# NGOs AND PROJECTION OF HUMAN RIGHTS IN UGANDA: A CASE STUDY OF FOUNDATION OF HUMAN RIGHTS INITIATIVE (FHRI)

BY

NAKIGANDA SUZAN

BPA/41664/133/DU

A DISSERTATION SUBMITTED TO THE COLLEGE OF HUMANITIES AND SOCIAL SCIENCES IN PARTIAL FULFILLMENT FOR THE REQUIREEMNT OF A BACHELORS' DEGREE IN PUBLIC ADMINISTRATION OF KAMPALA INTERNATIONAL UNIVERSITY

September, 2016

# DECLARATION

**I  NAKIGANDA SUZAN,** declare that this dissertation presented is my original work and has never been submitted for any award of a Degree in any university or other institutions of higher learning.


Signed.......... ~~Ktozic~~ ...........................................


**NAKIGANDA SUZAN**

**BPA/41664/133/DU**


Date...... 22nd / 09 / 16 .................................

# APPROVAL

This internship report has been produced under my supervision and guidance and it's now ready for submission to Kampala International University with my approval.

Signature;

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

**DR. UBALE HARUNA**

Date 22 – 09 – 2016

# DEDICATION

First and foremost, I would like to dedicate this work to my Loving and Caring Mother for believing in me and loving me, and thus proved to be my mentor in life , because without you I wouldn't know where I would be.

.

# ACKNOWLEDGEMENT

First and foremost, I thank the almighty God for granting me his grace and favour right from the start to the end of this research report.

I give my special thanks to my dear Mark for his love, care and support he has always accorded to me since the time I met him, because he has always worked so tirelessly with devotion and commitment towards my academics and always been there for me.

I would also like to acknowledge my Supervisor Dr.Ubale Haruna for his invaluable and enthusiastic guidance that led me to the successful completion of this study.

I also acknowledge the intellectual contribution of all my lecturers at the university throughout my degree study.

I am thankful to all my beloved sisters and brothers especially Milly, Jessy, Isaac, Paul and all my entire family for their moral and material support that they have contributed to make me more confident and ambitious to successfully complete this study.

Not forgetting I also wish to extend my sincere appreciation to my course mates at the University like Anne her academic and friendly support she rendered to me throughout my academic journey at the university.

## -TO GOD, BE THE GLORY-

# TABLE OF CONTENTS

# CHAPTER ONE
## INTRODUCTION TO THE STUDY

## 1.0 Introduction

This chapter presents the background to the study, statement of the problem, objectives of the study, research questions, scope of the study, significance of the study and the conceptual framework. All these are to relate to the study forms of analyzing NGOs and projection of human rights in Uganda, taking FHRI (Foundation of Human Rights Initiative) as the case study.

## 1.1 BACKGROUND TO THE STUDY

### 1.1.1 Historical perspective

Globalization during the 20th century gave rise to the importance of NGOs. Many problems could not be solved within a nation. International treaties and international organizations such as the World Trade Organization were perceived as being too centered on the interests of capitalist enterprises. In an attempt to counterbalance this trend, NGOs have developed to emphasize humanitarian issues, developmental aid and sustainable development (Wikipedia, 2006). In the last two decades, the non-governmental organizations (NGOs) have been active in providing assistance in fighting people's human rights. Many NGO missions have been working in the country to enhance the general well-being of people and in particular those who are disadvantaged, needy and among the vulnerable groups.

The evolution of NGOs pre-dates the formation of the UN and the adoption of its Charter in 1945 although they achieved formal, universal recognition only after the setting up of the body. According to Davies, international non-governmental organizations have a history dating back to at least 1839 and it has been estimated that by 1914, there were 1083 NGOs. However, the more formal relationship of non-governmental organizations with international organizations was formalized for the first time by Article 71 of the Charter of the United Nations by which the Economic and Social Council was authorized to "make suitable arrangements for consideration with non-governmental organizations which are concerned with matters within its competence.

According to Gotz (2008), the increase in NGOs is one of the most remarkable features of modern-day international politics. Non-Governmental Organizations have played a major role in pushing for the protection of human rights at the international level. Increasingly, the existence of NGOs is proving to be a necessity rather than a luxury in societies throughout the modern world. In many developing countries, the role of NGOs has evolved in response

1

to the market gaps left by the government (Gaist: 2009). Impelled by the inadequacies of the state and the market, citizens across the globe have developed NGOs to deal with a diversity of social needs.

In Africa, Human rights activism is long-standing and for decades concerned individuals, including lawyers, journalists, trade unionists and members of religious organizations, have monitored and reported upon human rights violations, often in the most hazardous of circumstances. However, what is new for many African countries is the emergence in recent years of open and self-professed human rights organizations. Especially since the late 1980s, these voluntary associations of citizens have taken on the task of monitoring abuse of human rights, educating the people about their rights under national and international law, and making recommendations to governments about how to improve their protection of human rights. (Clapham, Andrew. 2006.)

In Uganda, prior to the liberation of the country by the NRM, the people of Uganda suffered diverse forms of violations and human rights for nearly three decades, in contravention of the provisions of the Constitutions of Uganda (1962 and 1967) as well as the United Nations Universal Declaration of Human Rights and the African Charter on Human and People's Rights, to both of which Uganda is party. Uganda's political, social and economic history is chequered with several incidences of human rights violations, most notorious of which were the Amin dictatorship (1971-79) and the Obote II era (1980-85). With the taking over power in 1986 by the current NRM Government, Uganda sought a new path to repair the poor reputation the country had acquired, by denouncing human rights violations and rebuilding respect for democracy and good Governance as well as the rights of its people.Most of the achievements were articulated in Uganda's previous reports to your predecessors on the Commission on Human and Peoples Rights..Cavill Sue and M. Sohail.(2004)

## 1.1.2 Theoretical perspective

The study is based from the theory of Globalization which has seen many international NGO initiatives being launched from the industrialized world and it shows how NGOs seek to expand their impacts beyond local and national initiatives facing significant organizational problems. It has led to the rise in power of non-state economic actors, and points out failure of states as an indicator of NGO success. NGOs and civil society organizations are not a new phenomenon; there has been a dramatic increase in their importance or relevance in many arenas over the last two decades. This change has been characterized by at least one

2

researcher as a "global associational revolution" that may as important to the end of the 20th century as the rise of the nation state was a century earlier. Salamon, L. M. (2004). It assumes that; globalization forces at the national level can reduce state controls over the economy, increase pressure for democratic accountability, or raise questions about state sovereignty. These developments can create political space for NGOs and civil society organizations like FHRI as alternative sources of services once provided by the state, as watchdogs over and advocates for government policy formulation and implementation, as policy entrepreneurs or implementers with state partners, and as social innovators to guide improved services.

When globalization expands political space, civil society actors may emerge to respond to the concerns of impoverished and marginalized groups that would remain voiceless under prior regimes like those subjected to Human rights abuse. Globalization will not simultaneously highlight the importance of core cultural values, or open more political space for civil society initiatives, or create economic consequences that exacerbate poverty. Lindenberg, M., &Dobel, J. P. (2009).Globalization has impacts on consciousness both liberating and counter-revolutionary that are likely to be expressed via civil society organizations; globalization is likely to place enhanced emphasis on freedom, and equal rights for which NGOs are both a product and an exemplar; and globalization invites in international actors (INGOs, international agencies) that actively promote and strengthen the emergence of national civil societies.

The theory has therefore been relevant in helping NGOs and civil society actors from both developing and industrialized countries to get involved active participation in issues like fighting for human rights and other related problems, and so it has tapped a wide range of information and perspectives on the issues in question.
The theory has also led to establishment of an *international NGO* (INGO) that is organized to work across national boundaries. It also assumes that another way to organize for international action is to create a ***transnational network*** whose members share values, information, and a common discourse that enables them to coordinate their actions like in terms of projecting and protecting human rights globally. An example of a *transnational network* is the emergence of widespread linkages among NGOs and other actors concerned with environmental issues over the last two decades. Such networks allow exchange of information and strategies, but they are less useful for sustained coordination of activity or mobilizing large numbers of people for contentious politics. Keck & Sikkink (2008)

## 1.1.3 Conceptual Perspective

In terms of human rights abuse, FHRI has captured the essence of engaging in activities aimed at mobilizing and empowering the weak, poor and vulnerable in the community to defend their rights, advocate for better conditions of living for people, protesting internationally for debt cancellations and protecting the environment in Uganda. FHRI seeks to enhance the knowledge, respect and observance of Human Rights, promote exchange of information and best practice through research, education, legislative advocacy and strategic partnership in Uganda. The organization has Observer status with the African Commission of Human and people's Rights, it is a member of the world coalition Against the Death penalty and is affiliated to the international Federation of Human Rights defenders (IFHD).(FHRI,2014). In this study, human rights shall refer to all those rights inherent in people's nature without which people cannot live as human beings. Human rights are fundamental freedoms which allow people to develop their qualities intelligence, talents, and conscience to satisfy their material, social and spiritual needs. The touchstone of human rights is therefore mankind's demand for a life in which inherent dignity and worth of every human being is sacrosanct and should receive due respect and protection.

Human rights constitute a set of rights and duties necessary for the protection of human dignity, inherent to all human beings, irrespective of nationality, place of residence, sex, national or ethnic origin, colour, religion, language, or any other status. Everyone is equally entitled to human rights without discrimination. As such, human rights are universal, interrelated, interdependent and indivisible and constitute the basis of the concepts of peace, security and development. UN, Office of the High Commissioner of Human Rights (2014).

