and easier to comprehend, as it was comprised of extensively researched work.

### **3.6. Data Collection Methods/ Instruments**

The researcher used the following instruments to collect data for this study

#### **3.6.1. Questionnaire**

Semi structured Questionnaire were used to obtain responses from the respondents. The questionnaires were structural according to the objectives of this study. Semi structured questions were used to help the respondents make quick responses.

#### **3.6.2. Interview guide**

The interview was administered to different NGOs staff and government officials. The interviews were meant to enable the researcher come up with detailed information to back the information that was got through questionnaires.

#### **3.6.3. Observation**

The researcher observed different activities and programmes implementation by NGOs including the administrative structures of NGOs.

#### **3.6.4. Instrument scoring Scale**

The scale of 5 were used to respond in the questionnaire as strongly Agree, to Agree, Undecided, Disagree to Strongly Disagree. The calibrations for the positive items will such that they will score: 5, 4, 3, 2 and 1. The negatively structured items will score as follows: 1, 2, 3, 4, and 5.

### **3.7. Data processing**

Data collected was checked for completeness, categorized, coded and entered into a computer where it was summarized

#### **3.7.1. Data analysis**

- (i) The data got was analysed automatically using SPSS (Statistical Package for Social Sciences). The SPSS package opted for, because it handles a large number of variables. Pearson's linear correlation index was to be used in order to correlate the assessment of procurement process towards organisational performance.

The index was selected because it measured the degree and direction of the relationship between variables. Gaventa, J (2004)

### 3.7.2. Data Presentation

Quantitative data was presented in form of descriptive statistics using frequency tables. Qualitative data was sorted and grouped into themes. The researcher thereafter evaluated and analyse the adequacy of information in answering the research questions through coding of data, identifying categories and parameters that emerged in the responses to the variables of the study. Qualitative data was presented using narrative text.

### 3.8. Limitations of the study

- (ii) **Financial constraints:** Research was costly project in terms of transport, feeding and processing of the proposal and research report.
- (iii) **Limited time:** Inadequate time frame required for a detailed research study. Comprehensive research study involved a great deal of collecting, analysing and processing of data that required a lot of time
- (iv) **Hesitation of the respondents:** The respondents hesitated to release information to the researcher. However, the researcher made the questionnaire anonymous to assure them that the study was purely for academic purposes.
- (v) **Limited access to reading material;** Research facilities were limited in the country and accessing the few facility present was hard
- (vi) Another constraint might be the **general apathy** among people; Research was considered by many people as a project that was not important and therefore do cooperated.
- vii. Language barriers;** Kaliiro-Lyantonde has many languages and all these languages are spoken in Kaliiro-Lyantonde, so communication between the local people and the researcher was not easy given the fact that Kaliiro -Lyantonde has the higher rate of illiteracy.

## CHAPTER FOUR:

### FINDINGS AND ANALYSIS

#### 4.1. Introduction

This chapter involves presentation and interpretation of the research findings. It also presents field data based on the topic as an assessment of the effects of non-governmental organizations on socio-economic development of Kaliiro-Lyantonde. Results were presented in tables and percentages based on the objectives of the study.

#### 4.2. Data collection analysis, presentation and discussion

This chapter presents how the organization and analysis of data was done to come up with accurate information on an assessment of the effects of non-governmental organizations on socio-economic development of Kaliiro-Lyantonde. The researcher used word processor to organize the findings, quantitative data was analyzed systematically. The researcher presented his data through statistical technique of frequency distribution in different categories. The number of questionnaires circulated was 140. They were all filled and returned.

#### 4.3. Demographic and socio-economic characteristics of respondents

Characteristics of respondents are outlined as NGOs staff, Government officials, sex, level of Education, and their ages.

##### Gender of Respondents

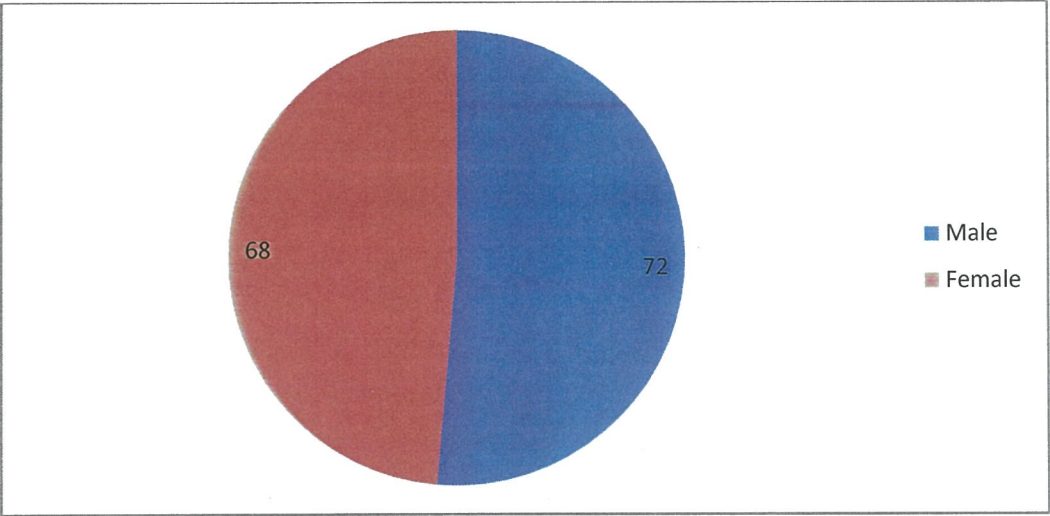
**Table 1: Showing the Distribution of Respondents according to their gender and status**

Sex	Frequency	Status		Percentage (%)
		Married	Single	
Male	72	40	32	51%
Female	68	38	30	49%
<b>Total</b>	<b>140</b>	<b>78</b>	<b>62</b>	<b>100</b>

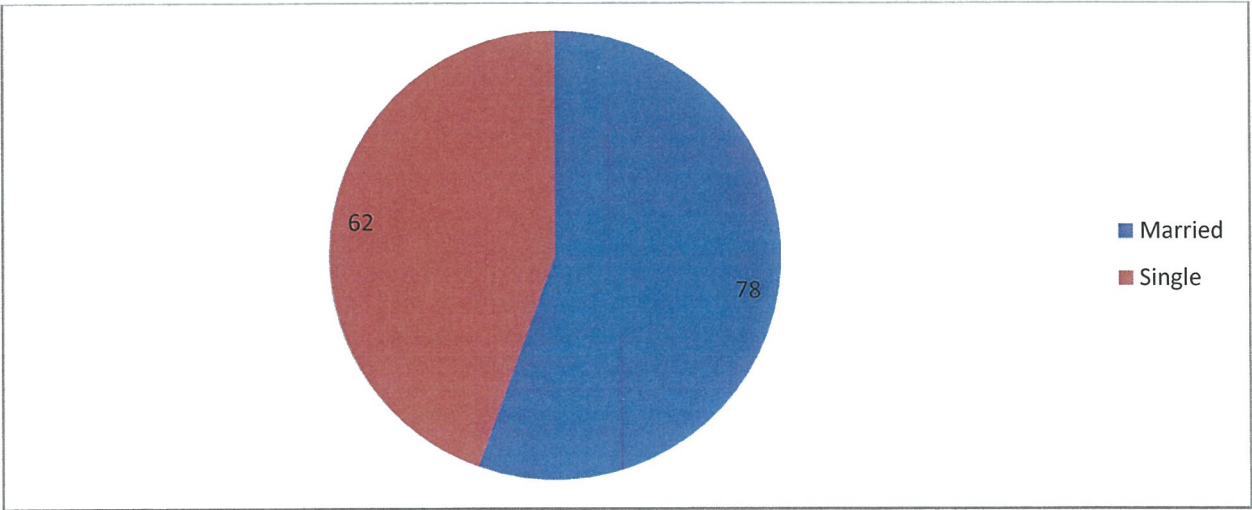
Source: Primary Findings

The table above shows that 72 (51%) of the respondents are male while 68(49%) of the respondents are female. This meant that more respondents were men

**Figure 2: Showing the Distribution of the respondents according to their gender**



**Figure 3: Showing the Distribution of the married respondents according to their status**



The figure 3 above shows that 72 (51%) of the respondents are male while 68(49%) of the respondents are female. This meant that more respondents were men.