FHRI has effectively executed six strategic plans since its inception in 1991.Each of these programmes are based on research, monitoring and documentation of Human Rights violations, Human Rights Education, legislative advocacy and legal aid service delivery in its 22 years of Human Rights Advocacy. FHRI has spearheaded the human rights movements in Uganda and beyond through the publications of action oriented research reports capacity building programmes for community based human rights associations, treaty reporting to regional and UN human rights bodies. FHRI, 2012)

## 1.1.4 Contextual Perspective

The concept of non-governmental organization is defined in the framework of service provision focusing on two sides to NGO activities, namely, service with the intention of improving the general welfare of people (humanitarian aid), and involvement in government

4

institutions and policies (advocacy) and although humanitarian organizations' focus on human rights as well (e.g. right to food, right to shelter etc), advocacy NGOs are more likely to be targeted as they directly question and campaign for human rights. This means that they are more involved in policies, laws and other issues affecting the promotion of human rights. However, many challenges have been highlighted of NGOs like FHRI. These can be placed under three broad rubrics i) financial, ii) environmental and iii) challenges associated with migration, brain drain and skills flight. Under the first rubric, NGOs has been finding it difficult to be well sustained within the context of the global economic crisis whose effects are being felt in the donor countries. The Austerity Measures that have been introduced domestically in Uganda have also applied to general developmental work, leading to reductions n the pots of resources that can be accessed for NGO work. Under the second rubric, the political environment, fraught as it is with repressive pieces of legislation, violence and replete with intimidation and polarisation, has made it very difficult to operate from. Often enough civics has been targeted for persecution through prosecution under the auspices of the stern laws and harsh and intolerant environment. Under the third rubric, given the harsh economic conditions, a lot of skills left the sector, amongst them were some civic actors who got frustrated or chased out of the country. The net effect has been that huge responsibilities have been thrust of relatively inexperienced shoulders presenting challenges on delivery and quality of work within the NGO sector.

Nonetheless, challenges are noted in promoting a human rights based approach to development, especially in ensuring equality and non-discrimination, increased accountability and the consideration of vulnerable groups for specialized and measured interventions. In the absence of a 'rights' consciousness among service providers and beneficiaries under decentralization, some of the drawbacks associated with centralized governance systems, such as centralized and technocrat based decision making processes, limited consultation with citizens, and the concentration of power in the hands of a few elites, tend to resurface in Kampala City (Ministry of Local Government (2013).

## 1.2 STATEMENT OF THE PROBLEM

Human Rights Organizations are tasked with a responsibility of human protection through creation of the political atmosphere and context to stimulate action in the field of human rights by governments and intergovernmental organizations (IGOs). Therefore, the Foundation of Human Rights Initiative in Uganda has done all the necessary duty to see that it protects the rights of people with an intention of keeping their human rights at recognition. This has contributed to drawing the attention of world public opinion to human rights issues,

thus influencing the setting of the public agenda in this respect and helping governments and IGOs to identify and prioritize key human rights issues and not to forget safeguarding human rights against government infringement through techniques such as diplomatic initiatives, fact-finding missions, reports, public statements and mobilization of public opinion, whose these techniques have proven successful, since in most circumstances, NGOs are more independent from political forces than States or IGOs and thus are more able to identify and criticize human rights violations. Despite efforts made by the Foundation of Human Rights Initiative in Uganda to protect rights of people, there is still high level of inhumane treatment of people which is scaring that if the situation of human rights abuse continues in Uganda, there is likely to be a aggravating situation in terms of loss of freedom of expression, speech, and others. There is therefore a need to address the situation of mistreatment of these people in Uganda since nothing has been done to help them out of the situation and also little is known about the extent to which human rights have been projected in Uganda since it has not been clearly documented. It therefore against this back ground that the study intends to fill all these gaps.

## 1.3 PURPOSE OF THE STUDY

The main purpose of this study was to assess the contribution of non-governmental organizations in projecting human rights in Uganda, taking Foundation of Human rights Initiative as our case study.

## 1.4 OBJECTIVES OF THE STUDY

(i) To establish the ways through which human rights have been projected by FHRI in Uganda.
(ii) To examine the challenges faced by the NGOs in projecting human rights in Uganda.
(iii) To assess the viable and sustainable ways to address the challenges faced by NGOs in the projecting of human rights in Uganda.

## 1.5 RESEARCH QUESTIONS

(i) What are the ways through which human rights have been projected by FHRI in Uganda?
(ii) What are the challenges faced by the NGOs in projecting human rights in Uganda?
(iii) What are the viable and sustainable ways to address the challenges faced by NGOs in the projecting of human rights in Uganda?

## 1.6 SCOPE OF THE STUDY

### 1.6.1. Geographical scope

The study was conducted at the Foundation for Human Rights Initiative (FHRI), located at the Human Rights House, Plot 1853, Lulume Road-Nsambya, and P.O Box 11027, Kampala, Uganda.

### 1.6.2 Content Scope

The study was limited to NGOs and projection of human rights in Uganda, taking Foundation of Human Rights Initiative (FHRI) as the case study, and thus was done basing on the study objectives; To establish the contribution of FHRI towards programme in projecting human in Uganda, to examine the challenges faced by the NGOs in projecting human rights in Uganda, and to suggest viable and sustainable ways to address the challenges faced by NGOs in the projecting of human rights in Uganda.

### 1.6.3. Time Scope

The study took a period of four months that is from June to September 2016, since this time was enough for me to acquire all the necessary information liable for the study.

## 1.7 SIGNIFICANCE OF THE STUDY.

### 1.7.1. The Government

The study will help the government of the Republic of Uganda to initiate, stimulate, launch, support and promote development projects based primarily on increasing the number of NGOs and use the locally available resources to foster self-reliability and self-sustainability of the NGOs.

### 1.7.2 Policy Makers

The study will provide information related to human rights protection which will bring accessibility to respecting human rights in the entire country.

It will also help in guiding different organizations and other stakeholders which will be interested in starting up interventions which will help in human rights and protection of the neglected children.

### 1.7.3 Academicians

The findings of this research may provide evidence and add new knowledge to the existing NGOs information in the understanding of the role of NGOs in promotion and protecting of human rights in Uganda.

The findings of this research will also provide evidence and add new knowledge to the existing NGOs information in the understanding of the impact of the complex of the role of NGOs in projecting human rights.

The study has also helped the researcher to interact with many different categories of people which has been of much help in discovering important data about of human rights organisation and protection of children's rights. Thought this study the researcher has learnt different methods of collection and analyzing data.

### 1.7.4 Contribution to knowledge

The studywill help future researchers who may carry out their researches in similar or related topics with relevant on the impacts of the role of NGOs in promotion and projecting of human rights in Uganda.

The significance of the study is to equip students, researchers, conflict resolution actors with the skills and knowledge about the role of the Military in conflicts which has greatly shifted from solely ensuring state security to encompass humanitarian activities and the promotion of human security.

## 1.8 JUSTIFICATION OF THE STUDY

According to Mugenda and Mugenda (1999), justification of the study highlights the reasons for conducting the study as well as the importance of carrying it out.

The most dangerous problem the health sector faces is the declining role of the state and the changes in donor funding from the public to the private sector which has led to poor basic health service delivery in the past 20 years.

This has prompted the researcher to assess and analyze the contribution of non-governmental organizations in delivery of basic health services in partnership with local government. The research will help the health policy makers to review their risk policies in order to reduce on the level of health service delivery challenge.

# CHAPTER TWO
# LITERATURE REVIEW

## 2.0 Introduction

The chapter is comprised of the review of the related literature whereby the study objectives are going to be discussed in detailed and to really emphases on the purpose of focusing on this research problem.

## 2.1 Concept of NGOs (Non-Governmental Organizations)

Non-profit literature the term 'voluntary organization' is commonly used for domestic third sector organizations. NGO literature the umbrella term 'non-governmental organization' is generally used throughout, although the category 'NGO' may be broken down into specialized organizational sub-groups such as 'public service contractors', 'people's organizations', 'voluntary organizations' and even 'governmental NGOs' or 'grassroots support organizations' and 'membership support organizations' (Lewis, 2006)

The NGO literature has tended to see NGOs as one of a number of key actors in processes of development alongside the state, local government, foreign donors and private corporations. In contrast to this relatively 'integrated' approach, the non-profit literature has to a greater extent focused on the organizations themselves and on the concept of the 'sector' as a distinctive subject for research non-profit has concentrated on service delivery and welfare organizations more than advocacy and social change organizations (Lewis, 2006)

'Non-governmental', 'third sector' or 'not-for profit' organizations have in recent years become high profile actors within public policy landscapes at local, national and global levels. Around the world, there is an increasing commitment to the delivery of social services through involving neither voluntary organizations which are neither government agencies directed by the state nor organizations committed to the 'for-profit' ethos of the business world (Lewis, 2003)

The World Bank defines NGOs as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development" In wider usage, the term NGO can be applied to any non-profit organization which is independent from government. (United Nations Economic Commission for Europe, 2006).

## 2.1 Ways through which NGOs (FHRI) have projected human rightsin Uganda.

**2.1.1 Through enforcement of human rights:** NGOs also contribute to the enforcement of human rights by carrying out research and providing it to IGOs (especially, but not only, the UN human rights bodies) or to national delegations or governmental bodies. Once norms are promulgated and the machinery to hold States accountable for human rights violations is in place, NGOs play a predominant role in providing the machinery with the information necessary for them to discharge their tasks effectively.Blitt, Robert.(2006)

**2.1.2 Agenda setting:** The foundation of human rights initiative plays a crucial role in the creation of the political atmosphere and context to stimulate action in the field of human rights by governments and intergovernmental organizations (IGOs). They contribute to drawing the attention of world public opinion to human rights issues, influence the setting of the public agenda in this respect and help governments and IGOs to identify and prioritize key human rights issues. Callamard, Agnès. (2006)

**2.1.3 Handle individual complaints:** Some human rights NGOs primarily handle individual complaints and concern themselves with concrete cases of human rights violations. Blitt, Robert.(2006). Others do not concentrate on defending individual cases but rather adopt a broad approach to human rights issues and offer general recommendations regarding the national human rights situation and proposals for changes in legislation or policies. Some human rights NGOs focus more on research, in-depth human rights education and providing expertise on specific policy issues, while others are less research-driven and instead engage in advocacy and the dissemination of ideas in accessible forms. Blitt, Robert.(2006)

**2.1.4 Intense involvement in various national and transnational knowledge:** While the diversity of instruments, mechanisms and practices among human rights NGOs in Russia is striking, an important characteristic of the Russian human rights NGO community in general is its intense involvement in various national and transnational knowledge advocacy and policy-based networks. Many human rights NGOs have already invested and continue to invest substantial effort and resources into fostering NGO networks. Examples include the Memorial Society, the Moscow Helsinki Group (MHG) and the Association of Regional Human Rights Organizations, to list just a few.

**2.1.5 Interaction between other human rights NGOs** : The Interaction between human rights NGOs at both the Russian and international (European) level has created forums where information is transmitted and skills and expertise are shared. It also appears that many

11

Russian NGOs have become deeply involved, either directly or through their umbrella organizations, in pan-European human rights policy networks – where Nongovernment and international organization actors share the rhetoric, language, and scholarly discourses that shape the terms of public debate over human rights issues and underpin relevant policies. At present, many Russian human rights organizations seem to have integrated into the EU milieu and to be interested in projecting European norms and practices in Russia.

**2.1.6 Aid and Education:** NGOs provide assistance to victims of human rights violations. They also assist States and IGOs in the implementation of human rights programmes by acting as their agents on the field. NGOs sometimes represent persons in their dealings with national officials or before courts or IGOs   In addition, NGOs educate the general public by disseminating information on human rights and offering courses on the topic. Blitt, Robert. (2006)

**2.1.7 Standard setting:** The foundation of human rights initiative is actively involved in the drafting process of human rights conventions and treaties (*e.g.*, Universal Declaration of Human Rights, Convention on the Rights, Convention against Torture) and thus help in the development of human rights norms. Lobbying is generally the means by which NGOs provide their input in standard setting (*e.g.*, 1993 World Conference on Human Rights in Vienna, 1995 Fourth World Conference on Women in Beijing, and 2001 World Conference on Racism). In many instances part of the lobbying strategy consists in submitting legal studies drafted by experts, which contain the NGO's own interpretation of the applicable international rules and suggestions for improvements. World Conference on Racism. (2001)

**2.1.8 Enforcement:** The foundation of human rights initiative has helped to safeguard human rights against government infringement through techniques such as diplomatic initiatives, fact-finding missions, reports, public statements and mobilization of public opinion. These techniques have proven successful, since in most circumstances, NGOs are more independent from political forces than States or IGOs and thus are more able to identify and criticize human rights violations. Once NGOs bring a problem to a State's attention it becomes more difficult to ignore human rights violations. Callamard, Agnès. (2006)

**2.1.9 Building Basic Infrastructure:** A common international role of NGOs involves helping with foreign infrastructure building at the most basic level. Focused on areas that are absolutely rural in nature, activities can include well drilling, basic education facility construction, road building and medical services provision all aimed at promoting children's

rights. Human Rights NGOs like FHRI can work either in the actual construction or just the purchase of resources and delivery to the targeted location. The details vary and depend on the particular project serviced. Many such projects lie under the umbrella of a larger NGO or government agency.(FHRI, 2009).

**2.1.10 Pilot Function:** Due to the flexibility to work between public and private organization worlds, INGOs provide an ideal player to address pilot project needs when a government wants to test a new program idea without a full-scale program initiation. INGOs unhampered by bureaucratic limitations and restrictions can take on such pilot projects quickly by and dismantle them just as quickly. This ease of operation allows a government agency overseeing the pilot project to try the idea, achieve results and make validated decisions without excessive expenses.(Sylvia Tamale, 2001)

**2.1.11 Communication and Advocacy:** NGOs strategize all their activities to meet a mission or goal; advocating at multiple levels for that mission is an NGO's bread and butter. This role includes communicating to the public, implementing education programs, advocating politically and marketing. Communication targets can include other governmental agencies, businesses, communities and specific individuals. Reasons can include obtaining NGO mission support, financial campaigning and carrying out legislative advocacy. (FHRI, 2009)

**2.1.12 Raising Money:** Because many NGOs are nonprofit organizations, they rely on their own revenues, grants and donations to fund their activities. Fund-raising is an integral and important activity that must occur regularly to keep NGOs operating annually. Funds raised pay for personnel, resources and operating expenses. Organizational NGOs take a formal, bureaucratic approach to fund-raising; distinct units or sections seek funding, while others work on programmatic issues. Campaigning NGOs are much closer to the grassroots-level, connecting fund-raising with an idea or movement and recruiting volunteers as needed for short-term events. However children rights protecting NGOs collect money to help advocate for children's rights and freedoms. (UNDP, 2011).

**2.1.3 Policy Formulation:** There is a marked increase in NGO participation in policy processes as invited participants. Their representatives have had seats at the table in formulation of specific policies, district development plans and on technical committees and sub-committees at all levels. This is highly commendable. INGOs engage with policy makers at implementation or field/ Action level. Implementation is an important policy phase as it is

often at that stage that failures in the policy processes occur. Here INGOs play a bridging role between government and the people.(Agyei and Daba, 1992).

**2.1.14 Pressurizers:** NGOs sometimes exert pressure from outside 'the tent' on both formulation and implementation of policies, programmes and plans. They use campaigning as a visible activity directed at a certain constituency, often media - mediated; and lobbying - a direct and often private approach to individuals or small groups of people, as an attempt to influence the decisions of the institutional elite on behalf of a collective interest. NGOs are supposed to act as counter weight to state power for protecting human rights, opening up channels of communication and participation, providing training grounds for activists and promoting pluralism.(ANPPCAN, 2003).

## 2.2 Challenges faced by FHRI in Projecting human rights in Uganda

**2.2.1 Poor governance of the organizations:** a common problem is to do with the governance of the organizations and the relations between board members and staff. These have stemmed largely from the boards' inability or unwillingness to carry out their responsibilities of governing the organizations. Board members often lacked the time or the expertise to be able to carry out these responsibilities effectively. As a result, senior staffs were often left to make policy decisions with little or no support from board members. Many other participants explained that it is difficult to achieve good governance with founders who wished to own their NGOs for their own purposes. Participants with better understanding of good governance appreciated that this is fundamental to NGO accountability and transparency. (Mukasa, 2006).

**2.2.2 Staff challenge;** such problem involves; recruitment, assignment and layoff as well as human resources development and administration and finally everyday management of staff (Vilain, 2006).NGOs were found to be weak at staff career development. Often organizations lacked a career structure in which staff could develop. In addition they were not good at budgeting for staff training. In situations where the organizations were expanding rapidly, it created problems for many who were unable to keep up with the demands of their work. Not all people working for non-governmental organizations are volunteers. Paid staff members typically receive lower pay than in the commercial private sector. (Ahmad, 2002)

14

**2.2.3 Monopolization of leadership:** It has been observed that there is a growing tendency towards monopolization and interlocking of leadership at the top level of voluntary action groups and organizations like FHRI as is reflected in the same person being the president in one organization, secretary in the other, treasurer in the third and a member of the executive in the fourth. This interlocking of leadership can be advantageous in formulating, coordinated policies, programmes and activities, facilitating exchange of technical know-how and experience and mobilizing people for a common goal. But the greatest disadvantage of such leadership is that fresh blood is not allowed to flow into the organization and leadership. Stefanovic, I, & Damnjanovic (2010).

**2.2.4 Management difficulties:** The difficulties of managing NGOs with operations in several countries also raised concerns. The difficulties came from the inability to define proper lines of autonomy on policy issues. Field staff often felt isolated unsupported and felt there was a lack of understanding of the issues they were dealing with at field level. In addition, they often found it difficult to be loyal to headquarters. Headquarters staff on the other hand, felt that field staff had too much power which needed to be controlled if all the interests within the organization were to be adequately addressed (Mukasa, 2006).

**2.2.5 The structural growth problem:** Once they are successful, small businesses world-wide commonly face the problems of replacing one-person management (or family management) with a more institutionalized structure. The founder is used to having total control and doing things his or her way. It is difficult to persuade her/him to create independent management or expert roles, or to respect the authority and autonomy of independent managers and experts once they are in place. Their styles, ethos, and values are often severely challenged by the formality and the bureaucratic discipline that is imposed by this volume and variety of external funding from public organizations. Inglis, L .& Minahan, S. (2006)

**2.2.6 The evaluation problem:** this is most immediately a problem for donors, but failure to resolve it reflects back on NGOs eventually, and should be perceived as their problem. *Performance evaluation;* is relatively easy in 'post-office' type organizations where (activities are routine; objectives are few and clear; there is no great distinction between immediate 'outputs' , medium-term 'effects' , and long-term 'impacts' ; and outputs, effects or impacts can be measured relatively cheaply and reliably without the measurement process itself distorting the objectives of the organization or the goals of the staff. Few public organizations are like post-offices. (Moore & Stewart, 1998).

**2.2.7 The economies of scale problem;** Most NGOs are very small. They lack easy and cheap access to the specialist knowledge they require. For example, they may be aware that 'staff development' is important, but have little idea about how to do it (Moore & Stewart, 1998).

**2.2.8 Volunteer relationships;** Volunteering means any activity in which time is given freely to benefit another person, group or organization". Organizational volunteering can further be defined as proactive (e.g., signing up to serve meals at a shelter every Sunday) rather than reactive (e.g., stopping to help an accident victim after a car accident) and entails commitment of time and effort (Lewis, 2005)

**2.2.9 Mission, effectiveness, and accountability;** for NGOs to thrive, it must fulfill a mission that is valued by the community, staff, board, and founders. NGOs must create value within operational and environmental constraints that are at once more complex than those faced by corporations and more opaque than those confronted by government Lewis, D. &Madon, S. (2004)

**2.2.10 Lack of Volunteerism/Social work among Youth:** The basic characteristic of NGO is volunteerism. In early days, youth are making their career in volunteerism but that enthusiasm seems to have faded these days. The extent of volunteerism is declining day by day and turning it into professionalization. Even the young graduates from social work are interested in making their career in professionalism. This leads to lack of efficient volunteers in FHRI. Bunker R. (1994).