**Table 2: Showing ages of respondents**

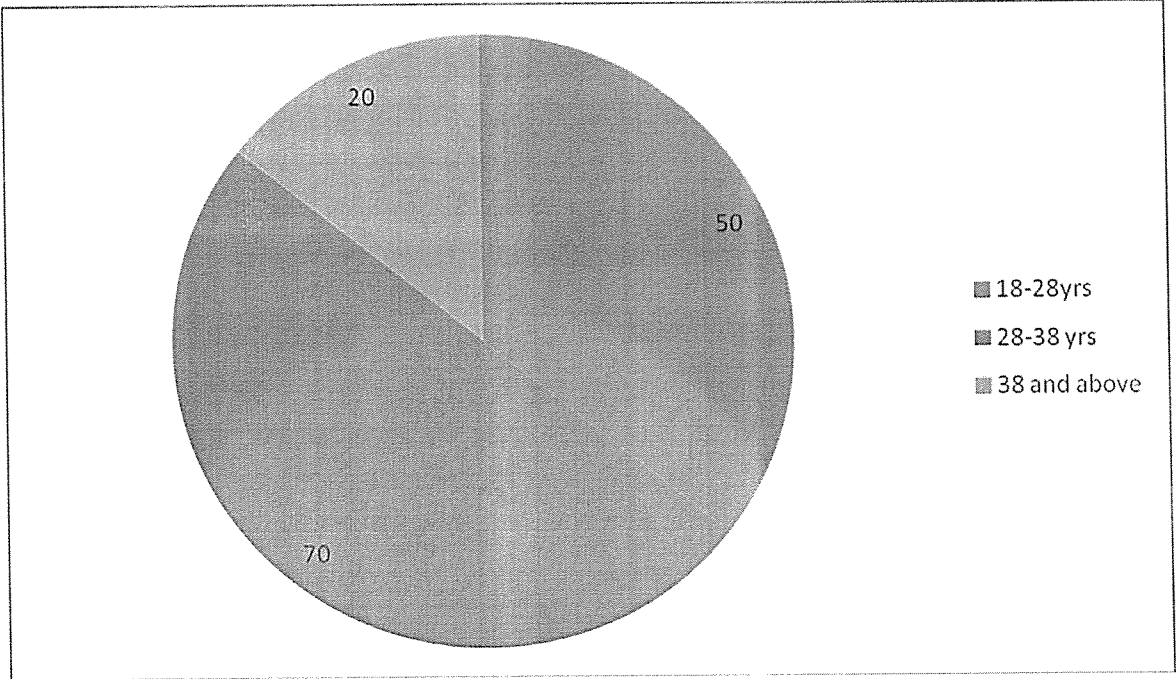
**Table 2: Showing ages of respondents**

Age	Frequency	Percentage (%)
18-28yrs	50	36%
28-38yrs	70	50%
38 and above	20	14%
<b>Total</b>	<b>140</b>	<b>100</b>

**Source: Primary Findings**

This table that shows about 50 (36%) of the respondents were between the age of 18-28 while the majority of the respondents were aged 28-38 (50%) and the respondents between the age of 38 and above, responded less.

**Figure 4: Showing ages of respondents**



This figure 5 above shows about 50 (36%) of the respondents were between the age of 18-28 while the majority of the respondents were aged 28-38 (50%) and the respondents between the age of 38 and above, responded less

**Level of Education**

**Table 3: Showing the level of Education**

Level of Education	Frequency	Percentage (%)
Secondary	60	43%
Polytechnic/Institution level	40	28.5%
University	40	28.5%
<b>Total</b>	<b>140</b>	<b>100</b>

**Source: Primary Findings**

Table 4 above shows the level of education of respondents. Most of the respondents in this study were the holders of secondary education certificate with 43%, 28.5% were respondents with university degrees, holding different offices in government and NGOs and 28.5% were the polytechnic

**Figure 5: Showing the level of Education**

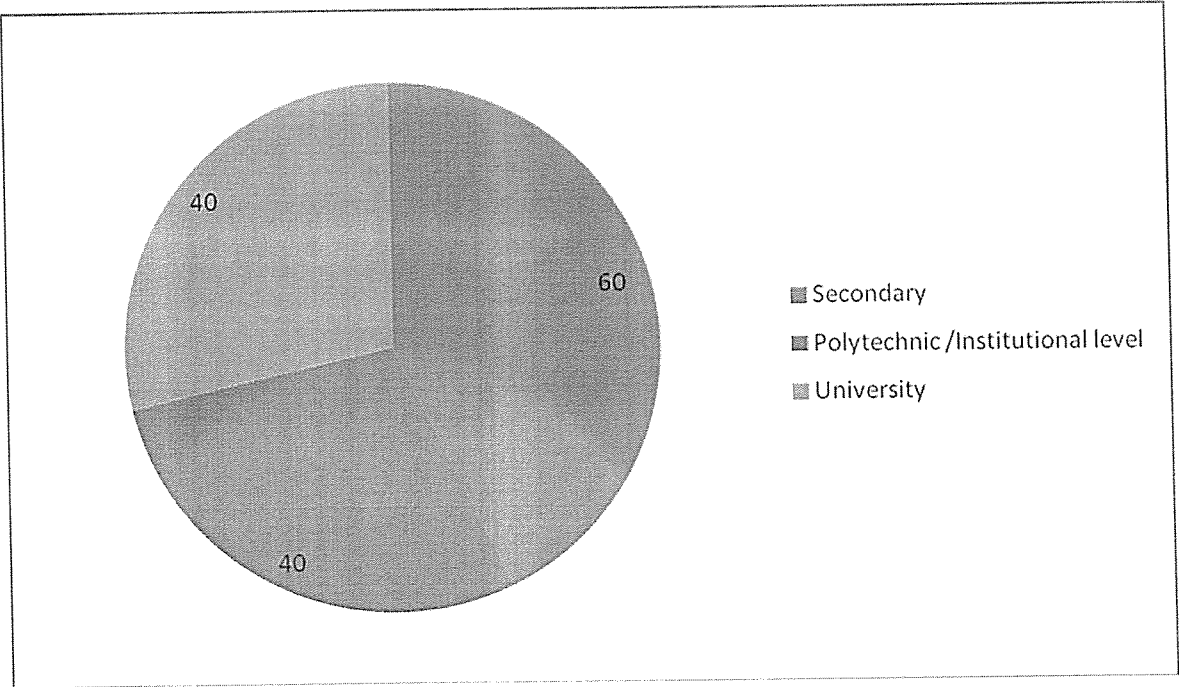


Figure 6 above shows the level of education of respondents. Most of the respondents in this study were the holders of secondary education certificate with 43%, 28.5% were respondents with university degrees, holding different offices in government and NGOs and 28.5% were the polytechnic

#### 4.4. Presentation of the Results

This study was intended to investigate whether or not NGOs are making any impact on the socio-economic development of Kaliiro-Lyantonde. The variables used to categorize the respondents were experience and age. The data generated in this study were analysed and the findings are discussed under this heading according to the various research questions that were formulated to guide the study.