**2.2.11 Centralization in Urban Areas:** NGOs are more developed in urban areas as compared to rural areas. The backwardness and ignorance of the rural people and lack of enthusiasm among social workers to among them in the absence of availability of minimum comforts are the two important reasons for the backwardness of the NGOs in rural areas. Greene, S. (1994).

**2.2.12 Non-Involvement /Low Involvement of Communities in NGO Plans:** There were mixed opinions on the level of community involvement. For example, in Mbale, some community key informants were concerned that NGOs like Salem Brotherhood do not work with the community in anyway apart from the few locals who are employed as members of staff. NGO staff, however, explained that communities often have very high expectations from NGOs. Bendell, Jem and Phyllida Cox. (2011)

**2.2.13 Lack of Transparency of NGOs:** Key informants at district and national level explained that NGO staff members are occasionally secretive about their functions in a given area, especially about funding sources and amount procured. This often leads to inadequate planning and co-ordination of the NGO in district /national plans, as observed below: "Some NGOs are not open. It is not easy to get all the information on what they are doing." (Welfare and Community Services Secretary, Kampala City Council (KCC) Key informants at national and district level further explained that NGOs sometimes falsify records in order to be seen to be working, but often do not represent a true picture of the actual activities, as observed: "Sometimes they give you figures and numbers of people they are helping but they often exaggerate." (Welfare and Community Services Secretary, KCC), Marden.D and Oakey.P.,1990).

**2.2.14 Poor Documentation and Information Sharing:** Evaluation and assessment of a given NGO is a difficult undertaking by all stakeholders (the NGO itself, the policy makers and by the community it serves). NGO staff members were in many instances not precise about the domain of their respective NGOs. The poor record keeping among NGOs worsens this situation. There were hardly any statistics that were availed to the research team because either some NGO records were poorly kept or not kept at all. In addition, although records did exist in some NGOs, there was reluctance on the part of some NGO officials to share them. There appears to be no policy on information sharing and, therefore, no obligation on the part of the NGOs. (Valadez.J.ans. and Bamberger,M.,1994).

**2.2.15 Lack of Funds:** NGOs are expressing difficulty in finding sufficient, appropriate and continuous funding for their work. They find accessing donors as challenging as dealing with their funding conditions. They perceive there to be certain cartels of individuals and NGOs that control access to donor funds. They have limited resource mobilization skills and are often not looking for funds that are available locally, preferring to wait for international donors to approach them. There is a high dependency of donors and a tendency to shift interventions to match donor priorities. There is a lack of financial, project and organizational sustainability. Latha (2011)

**2.2.16 Lack of Dedicated Leadership:** Leadership qualities of the leaders in NGOs determine the quality and condition of the services rendered by any organization. Especially dedicated leadership, 'Leadership for the sake of Leadership' is a most important governing factor in this regard. In the post-independence era, unfortunately, the NGOs faced the crisis of leadership as the leaders who pioneered voluntary action and worked for it with spirit of

devotion and dedication choose to enter politics to find berths in legislatures and parliament thus creating a vacuum for dedication leadership in NGOs. With some expectations the leadership is concentrated in the hands of elderly people. (Mehta et al 2010).

**2.2.17 Inadequate Trained Personnel:** It is believed that the personnel working in NGOs may be of personnel working in such organizations is a sense of dedication and commitment and interest in the social services. NGOs earlier were assumed to be served by unpaid social workers imbued with the spirit of service and did not require any special education or training. But the present trends that are having professional education are not interested to work with NGOs. Their visions have been changed and are interested to work in urban areas only. Therefore, it is very difficult to get trained persons who are either willing or trained to work in the rural society where most of NGOs work. Moreover, these professionally trained persons have high expectations in terms of salaries, status, opportunities for their growth in the career of their choice. (FHRI, 2010)

**2.2.18 Misuse of Funds:** It is the matter of fact that some unscrupulous elements have made fortunes by floating NGOs for their personnel gains and managing grants from the government. It is a common experience that there have been serious charges of misuse and misappropriation of funds received as granting aid form the government, foreign donors and rose through their own resources by the most of the NGOs. These NGOs may reflect its image to other NGOs who are working with dedication and commitment. (FHRI, 2012).

**2.2.19 Lack of Public Participation:** NGOs are meant to provide opportunities to the citizens for democratic participation but they have not been able to fulfill this obligation due to the method and manner in which they function, and failed to attract people, interested in construction work and develop channels for people's enthusiastic participation. Some of the factors responsible for such a state of affairs are general backwardness of the people, absence of adequate number of dedicated persons, over emphasis on targets and time bound programmes, political interference and vested interests, easy availability of funds without proper planning and assessment of felt needs and safeguards for the community, distrust of agencies and workers who do not have a base in the community and are unable to win its support. Pradeep, K. (2005).

**2.2.20 Lack of Coordination:** The absence of coordination between NGOs existing at local, state and national level has laid to the common problems such as overlapping, duplication, non-coordination, etc, The absence of such a common forum also incapacitates NGOs to

offer united stand against the government when it humiliates them by extraneous considerations at the behest of politicians and egoistic government officers. Moreover, the state of affairs also does not facilitate exchange of information, data collection, research, training and publication and also does not create favorable conditions where common difficulties can be placed before the government. Gangrade, K.D. (2007).

**2.2.21 Modernization:** Because of modernization, professionalization and introduction of management techniques, the traditional NGOs need certain minimum, infrastructure and administrative expenses. Unfortunately, grants-in-aid rules do not allow for such administrative expenditure except contingencies. This leads to evaporations of traditional NGOs in the country which use to lead by great leaders. Clapham, Andrew. (2006)

**2.2.22 Poor Networking** was identified as a major challenge. It is the cause of duplication of efforts, conflicting strategies at community level, a lack of learning from experience and an inability of NGOs to address local structural causes of poverty, deprivation and under-development. Negative competition for resources also undermines the reputation of the sector and the effectiveness of NGO activities at community level. As a result there is a great deal of suspicion among NGOs, secrecy and lack of transparency. Many NGOs, large and small, intervene at community level without any community mapping and implement projects without due regard to ongoing community initiatives. Clapham, Andrew. (2006)

**2.2.23 Poor Communications:** NGOs also recognize that there is very poor communication within the sector. The majority of NGOs have little or no access to reliable email and internet connections; they receive almost no literature on development issues and are generally out of touch with issues of global, regional and national importance. There lack of understanding of the difference between the Board and Council is just one example of the knowledge gaps that exist. Radha, K. (2011).

**2.2.24 Development Approaches:** Many NGOs are still focusing upon what some refer to the 'hardware' approach to development, i.e. the building of infrastructure and the provision of services; rather than what some refer to as the 'software' approach of empowering people and local institutions to manage their own affairs. Other NGOs seem unaware of changes in the role of government, the changing Aid paradigm, and the effectiveness of a "right's based" rather than "welfare" approach. While it is becoming harder to fund and sustain service delivery interventions, most local NGOs persist with them. Community poverty and illiteracy rates remain significant. NGOs are acutely aware of the increasing and enormous needs of

poor people and feel at a loss as to how they can respond to all these needs. Lawani, B.T. (1999).

**2.2.25 Limited sustainability:** There is a lack of sustainability and ownership of development interventions by communities. Some communities have been spoilt by dependency creating interventions and are not inclined to do things for themselves. It is difficult to keep our programmes relevant to changing situations and the culture of handouts is hard to counter. There is no accepted code of ethics and conflicting approaches.

**2.2.26 Poor relationships with INGOs:** There is considerable concern among local NGOs that the giants, mainly INGOs, occupy so much space that it is very difficult to find room for them. INGOs often intervene without any concern for the building of sustainable local CSOs. They pay government and community members to participate in their projects while local NGOs have no facility for doing so. INGOs are also perceived to be driven by short-term project approaches that are not locally sustainable. They pay high salaries and attract local NGO personnel. Clapham, Andrew. (2006)

**2.2.27 Political Interference:** In some regions, in particular South Rift and North Eastern, NGO leaders identified the interference of local politicians and civic leaders as a major hindrance to their work. Where NGOs are involved in sensitive issues, such as land disputes, local leaders can threaten NGOs with de-registration. NGOs are not aware that the Board - and potentially the Council - are there to protect them from such intimidation.

**2.3 The viable and sustainable solutions to address the challenges faced by FHRI in the projecting of human rights in Uganda**

**2.3.1 Local Resource Mobilization:** Provides potential for NGOs to raise funds from local businesses, individuals, government and locally generated income. To do these NGOs must have strong governance and accountability mechanisms, clear strategies and local credibility. (Agyei and Daba, 1992).

**2.3.2 Local Networking;** Provides opportunities for mutual learning, identifying appropriate development initiatives, generating learning resources, improving coordination and cooperation with local government, harmonizing approaches to development, and pursuing effective local advocacy. Form consortia to source funding from the donor community (larger projects to access larger donors). (Mukasa, OworEds, 2001)

**2.3.3 Regional INGO Networks:** Regional and thematic networks present opportunities to NGOs to share research, approaches, resources, capacity and work with both GoU and the corporate sector. Strong regional networks also provide the basis for supporting district level networks and ensuring the NGO Council remains strong by keeping its membership strong. (Mukasa, OworEds, 2001)

**2.3.4 Effective support from the INGO Board and INGO Council:** Maintaining NGO records with the NGO Coordination Board was to enable NGOs to received regular information and gain access to basket funding. The NGO Coordination Board is also working hard to improve the public image of NGOs through the promotion and support of annual NGO Week. A more effective NGO Council supported by its members and responding to NGO expressed needs was to provide appropriate and affordable capacity building support and an enabling environment for the sector. Good Governance of the NGO Council would provide a positive example for all NGOs to emulate. Good Governance can be achieved if the serious, active and engaged NGOs exercise their rights and responsibilities in a professional manner. (FHRI, 2012)

**2.3.5 Enabling Environment:** The new governmental dispensation has provided Ugandans with more political space to undertake their own development initiatives. People at all levels of society are more prepared to pursue their own development activities rather than wait for government and external actors to provide services, relief and welfare support. Improved infrastructure (roads, electricity, IT, communications, water, market access) provides more development opportunities to poor people and their communities. Tax incentives are now encouraging donations to registered charities. GoU is also enhancing the performance of its line Ministries, who are now all on performance contracts. GoU technical personnel are now willing to partner with INGOs who need not duplicate skills that are already locally available. (Sylvia Tamale, 2001)

**2.3.6 Use Volunteers:** Uganda has a huge supply of idealistic, young, energetic and well educated graduates who are unemployed or underemployed. Many of them are searching for opportunities to serve their country and get work experience. There are also many older experienced professionals willing to give their time to NGOs. Many companies was to loan experienced personnel to NGOs. Finally, there are opportunities to appoint international volunteers to fill vacancies that would otherwise require unavailable funds to fill. Student exchange programmes also offer NGOs low cost human resources that can support research, documentation and staff capacity building initiatives. (Inamdar, N. R. (1997).

**2.3.7 Development Approaches:** Communities have assets, wisdom, labour, time, and skills to be applied to their own development programmes. Communities are now willing to work for their own development. Invest in community institution building, train local people; enable them to plan, implement and evaluate their own development programmes, and to access available local resources. Innovative local solutions to local problems always attract support. (Agyei and Daba, 1992).

**2.3.8 Information, Communication and Technology (ICT):** The world has moved into the technological age. Get connected! Internet and email are fundamental to serious organizations. Set up a simple website and start building your networks and your profile. Share with others your work, approaches and impact. (Bukovska, Barbora, 2008.)

**2.3.9 The tendency is to offer decentralization**, in which some power is devolved to field level, as a solution to the problem of tensions between field offices and headquarters. However, decentralization can have the paradoxical effect of increasing bureaucracy as organizations devolving power on the one hand, tend to set up all sorts of control measures on the other.

**2.3.10 NGOs provide potential partnerships:** Progressive INGOs are looking to partner with local institutions and have the ability to provide financial, technical and institution building support. Some also support thematic and issue-based advocacy initiatives that enhance local networking and address the structural causes of poverty, inequity and injustice. (Mukasa, OworEds, 2001)

NGOs have to make strategic choices between confrontational, complementary or collaborative strategic relationships with government. The process of making these strategic choices gives rise to internal tensions concerning expenditure priorities, the conflicting demands of clients and donors, which result in disagreements over an appropriate balance between quality services and meeting fundraising targets. Service-deliverers are pulled towards clients and fund-raisers towards donors. The result can be a split within the organization, which can be resolved by the voluntary organization acting as a mediator or bridge between donor and client (Norrell, 2006)

**2.3.11 Regional NGO Networks:** Regional and thematic networks present opportunities to NGOs to share research, approaches, resources, capacity and work with both GoK and the corporate sector. Strong regional networks also provide the basis for supporting district level

networks and ensuring the NGO Council remains strong by keeping its membership strong. Charnovitz, Steve. (2009)

**2.3.12 Effective support from the NGO Board and NGO Council:** Maintaining NGO records with the NGO Coordination Board will enable NGOs to received regular information and gain access to basket funding. The NGO Coordination Board is also working hard to improve the public image of NGOs through the promotion and support of annual NGO Week. A more effective NGO Council supported by its members and responding to NGO expressed needs, will provide appropriate and affordable capacity building support and an enabling environment for the sector. Good Governance of the NGO Council would provide a positive example for all NGOs to emulate. Good Governance can be achieved if the serious, active and engaged NGOs exercise their rights and responsibilities in a professional manner..Inglis, L.&Minahan, S. (2006)

**2.3.13 New NGO Act:** The proposed new NGO Bill and Act, provides both opportunities and threats to the NGO community. If the NGO Council effectively lobbies for the NGOs in an informed and professional manner, a more enabling environment for this sector may result. Alternatively it is possible for the Sector to lose its self-regulating mechanism and be controlled by a single government-appointed body. Inglis, L.&Minahan, S. (2006)

**2.3.14 Government devolved funds and new funding mechanisms:** The CDF, Constituency Aids Funds, Youth, Women, Water, LATF and other locally available development funding is available to local NGOs and CBOs, which should also be more involved in the management of these funds. New basket funding from central government, through the NGO Board, is also a possibility. Chang, W. (2005)

**2.3.15 Use Volunteers:** Kenya has a huge supply of idealistic, young, energetic and well educated graduates who are unemployed or underemployed. Many of them are searching for opportunities to serve their country and get work experience. There are also many older experienced professionals willing to give their time to NGOs. Many companies will loan experienced personnel to NGOs. Finally, there are opportunities to appoint international volunteers to fill vacancies that would otherwise require unavailable funds to fill. Student exchange programmes also offer NGOs low cost human resources that can support research, documentation and staff capacity building initiatives. Boyle and Christine Chinkin. (2007).

**2.3.16 Development Approaches:** Communities have assets, wisdom, labour, time, and skills to be applied to their own development programmes. Communities are now willing to

23

work for their own development. Invest in community institution building, train local people; enable them to plan, implement and evaluate their own development programmes, and to access available local resources. Innovative local solutions to local problems always attract support.

**2.3.17 NGO Income Generation**: NGOs with excess assets can use them to generate income which may be used as the NGO determines. Consider renting buildings, providing consultancy, offering training, trading on your name or with locally made products.

**2.3.18 Information, Communication and Technology (ICT)**: The world has moved into the technological age. Get connected! Internet and email are fundamental to serious organizations. Set up a simple website and start building your networks and your profile. Share with others your work, approaches and impact. Chang, W. (2005)

**2.3.19 Selection of NGOs to provide potential partnerships**: Progressive NGOs are looking to partner with local institutions and have the ability to provide financial, technical and institution building support. Some also support thematic and issue-based advocacy initiatives that enhance local networking and address the structural causes of child torture and abuse of human rights. Clapham, Andrew. 2006.

**2.3.20 Enabling Environment**: The new governmental dispensation has provided Kenyans with more political space to undertake their own development initiatives. People at all levels of society are more prepared to pursue their own development activities rather than wait for government and external actors to provide services, relief and welfare support. Improved infrastructure (roads, electricity, IT, communications, water, market access) provides more development opportunities to poor people and their communities. Tax incentives are now encouraging donations to registered charities. GoK is also enhancing the performance of its line Ministries, who are now all on performance contracts. GoK technical personnel are now willing to partner with NGOs who need not duplicate skills that are already locally available.

**Conclusion**

Increased examination of Foundation For Human Rights Initiative ( FHRI) will not only allow us to more fully describe the field of organizational types (corporate, government, nongovernmental) and their communicative characteristics and dynamics but also will

provide a wealth of opportunities to validate and/or question our current theoretical assumptions that have largely been based on the empirical picture presented in corporate organizations (Lewis, 2005)

Although NGOs have become established organizational actors within development policy and practice, critical questions are increasingly being asked of their performance and accountability. In general, the roles NGOs towards the projection of human rights have been relatively well covered in the literature, but there is far less systematic research on internal organizational processes and management (Lewis &Madon, 2004).

# CHAPTER THREE
# RESEARCH METHODOLOGY

## 3.0 Introduction

This chapter presents a description of the research design, study population, sample and sampling techniques, research instruments, the quality control, research procedures and techniques of data presentation and analysis.

## 3.1 Research Design

The study used both qualitative and quantitative. The quantitative data will be obtained using structured questionnaires from different categories of people such as NGOs officials, local government officials, and other respondents from the communities, while the qualitative data will be obtained from key informants, interviews and observations. Qualitative approach will be considered because it tries to draw conclusions in terms of concepts and analysis in terms of understanding, what, where, who among other queries, while the quantitative research approach was opted for in cases where data needs to be tabulated or represented in graphs or pie charts for easier comprehension.

## 3.2 Area of Study

The study was conducted at Foundation for Human Rights Initiative (FHRI) which located in central Kampala, Makindye East Division Nsambya at the Human Rights House located at Plot 1853, Lulume Road Nsambya, P.O Box 11027, Kampala, Uganda.

## 3.3 Study Population

The survey population was of different respondents from Uganda only where FHRI is currently operating. Respondents will include; NGO officials, community development

officers, local government officials, and a selected number of random respondents who were selected by impulse from the field, examples like passers-by past the researcher as she conducted her study. The total number of Respondents is 100.

## 3.4 Sampling Size and Selection

The study concentrated on a population 100 individuals, where a sample size of 80 individuals will be considered and this number will be sufficient as based on; 5 local government officials, 35 NGOs officials, 30 participants within the local population and other Community development officials which are 10. The study involves these groups of people because of their key roles that they played in their various capacities as key stakeholders. This table is scientifically designed such that the bigger the population size, the bigger the corresponding sample size as shown in table 1 below

**Table 1: Sample Size and population of respondents**

| Category | Population | Sample size |
|---|---|---|
| Local Government Officials | 10 | 05 |
| FHRI Staff | 45 | 35 |
| Local Population | 25 | 30 |
| Community Development Officials | 20 | 10 |
| **Total** | **100** | **80** |

Morgan and Krejcie (1970)

## 3.5 Data Source
The researcher collected data from primary and secondary sources.

## 3.6    Data Collection Instruments
### 3.6.1    Questionnaires
Data was collected through use of questionnaires and interviews, which data will then be accumulated for processing and analysis. The secondary data will be collected through reviews of literature, surfing the internet, and reading articles from newspapers.

### 3.6.2 Interview

The interview method will be used where personal contact between the researcher and the respondents is needed. An interviewing guide, papers and pens aided the researcher at the stage of conducting the interview.(Sherry Gordon, 2005)

### 3.6.3 Documentary

This method constituted the literature review in chapter two above about data and information written by scholars, journals, quarterly publications, published and unpublished reports enriched with literature and provided additional information to fill the gaps that were left unanswered by the questionnaires.(Amin 2005).