#### 4.5. Empowering the Local People

Respondents were asked on a scale of 1-5, how effective they believe aid providers are in including the local people in the decision-making process of their organization. The purpose of this question was to gain an understanding of the effectiveness of methods used to include the local people in the development process that aid organizations are involved in.

Empowerment is an important step toward a sustainable future in which people have enough resources and knowledge to provide for their own daily needs. In order for people to gain these skills, they should be included in decisions made by organizations that are providing direct aid to the people. 140 respondents participated in this survey and all respondents answered this question. See Table below for results.

**Table 4 : Showing participation of the Local People in Decision-making**

SCALE	NUMBER OF RESPONDENTS	PERCENTAGE
1-Poor	11	8%
2-Fair	11	8%
3-Good	75	53%
4-Very good	43	31%
5-Excellent	0	0
<b>TOTAL</b>	<b>140</b>	<b>100%</b>

This indicates that many of respondents believe that aid organizations have a lot of improvement to do in Lyantonde area but they are at least making efforts in some areas. Respondents were then asked to provide a description of any efforts their organization is making to include the local people in their organization's decision-making process. The purpose of this question was to learn about methods used to include the local people in the development process and to find out respondents' perceptions on how effective these methods are.

Responses varied according to the organization the respondent worked for. In fact, one respondent highlighted this in his response. He emphasized that effectiveness in the area of participation will vary with the organization. The respondent stated, "Effectiveness largely depends on the particular provider and its orientation with respect to community participation and involvement."

An organization that works on large infrastructure projects may be less likely to seek community participation than an organization providing HIV/AIDs education. However, even in the case of infrastructure projects, there should be some type of analysis conducted to determine how the project will affect the local residents. Although the level of participation and approach that is taken varies according to the organization, participatory processes are valuable methods for aid providers to implement to ensure they are providing culturally sensitive services.

Two respondents noted that most of the local people are limited in their ability to participate because they are illiterate. However, it is important to note that illiteracy does not mean a person lacks the intellectual ability to participate. For example, one respondent stated that since most of the local people are illiterate, they depend on the organizations for most of the decision-making, particularly the most challenging ones. Another respondent said that the decision making is done by the aid providers and the few Kaliiro - Lyantonde citizens who are educated and work who directly with the aid providers.

Another respondent maintained that the local people lack interest in the programs being carried out by international aid organizations. The respondent stated that although efforts to involve the local people have been employed, the local people do not show much interest, neither do they contribute much.



Most of the respondents highlighted that local leaders are involved in the decision-making process. For example, one respondent stated that their organization is involved with organizing community level meetings and training community leaders. An employee for Population Services International stated that, “We involve local leaders of the communities when implementing our programs.” Another respondent highlighted that there are leaders in the communities to which the local people can go with grievances such as committee leaders, church leaders, and government representatives.

A respondent from the International Labor Organization stated that their organization is involved in capacity building in the Labour Administration for labor officials at both the Government of Uganda and state level. Again, labor officials hold leadership positions; they are not simply local residents of the community.

A UNICEF employee stated that their organization “has been instrumental in allowing national staff participation in decision making through their involvement in a staff association, which attends most but not all management meetings.” In this example, only staff members are involved in decision-making, not those outside the organization.

A respondent who works for a road rehabilitation project stated that, “A majority of our funding comes from the Government of Uganda through the Ministry of Transport. All priorities for construction and directions for works come through collaborating with the local ministry.” In this case, participation occurs through collaboration with the local ministry.

A volunteer for intervene Uganda stated; “My organization did include local people in its decision-making process especially in the daily decisions of running a small community radio station. However, radio stations only require a handful of people to run them, in this case four people.”

Finally, a UNDP employee who focuses on human security and rule of law recognizes that more work needs to be done in the area of providing access to justice. Justice is a key component when considering the concept of participation. Participation encourages equity and implies that all people should have a say in matters that concern them and their community. The concept of justice also upholds equity as an underlying moral code.

The participant stated that, “While UNDP has a particular focus on improving access to justice through support to local communities, Community Based Organizations (CBOs), NGOs and civil society actors, much more needs to be done.”

Next, respondents were asked, on a scale of 1-5, how effective they thought aid providers are in empowering the local people to improve their work skills. The purpose of this question was to evaluate if aid providers are doing more than just providing short term aid but also providing more sustainable approaches such as training in certain skills that will provide longer term stability to families and to communities. See Table below for the results.

**Table 5 : Showing how NGOs are improving Work Skills of the Local People**

SCALE	NUMBER OF RESPONDENTS	PERCENTAGE
1-Poor	0	0%
2-Fair	22	16%
3-Good	65	46%
4-Very good	43	31%
5-Excellent	10	7%
<b>TOTAL</b>	<b>140</b>	<b>100%</b>

Findings show that, many of respondents believe that aid organizations are making some contributions toward improving the work skills of the local people but there are still obstacles standing in the way of achieving these goals.

Respondents were then asked how their agency is involved in helping the local people to improve their skills. The purpose of this question was to learn about the type of programs being implemented. Most respondents stated that their organizations are involved in improving local work skills. However, there were several respondents who acknowledged that there are still hurdles to jump in order to reach this goal.

For example, 10 respondents stated that, NGOs tend to be better skilled at empowerment-centered approaches but there is still considerably much more to be done. One of the challenges has also been that NGOs tend to recruit young and less experienced personnel who often find it

difficult to work with experienced local actors who are conscious of age and experience differentials. This has resulted in tensions and cultural misunderstandings, including with the government.

10 respondents criticized the poor work ethic of the local people. The respondents stated, “This has little to do with the agencies. There is a serious work ethic barrier for some tribes to engage in improving work skills.” Another respondent reported mixed results within his agency, “Interview Uganda did not deal directly with improvement of local persons’ skills. However the radio stations on occasion held talk shows on topics like agriculture with local experts. Even though this was supposed to be a regular event, sometimes the station staff did not follow through.”

Next, respondents were asked, on a scale of 1-5, how effective they thought aid providers were in empowering the local people to obtain sustainable sources of income. This question attempts to quantify how effective NGOs are in empowering the local people to obtain income

**Table 6 : Showing how NGOS are empowering the Local People to Obtain Sources of Income**

SCALE	NUMBER OF RESPONDENTS	PERCENTAGE
1-Poor	11	8%
2-Fair	54	38.5%
3-Good	54	38.5%
4-Very good	21	15%
5-Excellent	0	0%
<b>TOTAL</b>	<b>140</b>	<b>100%</b>

Respondents were then asked if they believe that the number of people with sustainable income has increased in recent years. 21 of the respondents mentioned that a barrier to this goal is lack of infrastructure. For example, one respondent stated, “Most NGOs provide the skills and knowledge to the locals but lack of local jobs and also poor infrastructure such as roads limit the local people from having sustainable incomes.” Another respondent stated, “Most local people

do not have sustainable income because there is a lack of jobs and poor infrastructure for better communication.”

The third respondent noted that the cost of living is high because food items are imported. Following this train of thought, it seems logical that more jobs should be created in the area of agriculture. However, the respondent noted that not much action has taken place in this sector yet.