### 3.6.4 Observation

This method involvesthe researcher studying the research subjects by critically looking at them with her naked eyes. The method will mainly be applicable where the research subject(s). were overt. Observation as a method is very important to this research as it enables the evidencing of Non-Governmental Organizations and human rights projection in Uganda while specifically concentrating on findings got from FHRI. The observation guide or checklist will be used as a tool here.

### 3.7 Research procedures

Introductory letter was obtained from Uganda Martyrs University. The researcher drew a work plan which guided him carry out planned activities of meeting respondents, distributing questionnaires and conducting interviews as well as reporting to the supervisor for more review. After data collection, the researcher did data analysis by: editing, coding and entering of data and analysis of variables. The outcomes from the analysis were then compiled into a report for onward submission to examiners.

### 3.8 Data presentation and analysis

After successful retrieval of filled in questionnaires and conducting of interviews, raw data was entered into a statistical package known as Statistical Package for Social Scientists (SPSS) and variables were analyzed. Outcomes were presented as percentages using tables as a primary analysis.

### 3.9 Ethical considerations

Ethical considerations refer to the morality, uprightness and justification of the researcher's conduct in carrying out research. The researcher was guided by the following main

considerations. Certain information like the names of respondents was kept confidential on special request by officials. It was also prudent to document information from archives only with the consent of respondents. The researcher acknowledged all published sources of literature used in the study.

### 3.10 Validity and reliability

To ensure good quality, reliability and validity of information and interview guide and questionnaires was designed and pre-tested before the study was conducted. In addition, a validity correlation co-efficient (Bella, 2004) and Cronbach (1946) was used to examine the validity and reliability.

### 3.11 Limitations and problems encountered

**3.11.1 Uncooperative behavior of some respondents,** un-approachable respondents and those are reluctant to give information. Some respondents may require more time to respond to the questionnaires. The researcher endeavored to assure the respondents that the facts discussed remain confidential.

**3.11.2 Lack of cooperation:** It was not easy to get information from all respondents of the company. Some of them never trusted the researcher with confidential information, and therefore some respondents were unable to complete the questionnaire by themselves because of failure to interpret the questions. However the researcher needed to develop questionnaires which assured the respondents that their information would be treated with confidentiality.

**3.11.3 Financial constraint** was also problem that occurred during the process of conducting the research. Transport cost was so high to be met by the researcher and this fully contributed to the delay of the research because it became so hard for the researcher to continue with the tight budget.

**3.11.4 Hostility** among some respondents was also another limitation of the study in the sense that the researcher found that there are hostile respondents who in the long run turned down the request of the researcher to answer the questions. Many of such respondents walked away in spite of the fact that the researcher tried to plead for their attention.

# CHAPTER FOUR
## PRESENTATION AND INTERPRETATION OF FINDINGS

## 4.1 Introduction

This chapter will contain the statistical results that are generated from the data analysis, together with the interpretation thereof. The presentation in this chapter is guided by the research objectives and the results are generated so as to appropriately address the research objectives and questions. It includes descriptive statistics, correlation analysis and regression analysis; the findings are presented in line with the stated objectives.

## 4.2 Descriptive characteristics of the sample

This section presents the sample characteristics of the respondents such as; their gender, ages ,marital status, level of education , department, positions, length of service, and the number of years the company has operated since its formation. The results are presented in Table form with generated respective frequencies and graphs.

**Table 2: Showing Sex of the Respondents**

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Male | 30 | 37.5% |
| Female | 50 | 62.5% |
| **Total** | **80** | **100** |

*Source: Field data, 2016*

The results from table 2 above show that among the respondent interviewed i.e.; local government officials, FHRI Staff, local community residents, and community development officials; 30 respondents constituting 37.5% were males while 50 respondents (62.5%) were females. The reasons for this are that, both males and females-respondents were willing to participate in giving the data about the study phenomenon though the females were the majority of respondents. This shows that almost everybody in the society and the Government knows the role of NGOs in projection of Human rights in Uganda and this is manifested by every body's willingness to participate in responding to the researcher's questions despite of one's sex.

# Figure I: Showing Sex of the Respondents
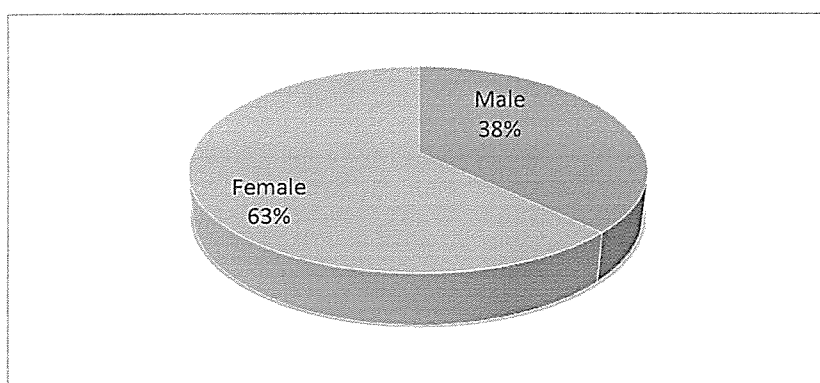


Source: *Field data, 2016*

## 4.2.2 Age Distribution of Respondents

**Table 3: Showing Respondents' Age Differences**

| Age range | Frequency | Percentage |
|-----------|-----------|------------|
| 20-29 | 12 | 15% |
| 30-39 | 22 | 27.5% |
| 40-49 | 29 | 36.25% |
| 50-59 | 11 | 13.75% |
| 60+ | 6 | 7.5% |
| **Total** | **80** | **100** |

*Source: Field data, 2016*

From the above findings in the Table 3 above it is shown that people found in the age group between 40-49 were more concerned with role of NGOS in projection of human rights as shown with the highest figure of 29 (36.25%) of the respondents who were willing to provide data about that study phenomenon. This is because at this age group at least everybody has responsibilities related to the community or family members. Also it is shown by the by 11(13.75%) of the respondents that age group between 50-59 were willing to participate in study the because at their age they are considered to have experienced a lot of scenarios related to helping human rights abuse victims hence they were in position to produce enough evidence about the role of NGOs in projecting human rights in Uganda. This was followed by ,22 (27.5%) of the respondents were also willing to participate in the study because at this age group most people are serious engaged in the charitable work and are more likely to get more concern of eradicating causes of human rights abuse, and so they believed that their full participation in this study would help to improve on ways of protecting

and respecting people's human rights. Another minority of 12(15%) of the respondents were also willing to participate in the study because most of them were more interested in protecting of people's rights although the number was small because it was school time so they were at schools as the majority of the people in that age group were still pupils or students in schools at different levels. Finally 6(7.5%) of the respondents were in the age group between 60 and above ,these were contacted and were willing to participate in the study because of their age and their experience they have as the adage maintains that the older one becomes the more life experience and knowledge he attains.

## 4.2.3: Distribution of Respondents by Level of Education

**Table 4: Showing Respondents' Education**

| Response | Response | Percentage |
|----------|----------|------------|
| Primary | 30 | 37.5% |
| Secondary | 20 | 25% |
| Tertiary | 22 | 27.5% |
| None | 8 | 10% |
| **Total** | **80** | **30** |

*Source: Field data, 2016*

Study findings from table 3 above, shows that the majority, 30 (37.5%) had attained primary education. This is because with introduction of universal primary education at least everybody is in position to join primary which is free of charge. Another 20(25%) of this respondents attained secondary school education, this shows at least they able to understand what it means by the human rights abuse and protection. next to that at least 22(27.5%) of the respondents attained tertiary level, this shows that many people in Uganda are able and can attain formal employment depending to their level of education. Finally only 8 (10%) of the respondents had never gone to school. This is an indication that illiteracy still prevails in Uganda hence showing that some don't know and can't understand the meaning and implication of human rights because they unable to read the available documentation about the issue at hand.

**Figure 2: Showing Respondents' Education**
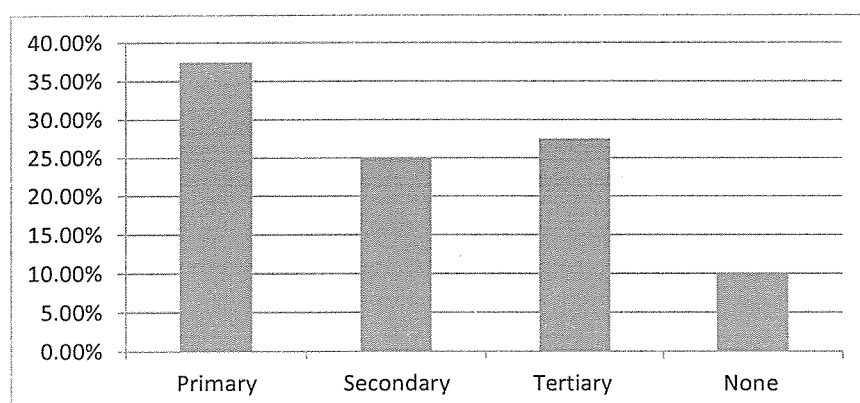


*Source: Field data, 2016*

### 4.2.3: Distribution of Respondents by Marital Status

**Table 5: Showing Marital Status of Respondents**

| Response | Response | Percentage |
|----------|----------|------------|
| Single | 20 | 25% |
| Married | 40 | 50% |
| Separated | 15 | 18.75% |
| Divorced | 5 | 6.25% |
| **Total** | **80** | **100** |

**Source: Field data, 2016**

From the 5 above and figure 3 below, majority of the respondents 40(50%) were married. This shows that that society respects marriage and they revealed that married people are more likely to experience social problems related to protection of human rights more often than unmarried people. Another 5 (5.25%) were separated and this separation was attributed to the constraints of looking after ways of protecting people's human rights. Next, 20(25%) of the respondents were single, and they revealed that they feared that when they marry they while have surrendered their freedom to social responsibilities of looking after human rights abuse victims. Finally a few of them 15 (18.75%) of the respondents were divorced. They said that they were divorced as result of the constraints related to protecting their rights such as limited involvement of Media. The study covered the respondents with various marital statuses including those who were single, the married, the separated and divorced. It was however found out that the marital status of respondents did not affect their knowledge ability. All the respondents were equally aware of role of NGOs in projecting human rights in Uganda.

**Figure 3: Showing Marital Status of Respondent**



*Source: Field data, 2016*

**Table 5. Showing whether there are Activities done by NGOs in projection of Human Rights in Uganda.**

| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes | 70 | 87.5% |
| No | 10 | 12.5% |
| Total | 80 | 100 |

*Source: Field data, 2016*

From the table 5 above, it was revealed by majority 70 (87.5%) of the respondents claimed that there is work done by NGOs in projecting human rights in Uganda. The respondents pointed out that most NGOs such as Foundation of Human Rights Initiative (FHRI) has greatly been successful in projecting of human rights in Uganda. While the minority 10 (12.5 %) of the respondents revealed that they have no idea of activities done by NGOs in projection of human rights in Uganda, this was so because they some respondents specifically the community residents believed that NGOs are just there to consume donors' money but with no good intention of promoting and protecting people's rights as human beings and also as result of limited community awareness of NGO work.

**4.3 Ways through which NGOs (FHRI) have projected Human Rights in Uganda**

**Table 6: ways through which NGOs (FHRI) have projected Human Rights in Uganda**

| Response | Frequency | Percentage (%) |
|----------|-----------|----------------|
| Enforcement of Human Rights | 18 | 22.5% |

33

| | | |
|---|---|---|
| Agenda setting | 13 | 16.25% |
| Handle individual complaints | 10 | 12.5% |
| Intense involvement | 15 | 1.75% |
| Standard Setting | 5 | 6.25% |
| Communication and advocacy | 3 | 3.75% |
| Policy Formulation | 16 | 20% |
| **Total** | **80** | **100** |

*Source: Field data, 2016*

From the Table 6 above, Majority of the respondents 18(22.5%) revealed that NGOs have done much in enforcement of Human Rights for example FHRI through its various programs it has done something great in projecting human rights. This was followed by another group of respondents who supported the fact that NGOs have projected human rights in Uganda through Policy Formulation and this was done at a response rate of 20% whereas 12.5% of responses cited out that NGOs have embarked on means like handling individual complaints. However, Communication and advocacy had the least responses with rate of only 3.75% followed by standard setting which had a percentage of only 6.25% due to the fact that most people prefer actions and something they can witness than just talking which makes them support the enforcement idea since it greatly abusers with a tight arm than others idea like setting the agenda.

## 4.4 Challenges faced by FHRI in projecting human rights in Uganda

| Challenges | Frequency | Percentage (%) |
|---|---|---|
| Poor Governance | 12 | 15% |
| Lack of Volunteerism | 5 | 6.25% |
| Poor Documentation and Information Sharing | 9 | 11.25% |
| Monopolization of leadership | 8 | 10% |
| Lack of Transparency of NGOs | 10 | 12.5% |
| Lack of Coordination | 16 | 20% |
| Inadequate Trained Personnels | 6 | 7.5% |
| Low Involvement of Communities in NGO Plans | 14 | 17.5% |
| Total | 80 | 100 |

*Source: Field survey, 2016*

The researcher embarked on investigating the challenges faced by NGOs in projecting human rights in Uganda, and thus the findings revealed that lack of coordination between NGOs and the communities had promoted a challenge of projecting human rights in Uganda and this was indicated with a response rate of 20%, followed by respondents who also pinpointed the low involvement of communities in NGO Plans as also another major challenges which was indicated with a response rate of 17.5%. Poor Governance was also supported by the respondents whose response rate was at a percentage of 15% followed by the lack of transparency of NGOs which was at a percentage rate of 12.5% and this was backed by the Poor Documentation and Information Sharing among NGOs themselves which was at a percentage of 11.25%. However, lack of volunteerism by NGOs in projecting human rights was the weakest challenge as witnessed with a response rate of only 6.25% followed by Inadequate Trained Personnels which was at response rate of 7.5%. this therefore implies that one of the biggest challenges facing NGOs in projecting human rights in Ugandan communities s majorly lack of coordination, low involvement of communities in NGO Plans and Poor Governing techniques initiated by NGOs like the Foundation of Human Rights Initiative.

## 4.5 The viable and sustainable solutions to address the challenges faced by FHRI in the projecting of human rights in Uganda

| Solutions | Frequency | Percentage (%) |
|---|---|---|
| Local Resource Mobilization | 13 | 16.25% |
| Local Networking | 17 | 21.25% |
| Enabling Environment | 15 | 18.75% |
| Use Volunteers | 7 | 8.75% |
| Development Approaches | 2 | 5% |
| NGO Income Generation Effective support from the NGO Board and NGO Council | 4 | 2.5% |
| Information, Communication and Technology (ICT) | 5 | 6.25% |
| New NGO Act | 10 | 12.25% |
| NGOs should provide potential partnerships | 7 | 8.75% |
| **Total** | **80** | **100%** |

*Source: Field survey, 2016*

An assessment on the viable and sustainable solutions to address the challenges faced by FHRI in the projecting of human rights in Uganda and it revealed that Local Networking is one of the major solutions which can help NGOs like FHRI to project human rights in Uganda and this is indicated by a percentage response rate of 21.25%, and also 18.75% of the respondents revealed that having an Enabling Environment could help in projecting human rights in Ugandan communities without less resistance from local community leaders and residents. This was followed by 16.25% of the interviewees who agreed with the statement that the presence of Local Resource Mobilization could also help NGOs like the foundation of human rights initiative in Uganda to greatly project human rights. 12.5% of the respondents supported the idea of initiating the New NGO Act which can amend and stipulate laws against violators of human rights and this was followed by the Use Volunteers and NGOs providing partnership with communities which were both at a response rate of 8.75% and lastly NGO income generation effective support from the NGO Board and NGO Council and Development Approaches had the least response of 2.5% and 5% respectively. This therefore implies that NGOs should greatly embark on coordinating; collaborating and

networking with the local communities which can help them reach on the ground level to greatly the administer the problem of human rights violation in Uganda.

## 4.6 Major Findings of the study

Among the findings presented, it was revealed that NGOs like FHRI in Uganda have done a tremendous work enforcement of Human Rights for various programs it has done something great in projecting human rights and was at a rate of (22.5%) and this was backed by others means like; handling individual complaints especially from victims, Intense involvement in various national and transnational knowledge, Interaction between other human rights NGOs, Aid and Education, Standard setting, Enforcement of laws, Building Basic Infrastructure, Pilot Function, Raising Money, Policy Formulation and employing Pressurizers as means of reducing cases of human rights abuse.

# CHAPTER FIVE
## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.0 Introduction

This chapter mainly dealt with summary of key findings, conclusion and recommendations related NGOs and projection of human rights in Uganda drawn from the finding and analysis made after conducting the study.

### 5.1 Summary of the Findings

The summary of the findings were presented in accordance with the research objectives of the study as follows; to establish the ways through which human rights have been projected by FHRI in Uganda, to examine the challenges faced by the NGOs in projecting human rights in Uganda and to assess the viable and sustainable ways to address the challenges faced by NGOs in the projecting of human rights in Uganda. Therefore basing on the first objective, the study conducted revealed that NGOs have done much in enforcement of Human Rightsfor example FHRI through its various programs program it has done something great in projecting human rights. This was followed by another group of respondents who supported the fact that NGOs have projected human rights in Uganda through Policy Formulation and it also reveals that NGOs have embarked on means like handling individual complaints. However, communication and advocacy, standard setting which was also realized to be a way through which human rights have been projected by FHRI in Uganda basing on the fact that most people prefer actions and something they can witness than just talking which makes them support the enforcement idea since it greatly abusers with a tight arm than others idea like setting the agenda.

In accordance with the second objective of the study which was to examine the challenges faced by the NGOs in projecting human rights in Uganda, the findings revealed that that lack of coordination between NGOs and the communities had promoted a challenge of projecting human rights in Uganda, followed by respondents who also pinpointed the low involvement of communities in NGO Plans as also another major challenge hindering the projection of human rights in Uganda, Poor Governance and lack of transparency of NGOs was also noticed to major challenges limiting NGOs in projecting Human Rights in Ugandaand this was backed by the Poor Documentation and Information Sharing among NGOs themselves. However, lack of volunteerism by NGOs in projecting human rights was the weakest challenge as witnessed with a response rate of only 6.25% followed by Inadequate Trained Personnels and thus implies that one of the biggest challenges facing NGOs in projecting human rights in Ugandan communities s majorly lack of coordination, low involvement of

communities in NGO Plans and Poor Governing techniques initiated by NGOs like the Foundation of Human Rights Initiative which are meant to protect victims subjected to violation in Uganda at large.

Lastly, when it came to the third objective of seeking the viable and sustainable solutions to address the challenges faced by FHRI in the projecting of human rights in Uganda, the findings revealed that having an enabling Environment could help in projecting human rights in Ugandan communities without less resistance from local community leaders and residents, however they findings when on to reveal that the presence of Local Resource Mobilization could also make a big influence when it cam to curbing down hindrances limiting NGOs like FHRI in succeeding in its set objectives and mission plus setting of a New NGO Act which can amend and stipulate laws against violators of human rights and this was followed by the Use Volunteers and NGOs providing partnership with communities and lastly NGO income generation effective support from the NGO Board and NGO council and development approaches, above all these the findings revealed that having a good Local Network is one of the major solutions which can help NGOs like FHRI to project human rights in Uganda which summarized the whole argument that NGOs should therefore greatly embark on coordinating; collaborating and networking with the local communities which can help them reach on the ground level to cater for common man being subjected to human rights violation thus creating a free and peaceful atmosphere of a country like Uganda in general.

## 5.2 CONCLUSIONS

The Researcher concludes that NGOs have greatly contributed in projecting human rights in Uganda. Those that are operational like FHRI create public awareness of various issues; contribute to policy-making and monitoring and agenda setting. They do this through; Local Networking, creating an enabling environment developing approaches, acquiring effective support from the NGO Board and NGO Council, embarking on Information, Communication and Technology (ICT), using volunteers and through local resource mobilization among others.