#### **4.6. Assisting the Government of Uganda in Providing Services**

Next, respondents were asked, on a scale of 1-5, how effective they thought aid providers were in assisting the Government of Uganda. The purpose of this question was to quantify how effective aid providers are in assisting the Government of Uganda.

**Table 7 : Showing NGOs’ Effectiveness in Assisting the Government of Uganda**

<b>SCALE</b>	<b>NUMBER OF RESPONDENTS</b>	<b>PERCENTAGE</b>
1-Poor	0	0%
2-Fair	0	0%
3-Good	75	53
4-Very good	43	31%
5-Excellent	22	16
<b>TOTAL</b>	<b>140</b>	<b>100%</b>

Findings indicate that a majority of respondents believe that there has at least been some progress in this area but there is more to be done.

The respondent from PSI stated, “PSI assists the government of Uganda in malaria eradication campaigns and cholera and diarrhea eradication by providing awareness to the community and reaching them in far areas with net distributions, etc.” Several challenges and critiques were also offered. The employee from UNDP highlighted the challenges of coordinating a large number of international aid organizations with differing goals.

Those that coordinate and have solid strategies are more effective. Donor driven approaches and policies also dictate focus and direction and are not always strategic and systematic without

systems and capacity improvement of the government to function, aid will be characterized as ad hoc, piecemeal, and at times self-serving to the detriment of the institutional development of the Government of Uganda, state and local governments.

Another respondent noted that the government of Uganda is not capable in some areas even when NGOs are involved. He noted that there is corruption and incompetence within the government as well as misallocation of manpower, which leads to fewer services reaching the people.

Respondents were then asked to respond to the following statement: Some people say that External Aid Agencies in Kaliiro Lyantonde have assumed the role of the government by undertaking projects such as building and improving health clinics and schools. Do you agree or disagree? 16 stated that they disagree with the statement and 32 stated that they agree. Many of the respondents who agreed with this statement also recognized that the Government of Uganda does not have the capacity to provide some of the services currently provided by international aid agencies or that government bureaucracy slows down implementation.

Another respondent also commented that the government lacks the capacity to do projects on their own by describing the problem in a historical sense: The government lacks the capacity to do these projects on its own the structures simply do not exist in terms of procurement, engineering, design, etc. Until the systems are operational and effective, requiring a massive staff development and structural development exercise in each and every ministry, the capacity for intensive and large-scale infrastructure development is simply not there. The baseline for development in Uganda is what I characterize as ‘sub-zero’ development. In most development contexts around the world, basic infrastructure and systems existed largely as vestiges of colonial regimes and then were taken over by governments after independence.

Finally, 10 respondents highlighted that many international aid agencies do not trust the Government of Uganda. He states, “Some NGOs go to the ground without consulting the government and put in infrastructure. NGOs fear that if they involve the government, everything will take longer. Conflicting self-interests in the government often causes the project to not even be implemented. This is why UNDP does not deal directly with the government because they do not trust the government.”

#### 4.7. How NGOs assist the vulnerable persons

Next, respondents were asked to rate, on a scale of one to five, how effective international non-governmental organizations and other external agencies are in assisting the following populations: women, children, disabled, internally displaced.

Women and children scored high compared to the disabled. This means that women's and children's issues are at least being discussed and addressed to some extent. Finally, the response rate for the internally displaced was the highest. However, none of these scores is high, which means that there is much more work to be done in bringing awareness to the needs of these populations and providing comprehensive services for them. Results can be found on Table below.

**Table 8 : Showing NGOs Assistance to Women**

SCALE	NUMBER OF RESPONDENTS	PERCENTAGE
1-Poor	0	0%
2-Fair	21	15%
3-Good	54	39%
4-Very good	65	46%
5-Excellent	0	0%
<b>TOTAL</b>	<b>140</b>	<b>100%</b>

**Table 9 : Showing NGOs Assistance to Children**

SCALE	NUMBER OF RESPONDENTS	PERCENTAGE
1-Poor	0	0%
2-Fair	43	31%
3-Good	22	16%
4-Very good	75	53%
5Excellent	0	0%
<b>TOTAL</b>	<b>140</b>	<b>100%</b>

**Table 10 : Showing NGOs Assistance to disabled persons**

SCALE	NUMBER OF RESPONDENTS	PERCENTAGE
1-Poor	11	8%
2-Fair	86	61%
3-Good	32	23%
4-Very good	11	8%
5-Excellent	0	0%
<b>TOTAL</b>	<b>140</b>	<b>100%</b>

**Table 11 : Showing NGOs Assistance to internally displaced persons**

SCALE	NUMBER OF RESPONDENTS	PERCENTAGE
1-Poor	0	0%
2-Fair	11	8%
3-Good	75	53%
4-Very good	43	31%
5-Excellent	11	8%
<b>TOTAL</b>	<b>140</b>	<b>100%</b>

**4.8. Obstacles to Sustainable socio-economic development.**

The following were presented out as major obstacles.

1. Illiteracy among the local people.
2. Many local people speak Runyankole, making it difficult to obtain jobs.
3. Some local people and communities are apathetic and show a lack of interest in aid providers' programs.
4. Aid providers hire young and inexperienced personnel.
5. Although Uganda is experiencing a time of peace, relations between the North and South continue to be volatile; therefore security is still a concern.

6. Lack of infrastructure limits access to markets and communication.
7. Corruption is a problem. Aid money is not trickling down from the government of Uganda.
8. The fertile, arable land is not being utilized to its full potential. Farmers only practice subsistence farming. continues
9. The government of Uganda lacks the administrative capacity to provide services.
10. There is a misallocation of manpower within administrative offices. People are given positions because of their connections or because they are Kaliiro- Lyantonde members and not because of their technical abilities.
11. Lack of technical know-how.
12. Due to the large number of organizations with differing goals, their services are often ad-hoc, piecemeal and self-serving.

Finally, respondents were asked if they had any other thoughts on how external aid agencies can improve their programs in Uganda to address the needs and concerns of the people in Uganda. Again respondents' answers varied considerably. Their responses are summarized in Table below.

#### **4.8. How NGOs can improve their services in Uganda**

The respondents made the following observation

1. Skills training and micro financing are a prerequisite for Uganda.
2. Publicly address the complete deterioration of the government into the corrupt entity it has become. No one will openly comment on it or criticize the government of Uganda publicly despite the knowledge of how entrenched and egregious it has become.
3. Develop a joint strategic plan with the government with common goals, strategic objectives, monitoring indicators, etc. to base their annual operational plans and develop funding proposals accordingly.



4. The only way to help communities is by involving these communities. When they are involved in projects from the start, it will be their pride to see the project grow to completion.
5. The external aid agencies need to go down to the most remote people instead of contracting some people who are careless and end up staying in areas like Kaliiro-Lyantonde.
6. NGOs should provide sensitization. Locals are blessed with so many resources that can in return be of great income but most of them look at white collar jobs as the only way out and not everyone can have one of these jobs.
7. NGOs should have more effective and strategic use of development resources, counter-parting strategies that ensure skills transfer, and recruitment of highly skilled and capable Uganda to assume leadership roles, with special attention to women and other vulnerable groups.
8. Most NGOs are tied to their sources of funding which is not always helpful for the people on the ground. There should be a consultative process with a committee of local advisors who serve as informants on how projects can truly benefit local needs.
9. We (the people) in Lyantonde need NGOs that work closely with the people and are able to provide services that meet their priorities.
10. Involve high decision-makers from within the Uganda citizens. Foreigners should not dominate such senior positions and be left to their own selfish interests.
11. Grants are not always the best option. People should be able to come up with their own projects so when NGOs leave, people are able to run the projects themselves. Currently, people are too reliant on NGOs.
12. Uganda has much fertile land. People should learn to plant their own crops. Currently farming is only subsistence and a lot of food is imported from other countries. NGOs and other stakeholders should encourage the development of commercialized farming in order to encourage sustainability.

## **CHAPTER FIVE:**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter captured the findings from the data and the framework used for the analysis and presents conclusions drawn from the analysis. Recommendations are also given based on the research findings.

#### **5.2. Discussion of the findings**

##### **The contributions of NGOs in Socio-Economic Development.**

Interestingly, Nelson's findings show that most NGOs dedicated to education explicitly refer to both the MDGs and a human rights approach. They have "aligned themselves with rights-based approaches, and advocate the MDGs as a step toward the broader realization of these rights" (Nelson, 2006: 2048). In the study, this finding applies to Northern/international NGOs such as Action Aid (South Africa/UK), Global Campaign for Education, Save the Children (US) and Oxfam (UK). This pattern corresponds to the perception that Northern NGOs integrate themselves into the broader development agenda in order to realize international goals nationally. Through their complementary roles of service provision and of advocacy, they can simultaneously advocate the right to education and contribute to international policy goals by providing access to education. On the other hand, the findings indicate that Southern NGOs such as BRAC (Bangladesh) do not find it necessary to make explicit reference to currents in the broader development discourse. (One can question whether BRAC, if not explicitly, then implicitly, does make reference to international policy goals through its interventions. The NGO is at least widely referred to in the literature and by Northern NGOs working in the education sector as an important and inspiring actor in relation to EFA.) This might indicate that Southern NGOs base the legitimacy of their interventions on local accountability and ownership, and do not necessarily feel the need to refer to international policy goals. Concerning Northern NGOs, both of the competing development perspectives (the MDGs and the rights-based approach) legitimize a role for NGOs in education.

## **The challenges of NGOs in social –economic development**

One of the key challenges is to translate these world-wide policy goals into concrete efforts at the national level, since “global-level action is no panacea for national-level action, and international conventions such as EFA need to be articulated in context by national civil society” (Commonwealth Education Fund, 2007: 14). The work of the CCNGO/EFA has for example been criticized precisely for its lack of tangible results. Not all NGOs believe that this global agenda offers a good basis on which to build local action by NGOs. In fact, “many NGO activists see the MDGs as a product of the OECD governments and the international financial institutions, a perception that compromises the MDGs’ ability to mobilize social and political actors”(Nelson, 2006: 2044). This does not imply that they disagree with the EFA initiative and similar goals, but they see this struggle as part of a social and human rights approach rather than the simple expression of a global agenda. Indeed, an alternative to the focus on international targets such as the MDGs is to ground NGO action within the human rights paradigm by defending the right to education. Within the education sector this provides two different and to some extent complementary ways of reinforcing and legitimizing NGO action on the ground: by referring to the specifically formulated objectives of the MDGs and by considering education as a human right. According to Nelson (2006, p. 702), “the MDGs and RBAs (rights-based approaches) both attempt in different ways to refocus and perhaps reinvigorate the development enterprise”.

A common critique of, and a significant obstacle to, capacity development strategies is that they do not lead to the proper development and absorption of capacity development. Capacity development does not consistently translate into effective learning and as a result, fails to promote sustainable change, which is the *raison d’être* of the capacity development approach. According to Berg (2000: 3), “virtually all the major instruments devised by donors over the past 20 years to strengthen state capacity have turned out to be ineffective, and creative responses to these failures have been few”. The EFA Global Monitoring Report (2007: 165) confirms that this is true also when it comes to education, in that “decades of ‘capacity building’ have not resulted in sustained institutional development necessary for the planning and implementation of development activities” and that “efforts to build capacity within education management systems in projects had been fragmented and largely ineffective”.

NGO work in this area is no exception. Research suggests that NGOs that are engaged in capacity development have been no more successful than other external actors. According to Clayton (2000: 15), “there is currently little evidence to show whether or not CSOs have been able to act as catalysts for improved public sector management through engagement with the state at the level of implementation of services”. USAID underscores this perception (USAID, 2002: 71) and affirms, “one thing is clear – although NGOs have provided many discernable benefits, they have not provided the key to a more sustainable and accountable education system”. One interesting example is the case of Save the Children Norway (Helland, 2004). The mid-term review of the organization’s current strategic plan raises doubt as to how well the organization has succeeded in transferring knowledge and technical skills, or contributing to the organizational and human resources management skills of its local partners in Ethiopia. These local NGOs consider funding and budget grants important contributions to their work, but “have a more varied assessment of these other forms [the ones mentioned above] of value added by SC Norway to the partnerships”. As a consequence, Save the Children has decided to look further into the issues raised by capacity development and conduct research in order to “get a clear picture of the strengths and weaknesses of partner organisations (both government and NGOs)”

Another important challenge linked to NGO participation regards the formation of partnerships. Often, both governments and NGOs lack the necessary know-how to engage in partnerships that, in turn, could contribute to capacity development in the public sector: “While it is essential to build the capacity of the Southern NGOs to build partnerships and collaboration with the government, the opposite is also equally important. There is a need to build the capacity of the government to work with the NGOs”(International Forum on Capacity Building, 2003: 34). One possibility would be to engage an external actor as a partnership facilitator. According to Materu et al. (2001: 45), an agent of change can help foster partnership initiatives. The European Union acts as such an agent in its efforts to provide capacity development through a partnership development training course and foster partnerships between the Turkish government and Turkish NGOs (Forrester, 2007). The project has a target of reaching 150 representatives of NGOs and the public sector. Forrester’s study underlines how little knowledge exists on how partnerships can generate policy outcomes. Both government and NGOs “tended to see partnerships purely as mechanisms to aid the delivery of services and humanitarian assistance ... informants failed to link ‘cooperation’ with policy development”(2001: 5). A similar initiative

undertaken by Canada, the Voluntary Sector Initiative aims at fostering partnerships between governments and civil society in South-East Asia. Explicit goals include linking NGOs with a focus on the social agenda to key policy officials, learning how to strengthen the capacity of civil society organizations to make an impact on government policy, and informing governments and civil society on building more effective policy partnerships on social agenda issues (Edgar and Chandler, 2005: 4). Such partnership-facilitating exercises generally take place through training, with the acknowledgement that “training in skills and techniques for participatory planning, consultation and monitoring and evaluation are required for decision-makers, planners and other technicians who, through partnership, have to work across organisational boundaries”, and that “training can also help develop new organisational aptitudes and abilities for dialogue, networking, and participatory management

### **The measures to challenges of NGOs in social economic development.**

The obstacles to sustainable development and self-sufficiency identified in this study are the challenges that the people of Ugandans face in the coming years. These problems are deep-seated and were expressed over and over again in interviews and casual conversations with Ugandans. Many recommendations for how to address these problems have already been made by the respondents. Careful consideration should be given for how these can be implemented.

Also, the United Nations Humanitarian Principles of Engagement and the OECD’s Principles for Good International Engagement in Fragile States and Situations are guidelines to be followed by aid providers. These are frameworks that help to guide practice. A practical guiding principle of aid providers is to promote self-sufficiency.

Corruption in the government must be addressed. If money and resources do not trickle down to the local residents through micro-financing, grants and infrastructure, the local people are likely to remain apathetic and disinterested. If things remain as they are, the only thing that will trickle down is a vicious cycle of corruption. However, if development efforts come to fruition, the whole mood could change. On the other hand, it is also important for people learn to have a strong work ethic and to be open to new and innovative approaches to improving their country.

Agriculture is one important factor that aid providers should be involved in. During a conversation with a Ugandans, he said, “This is what I want you to take home with you. This is

what you can do for us; you can feed us.” He was not referring to handing people food but teaching them how to grow their own food and to make a living off of it through trade.

Resources and money are limited. Therefore, it is important that aid providers use their time, money and resources in the most efficient manner possible. To do this, they must first have a system of accountability, monitoring and evaluation to ensure that money and resources are being used as directed.

In order to create an environment of trust and honesty, it will be important to have a process to deal with deep-seated feelings of fear, anger, and confusion caused by years of adversity, violence and conflict. Reconciliation is a difficult process but should take place at some level for strong political, economic and social institutions to take hold and to be successful.

This process of reconciliation should be done on a local level and led by Ugandans. The only role aid providers should play in this process is facilitation. In addition, organizations should coordinate among themselves to ensure that their services are not overlapping in certain areas or that certain populations are receiving more attention than others. With so many programs, it is almost inevitable that there will be conflicting interests; however, this should be avoided as much as possible by keeping open lines of communication and through meetings to coordinate aid. .

Finally, the effectiveness of aid depends on the program and approach. Although the perspectives of respondents varied according to their approach to the issue, most agreed that although some progress is being made, there are many obstacles standing in the way of meeting the primary goals of aid providers: 1) empowering the local people, 2) assisting the government of Uganda in providing services and 3) providing aid to people without other means of survival.

The challenges ahead for the people of Uganda and other stakeholders are great and the fragility of the situation is a heavy weight to bear, which is why it is even more critical that the perspectives of the local people be considered and that the concepts of empowerment and participation be fully implemented in order to foster sustainability in an unstable environment.

This is why people who are working in Uganda and who are making critical policy decisions should be aware of the situation on the ground and the intricate details of the historical, cultural,

political and economic dynamics. In addition, it makes little sense for these decision-makers to work in a vacuum since the purpose of their work, at its very essence, is the development of Uganda and the empowerment of its people. In the definition used for this report, development involves activities that provide a better the quality of life for local citizens.

Thus, development is for the betterment of people and communities not for the promotion of individual self-interests or individual organizations. The challenge for aid providers is to overcome organizational self-interest and to focus on providing education in areas such as agriculture and job training.

### **5.3. Conclusion**

NGOs and other aid providers continue to have a significant footprint on development in Uganda. As the legacy of aid provision in Uganda continues in the 21<sup>st</sup> Century, NGOs are well advised to learn from the past and move into the future by facilitating new ideas and visions for their programs that include culturally sensitive and participatory approaches.

The research here shows that NGOs have a long road ahead of them in meeting their goals but goals will not be met without collaboration with the local people. This research is only a preliminary examination of aid provision in Uganda; it can serve as an introduction to the needs and challenges of the people of Uganda and as a guide to best practices for outside intervention as well as highlight areas that need further attention.

The history of the intervention of NGOs and other aid providers in Uganda is long. The data collected from the surveys confirm the accuracy of much of the information gathered in the literature review. For example, although Uganda is independent, NGOs and other aid providers continue to play the role of service providers since the capacity of the government of Uganda remains weak. In addition, there is still not a strong base of local employees within Uganda.

There is also a lack of qualified staff within the Government of Uganda, thus leaving a competency gap within the government of Uganda. In addition, lack of coordination among aid providers continues to be a barrier to effective and sustainable aid.

The survey, however, did reveal several new findings about the role of NGOs that were not highlighted in the literature review. For example, one respondent highlighted that NGOs often

hire young, inexperienced personnel who find it difficult to work with experienced local actors who are conscious of age and experience differentials. This is a revealing dynamic; aid providers should be more conscious and sensitive to age and experience differentials and how ignoring these differentials might provide barriers to effective aid.

Another new finding is that NGOs sometimes include/consult local leaders when implementing programs. No examples were given where local people (without leadership positions), were included in the process of decision-making. Although study results are inconclusive, further research should be conducted to see if NGOs tend to involve local leadership decision-making processes more frequently than local residents(not in leadership positions) and if this has any implications for the effectiveness of development projects. In addition, several respondents praised NGOs for their contributions to development in Uganda while they criticized the local people for their apathy and poor work ethic.

This is another concept that requires further research. Why were the local people perceived as “lazy” in some of the responses while NGOs were lauded for their programs? If the local people began to feel that they had more control over their livelihoods, would they become less apathetic and more apt to voice their opinions, improve their work habits and become involved in the political and economic process of improving and stabilizing their country?

Corruption is a topic that was not given much attention in the literature review. However, corruption within the government of Uganda was a recurring theme in the responses and one of the greatest barriers to development in Uganda. In some cases, corruption has also trickled down to the local level. NGOs have a role to play in counteracting this problem. They can counteract through introducing honest methods by monitoring and evaluating their own programs.

NGOs can also teach government of Uganda officials how to budget and run a program. Both the literature review and findings indicate that aid providers have too strong influence on the political and economic structure of Uganda. Although the “to do” list in Uganda is infinite, aid providers may be doing too much. Their presence can be felt all throughout Uganda. Thus, it is necessary for a shift to occur from top down implementation of programs to capacity building for the GoU and the local population. Aid providers may be trying to implement too much too quickly without enough careful planning and comprehensive evaluation.



In addition, money is being mishandled and misused without sufficiently improving quality of life for the people of Uganda. Thus, aid money would be more useful if it were provided in phases and not dumped into the region all at once. Aid providers will be more effective if they serve as facilitators instead of performing their projects in a vacuum without involving the people for whom the projects are intended. In a way, their presence should barely be felt.

Their role is to stand behind the local community-based organizations, encourage, inform, teach and listen to the needs of the local population. An interviewee stated that many of the Uganda are afraid to speak in public meetings because they feel that the Westerners are more knowledgeable. Instead of coming into a situation with an air of arrogance or overconfidence, aid providers would be more effective if they came willing to learn as well as to teach relevant skills.

#### **5.4. Recommendations**

NGOs are moving towards increased involvement in capacity development. The capacity development approach is gaining attention among NGOs working in education and many NGOs are now assuming capacity development activities, NGOs, the focus of this study, are quite clearly influenced by the international development discourse and are adapting their activities accordingly. Even though capacity development has always existed, it is gaining ground on the national level as an overarching concept promoted by the multilateral aid agenda. Given their extensive knowledge and activities in the education sector, NGOs remain relevant actors alongside government. As a result, NGOs constitute important resources for capacity development, and vice versa. NGOs engaging in capacity development see the approach as a strategy to increase their impact in education governance.

This involvement changes the ways in which NGOs operate. Whereas an increasing number of NGOs are involved in capacity development, many still remain committed to education provision and replacing the state on the ground. Capacity development activities compliment this traditional area of NGO intervention and constitute a way of scaling up in a qualitative sense by enhancing the sustainability of NGO efforts. However, many NGOs continue to have conflicting relations with government, or quite simply do not pay much attention to the state. Capacity development aimed at the public education system does take place, but often as a complementary strategy to community empowerment at the local level. As a result, NGO action is increasingly diversified.

Through their involvement, they have an impact on the interpretation (in the field) of capacity development. NGOs do have an influence on the concept and content of capacity development. To highlight their influence, we can use the distinction highlighted by Razon (2004: 32) between “influencing within the context of a social meaning” (which is synonymous to influencing within an existing paradigm) and “influencing social meaning” (which is similar to helping to transform a paradigm). NGOs are involved in both processes. NGOs are to a large extent influenced by the hegemonic development discourse and as a result, adapt their activities and strategies to accommodate external demands concerning capacity development. However, through their actions, and by making new activities complementary to and coherent with traditional ones, they engage in a process of shaping the meaning of capacity development. As a result, they contribute to shaping the parameters for a general development framework. So, both processes are present here: NGOs are influenced by the ideology of capacity development, but they also influence its meaning to some extent from the outside. For NGOs, capacity development is linked intrinsically to community-level action, civil society and values of ownership and participation. By promoting these values, they have an impact on the interpretation of capacity development in the field. This is a process that ultimately can lead to a more participatory approach to development (Materu, 2001: 34). According to Materu at the European Centre for Development Policy Management, such ‘process’ achievements are more significant in the long run than immediate ‘products’ such as service delivery or training (2001: 35). It remains to be seen whether a shared understanding of the concept will emerge from relevant actors’ diverse use of the term and of the activities associated with it. For the time being, the available literature on capacity development is an illustrative example to the contrary. For most practitioners within the NGO sector, the term is irrevocably linked to developing the capacities of civil societies and local NGOs. For donor agencies, the ‘recipient’ of capacity development has changed towards governments, while scholars interested in the question appropriately underscore the diverse and sometimes confusing implications of the term, especially when it comes to who is actually affected by it.

Through this new interpretation, capacity development can weaken central government, but also strengthen it in the long term. The question of impact is a complex one. Traditionally, through their ‘gap-filling’ and ‘lobbying’ roles, NGOs’ contribution to government capacities has been controversial. The focus on service delivery has, in some cases, weakened the central government by bypassing and replacing government capacities on the ground. On the other hand,

developing the capacities of local NGOs alters the power configurations in a given country and can have a positive long-term impact on education by strengthening the abilities of people to demand improved services. The impact of NGO interventions must therefore be analyzed from both a short-term and long-term perspective, and by looking at direct and indirect consequences. NGOs' increased interest in capacity development may change the interpretation of their contribution to government capacities. From this literature review, it can be deduced that the direct impact of NGOs on government capacity development within the education sector corresponds to two (sometimes overlapping) ways of 'scaling up': (1) scaling up by becoming innovators in education and (2) scaling up by taking on capacity development activities (focused directly on government or indirectly through the community or local NGOs

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## APPENDICES

### APPENDIX: I

#### RESEARCH QUESTIONNAIRE

Dear Survey Participant, I am LUBEGA JIIBU, REG .BDS/45431/143/DU Development Studies student of Kampala University conducting research on the effects of NGOs on the socio-economic development of Uganda, a case study of Kaliiro - Lyantonde.

You are being asked to take part in this study; it is absolutely an academic study. This interview asks for your knowledge about how well NGOs are meeting the following goals:

- 2 Providing sustainable aid to people in need without other means of survival (women, children, disabled, internally displaced).
- 3 Assisting the government of Uganda in providing essential services
- 4 Empowering the local people to obtain sustainable income and occupations

This research will inform NGOs / external aid agencies about how they can become more effective service providers. By participating in this interview, you indicate your consent to participate in this study.

#### PART ONE: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

##### Age:

18-28 years	28 – 38 years	38years and above

##### Sex

MALE	FEMALE

**Status**

MARRIED	SINGLE

**Level of education**

Secondary	Polytechnic/institution level	University level

**Institution/category**

NGO staff.	GoSS staff.	Local people.

**PART TWO: INTRODUCTION**

1. List NGOs or other external aid agencies you know of.

What is the name of the agency?

What are the goals of the agency?

2. Have you ever worked for an NGO or other external aid agency in Kaliiro?

If yes:

What is the name of the agency?

What are the goals of the agency?

What projects did you work on?

What was your overall impression of the organization?

### **PART THREE: EMPOWERING LOCAL PEOPLE**

3. In general, do you feel your NGO's initiatives of development are sensitive to the traditions and culture of the people in Kaliiro? Explain.

4. Does your NGO include local people in their decision-making? (For example, do they hold public meetings or actively seek out input and participation from the local people?) If yes, how do they involve the local people?

5. On a scale of 1-5, how effective is your NGO in including the local people in their decision-making?

1 - Poor ☐

2 - Fair ☐

3 - Good ☐

4 - Very good ☐

5 - Excellent ☐

6. Has your NGO improved the work skills of the local people? If yes, how?

7. On a scale of 1-5, how effective is your NGO in empowering the local people to improve their work skills?

1-Poor ☐

2 - Fair ☐

3 - Good ☐

4 - Very good ☐

5-Excellent ☐



8. Does your NGO employ the local people, even those who have been away for a few years?

9. Has the number of people with sustainable sources of income increased?

10. On a scale of 1-5, how effective is your NGO in empowering the local people to obtain sustainable income?

1 - Poor ☐

2 - Fair ☐  
☐

3 – Good

4 - Very good ☐

5 - Excellent ☐

#### **PART FOUR: ASSISTING THE GOVERNMENT OF UGANDA IN PROVIDING SERVICES**

11. Has the Government of Uganda become a more capable service provider for the people?  
Why or why not?

If the government of Uganda has become more capable, has your NGO played a role in this improvement? If yes, explain.

12. On a scale of 1-5, how effective is your NGO in assisting the government of Uganda?

1 - Poor ☐

2 - Fair ☐

3 – Good ☐

4 - Very good ☐

5 - Excellent ☐

13. Some people say that NGOs in Kaliiro have assumed the role of the government by undertaking projects such as building and improving health clinics and schools. Do you agree or disagree? Explain.

14. What more could your INGO do to help the government improve its ability to provide services?

## **PART FIVE: PROVIDING AID TO PEOPLE WITHOUT OTHER MEANS OF SURVIVAL**

(Women, children, disabled, internally displaced)

15. What does your INGO do to assist the most vulnerable people (women, children, disabled, internally displaced) in Kaliiro who has no other means of survival? Explain.

16. On a scale of 1-5, how effective is your NGO in assisting the following populations?

**a. Women**

- 1 - Poor ☐
- 2 - Fair ☐
- 3 - Good ☐
- 4 - Very good ☐
- 5- Excellent ☐

**b. Children**

- 1 - Poor ☐
- 2 - Fair ☐
- 3 - Good ☐
- 4 - Very good ☐
- 5 - Excellent ☐

**c. Disabled**

- 1 - Poor ☐
- 2 - Fair ☐
- 3 - Good ☐
- 4 - Very good ☐
- 5- Excellent ☐

**d. Internally Displaced**

1 - Poor ☐

2 - Fair ☐

3 - Good ☐

4 - Very good ☐

5 - Excellent ☐

Is there more that your NGO could do to assist the most vulnerable people (women, children, disabled, internally displaced) in Juba? What? Explain.

17. In closing, do you have any other thoughts on how your NGO can improve their programs in Uganda to address the needs and concerns of the people in Juba?

**GOD BLESS YOU**

## **INTERVIEW GUIDE**

1. Do you engage in socio-economic activities in your organisation?
2. Do you take part in preparing annual plans in your organization?
3. What have you done as an organization to involve local people in decision making?
4. How do you help the local people obtain income?
5. What are you doing to empower the people?
6. What are you doing to help the government of Uganda improve the provision of services?
7. What do you do to the most vulnerable persons such as women, children, disabled and internally displaced persons?
8. To what extent do you think NGOs are effective in their programmes?
9. Are you giving any consideration to the development principles?
10. Are NGOs doing enough to help you as a government? If yes, what have they done?
11. What specific challenges do you face?
12. How do you think NGOs can improve their services in Uganda?
13. How much have you benefited from NGOs programs?
14. Is there anything I have not asked you would want to add?

**Thank you!**

## TABLES SHOWING THE RESPONSES OBTAINED FROM THE INTERVIEW

### **How aid providers who work directly with government of Uganda assist the government of Uganda**

1. We have developed the government labour act and vocational training policy. We are also involved in capacity building training on decent work practice, action against child labour, rehabilitation of government offices, IT and mobility equipment provision, among others.
2. We are projects management team for the government of Uganda ministry of transport.
3. Our agency in partnership with the government provide funding for most government projects, we also train government staff for effective functioning.

### **How Aid Providers can assist the government of Uganda in Building its Capacity**

1. Work with the Government of Uganda to develop a master plan and agree on which parties will be responsible for implementation and who will be accountable for the completion of each project.
2. Focus on capacity building and sustainable development in Uganda rather than externally so the government does not need to continue to rely on foreign aid.
3. Remind the government of its responsibility to the local people and that their situation should not be ignored.
4. Help the government relocate the Kaliiro institutions, including the law facility back to Uganda where it can serve as a resource for academic and applied research, capacity building, and a 'think tank' for designing appropriate and relevant approaches to the development challenges faced by those working in the region.
5. Encourage respect for traditional authorities, customary law and practice so the wisdom of communities can be utilized while also promoting reforms of harmful traditional practices. Traditional mechanisms often have a restorative approach that can provide sustainable solutions to conflict.
6. Seek out technocrats to provide services. Training of technocrats should happen together with the use of private entities that can do the work (construction, education, etc.). The region still has a great number of insufficient officials and sufficient personnel who are

on streets as job seekers.

7. Provide more funding in the areas of concern (education, infrastructure, etc).
8. In order to control corruption, encourage the government to produce a financial report so they are accountable for how the money is used. continues
9. Encourage evaluation and accountability
10. Teach the government employees how to budget and how to run a project.
11. Help the government introduce rubbish collection and a recycling service of other wastes like paper bags and empty bottles.

### **How Organizations Assist the Most Vulnerable in Uganda**

1. We improve the work place and link job seekers directly to jobs.
2. With regard to our project, we are merely opening up transportation routes to isolated communities. While we are particularly targeting a particular group, the access we open allows other agencies to establish programs and support efforts in these communities.
3. We deal with children and particularly the Internally Displaced Children, providing them the most needed essential services in all settings including emergency, transition and development.
4. UNICEF, in close collaboration with community based organizations, gives funding to support projects that provide the basic needs of those without other means of survival.
5. Our organization teaches them the skills to be self-dependent and learn to live a simple life.
6. My agency is a media house. We have a program that offers free advertisement from organized vulnerable groups who have no income.
7. The Rule of Law unit has a special focus on these groups in terms of promoting access to justice and human rights. Vulnerable groups are often victims of targeted discrimination and unequal treatment, particularly within the legal system. The same is true for children and People Living with HIV/AIDS (PLWHA). We have promoted civil society development and advocacy for such groups and support some of these groups to form CBOs or NGOs to represent their interests to government. Legal rights awareness and advocacy skills are critically important for these groups to have a say in how they

are treated. Women are of particular concern as traditional marriage practices and treatment of women in cases of adultery, divorce, etc. is typically negative, with women inordinately being jailed or detained without trial. If sentenced (in cases of adultery, for instance), women often remain in detention as they do not have the economic resources to pay the fines for their release.

8. Interviews Uganda's community radio stations provides daily civic education programs that deal with issues such as disarmament, spousal abuse, public health education, laws and regulations, and agriculture.
9. Our organization provides HIV/AIDs awareness education.
10. I work within the GoU on issues of gender equity and social change. I especially work on behalf of women to ensure that they receive equal opportunities to have an education. I have also worked with International Aid Uganda which promotes education through training.

#### **What Aid Providers should do to assist the Vulnerable People**

1. There is more that NGOs can do but they must be conversant with the situation on the ground.
2. There is not enough focus on infrastructure development. Over 80% of the countryside is inaccessible during the rainy season and supporting any programs becomes almost impossible. There is not enough foundational work being supported to provide the building blocks for such programs.
3. Raise more money in donor countries to enable them scale up their program size to reach a greater number of beneficiaries.
4. NGOs should come up with better ways to enable these vulnerable people to alleviate poverty. This can be done through giving business loans.
5. Work on helping them to get the means to help themselves but not waiting until disaster strikes and then go in with help.
6. What the agencies are doing is fairly beautiful. It's up to the locals to fully implement the achieved skills and goals.
7. Provide advocacy and civil society strengthening as well as support to the Uganda

Human Rights Commission which is well placed to advocate for these communities.

8. I think NGOs that target these specific areas are necessary. I would add that the use of radio to sensitize people is crucial and an expeditious way of bridging the aid and information gap.
9. NGOs need to provide settlement and education to street children. They also should resettle the Internally Displaced Persons in their original areas of origin.
10. NGOs should ensure that women are able to fully participate. They should also give grants to marginalized groups.
11. The children need to go to school and must be taught by qualified teachers. Internally displaced people need to own land and the disabled need houses built for them. The women need to be informed about gender based violence (GBV) issues and family planning above all.

#### **How Aid Providers Can Improve their Services in Uganda**

13. Skills training and micro financing are a prerequisite for Uganda.
14. Publicly address the complete deterioration of the government into the corrupt entity it has become. No one will openly comment on it or criticize the government of government publicly despite the knowledge of how entrenched and egregious it has become.
15. Develop a joint strategic plan with the government with common goals, strategic objectives, monitoring indicators, etc. to base their annual operational plans and develop funding proposals accordingly.
16. The only way to help communities is by involving these communities. When they are involved in projects from the start, it will be their pride to see the project grow to completion.
17. The external aid agencies need to go down to the most remote people instead of contracting some people who are careless and end up staying in cities like Kaliiro.
18. NGOs should provide sensitization. Locals are blessed with so many resources that can in return be of great income but most of them look at white collar jobs as the only way out and not everyone can have one of these jobs.



19. NGOs should have more effective and strategic use of development resources, counter-parting strategies that ensure skills transfer, and recruitment of highly skilled and capable Ugandans to assume leadership roles, with special attention to women and other vulnerable groups.
20. Most NGOs are tied to their sources of funding which is not always helpful for the people on the ground. There should be a consultative process with a committee of local advisors who serve as informants on how projects can truly benefit local needs.
21. We (the people) in Juba need NGOs that work closely with the people and are able to provide services that meet their priorities.
22. Involve high decision-makers from within the Ugandans citizens. Foreigners should not dominate such senior positions and be left to their own selfish interests.
23. Grants are not always the best option. People should be able to come up with their own projects so when NGOs leave, people are able to run the projects themselves. Currently, people are too reliant on NGOs.
24. Uganda has much fertile land. People should learn to plant their own crops. Currently farming is only subsistence and a lot of food is imported from other countries. NGOs and other stakeholders should encourage the development of commercialized farming in order to encourage sustainability.