A number of attempts have been made to document the contribution of NGOs in projecting human rights in Uganda and thus the researcher employed; Local Government Officials, FHRI Staff, Community development officials and Local population who had prior

knowledge as regards human rights and abuse these equated to a population sum of 100 people.

Uganda has an NGO sector that is smaller on the ground than what is on paper. There is rapid growth in registration, but less in operations. There has been a shift since the 1970s in the attitudes of the donors and development policy-makers, away from the state-centered development models towards more participatory bottom-up approaches. As a result, the role of NGOs in the development of third world nations like Uganda has grown rapidly. However, despite of the fact that there many NGOs in the country, A survey done in 2003 by the Office of the Prime Minister established that about only 20% of NGOs that get registered go into operation.

Furthermore, the researcher concludes that NGOs have contributed a great deal in projecting human rights among Ugandan communities despite the various shortcomings highlighted in this report since they have always come to the rescue of the masses. Because some NGOs like FHRI are oriented towards protecting human rights like; enforcement of laws against torture, Civil and Political Rights, Social and economic rights and other basic human rights like; Freedom of expression and access to information capacity building and improved community participation at all levels of activity, the future of NGO contribution in humanitarian assistance will be further enhanced.

## 5.3 Recommendations

*The researcher came up with the following recommendations after data analysis and interpretation;*

Grant providers and government should establish means of closely monitoring the performance of local NGOs both in terms of accountability and of results.

NGOs have an incentive to overestimate the value of their services, to increase the likelihood of future funding. Consequently, NGOs must be monitored by grant agencies and government to ensure that what they report is accurate. In principle, what is being suggested here is that grant providers should establish means of closely monitoring the performance of local NGOs both in terms of accountability and of results.

Uganda needs to enact by-laws that strike a balance between an NGO being semi-autonomous from the city leadership but at the same time ensuring transparency of the NGO

in terms of funding (amount and source), human resource and target groups (size, location and special needs).

Development education and public accountability concerns could also be addressed at the same time, while also providing greater opportunities for lateral learning between NGOs. This will help reduce the sustainability issues when the intervening NGO and donors leave.

Capacities of NGO Board, the NGO and other stakeholders needs to be built for them to be able to plan to share information easily in a more transparent and accountable manner.

Many of the observations and recommendations above relate to the world- view on what NGOs should be doing. The main concern should now shift from lack of agreement on whether NGOs in Uganda like elsewhere are making impact or not.

There should be information flows between organizations and their stakeholders making the work of NGOs more open to the possibility of radical change, with increased possibility of regular objective interrogation.

## 5.4 Areas for further researcher

The researcher suggests that more research be done on the role of humanitarians agencies in the development of developing countries like Uganda.

# REFERENCES

Alliband, T. (1983).Catalysts of Development.Voluntary Agencies in India, Kumarian Press, Connecticut.

Almond, G.A. & Sidney V. (1963). The Civic Culture, Princeton University Press, Princeton.

Banton, (1957).West African City.A study of Tribal life in Freetown, Oxford University, Press, London.

Bhatia, A. (2000). Women's Development and NGOs Jaipur and New Delhi.Rawat Publications.

Bendell, Jem and Phyllida Cox. "The Donor Accountability Agenda." in NGO Accountability: Politics, Principles and Innovations, Lisa Jordan and Peter van Tuijl (eds.), London: Earthscan, 2006.

Blitt, Robert. "Who Will Watch the Watchdogs?: International Human Rights Nongovernmental Organizations and the Case for Regulation." Buffalo Human Rights Law Review 10 (2005):

Bukovska, Barbora. Perpetrating Good: The Unintended Consequences of Human Rights Advocacy, PILI Papers, No. 3, April 2008.

Callamard, A (2006). "NGO Accountability and the Humanitarian Accountability Partnership: Toward a Transformative Agenda.

Cavill Sue and M. Sohail, "Strengthening Accountability for Urban Services." Environment and Urbanization (2004): Vol. 17, no. 2, April 2007.

"Nongovernmental Organizations and International Law." The American Journal of International Law Vol. 100, no. 2 (April 2006): 348-372.

Clapham, A.Human Rights Obligations of Non-State Actors. Oxford: Oxford University, 2006.

Cohen, Cynthia P.(1997) "The United Nations Convention on the Rights of the Child: Involvement of NGOs." In The Legitimacy of the United Nations: Towards an Enhanced    Legal Status of Non-State Actors, SIM Special No. 19


Economist, (2009). Citizen's Groups: The Nongovernmental Order, Will NGOs Democratize or    Merely Disrupt Global Governance? *The Economist*, December 11, 1999; Boli, J., & Thomas, G. M. (1999).

Gangrade, K.D. (2007). Development of Voluntary Action", Encyclopedia of Social Work, Ministry of Welfare, Government of India, New Delhi, p.227.

Greene, S. (1994). Non-Profit Groups' Expanding World, The Chronicle of Philosophy, Vol.VI,    No.18, p.27.

Inamdar, N. R. (1997). Role of Voluntarism in Development, The Indian Journal of Public Administration, 333, Pp.420-432.

Kevin, B. (1994). "NGOs: A Resorting to Power", Newsweek, Vol.CXXIV, No.5, August, p.14-  15.

Kris, M.Y. Law, (2009). Sustainable development in Non-Governmental Organizations: Factors    affecting the Management Decisions – A study in Hong Kong, International Journal of    Sustainable Strategic Management,- Vol. 1, No.2, Taiwan, Pp. 204 - 219.


Keck &Sikkink (2008), op. cit., describe "transnational advocacy networks" that have played centralroles in struggles over environmental policy, women's rights, and human rights.

Kuponiyi, F.A. &Ladele, A.A. (2007). Involvement of Non-Government Organisations(NGOs)    in Food Production and Welfare of Beneficiaries: The efforts of Fadu and Dadp in South    Western Nigeria, Journal of Human Ecology, Vol. 22, Dec., Pp.277-280.

Lawani, B.T. (1999). NGOs in Development (case study of Solapur District), Rawat Publications, Jaipur.

Lewis, D. (2006) *"Bridging the gap?: the parallel universes of the non-profit and non-governmental organisation research traditions and the changing context of voluntary action"*, , (Accessed, August 11 2006)

Lestar, M.S. & Helmut, K.A. (1995). The Civil Society Sector: A New Global Force, Institute for Policy Studies, The Johns Hopkins University, Baltimore(mimeo), p.3.

Lindenberg, M., &Dobel, J. P. (2009).The Challenges of Globalization for Northern International Reliefand Development NGOs.*Nonprofit and Voluntary Sector Quarterly,* *28*(4), 4-24, and Mathews, J. (1997).PowerShift.*Foreign Affairs, 76*(1), 50-61.

Mehta, D., Sharma, J. K., Mehta, N. K., and Jain A. (2010). An empirical study on young executives' response towards pop-up and banner advertisements, Serbian Journal of Management, Vol. 5, No. 1., pp 1-188.

Radha, K. (1993). Voluntary Agencies in a Critical Decade, Gandhi Marg, Vol.XV, No.3, p.287.

Ramesh, S.M. (2004). NGOs Activities in Tribal a5eas of Manipur.A Case Study, Vanyajati, January, Pp.3-9.

Stefanovic, I., Damnjanovic, P. &Jasko,bO. (2010). The analysis of the contemporary environment impact upon organizational operations, Serbian Journal of Management 5    (1): 97 – 109

Salamon, L. M. (2004). The Rise of the Nonprofit Sector.*Foreign Affairs, 73*, 109-116. The Johns Hopkins studies of the nonprofit sector in many countries has provided the base for    comparative analysis across many regions. Social Origins of Civil Society.*Voluntas, 9*(3), 17-46.Salamon, 2004.

## QUESTIONNAIRE 1 A: FHRI OFFICIALS/ STAFF

Dear respondents,

I am **NAKIGANDA SUZAN,** a student at Kampala International University pursuing Bachelor of Public Administration. I am conducting a research on *"NGOs and projection of human rights in Uganda. A Case Study of Foundation of Human Rights Initiative (FHRI)".*

Please, may you answer the below questionnaire to the best of your knowledge and experience, and be assured that all information given will be treated with confidentiality and respect. The data you will provide will only be used for academic purposed only.

### Section A. Background information

Please tick where necessary.

### 1. Gender

Male   ( )                    Female ( )

### 2. Age Groups of the Respondents

18-24 ( )        25-30 ( )             Over 30 years ( )

### 3. Education Levels of the Respondents

Primary and below ( )        Secondary and above ( )      Never been/Went to school ( )

### 4. Occupation of the Respondents

Business/trade workers ( )     Farmers ( )     Salaried employees ( )        Unemployed ( )

## SECTION B. CONTENT INFORMATION

In this section, tick or fill where necessary.

5. Which other Non Governmental Organizations are you cooperating with?

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

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

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

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

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

6. What type of human right support do you offer to victims of torture?

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

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

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

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

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

7. Is this human right support given for free by FHRI?

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

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

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

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

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

8. What challenges do you faced in the delivery of your services to different communities in Uganda?

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

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

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

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

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

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

9. In your opinion, what are the best ways to promote people's human rights?

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

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

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

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

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

10. How will the Non Governmental Organizations improve on people's human rights and dignity in Uganda?

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

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

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

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

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

11. What are the achievements of FHRI towards projecting human rights in Uganda?

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

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

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

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

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

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

12. What shows that you have achieved your goals and objectives?

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

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

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

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

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

12. Please provide any additional information of relevancy here

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

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

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

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

**QUESTIONNAIRE II: FOR LOCAL GOVERNMENT OFFICIALS**

Dear respondents,

I am **NAKIGANDA SUZAN**, a student at Kampala International University pursuing Bachelor of Public Administration. I am conducting a research on *NGOs and projection of human rights in Uganda. A Case Study of Foundation of human rights initiative (FHRI).*

Please, may you answer the below questionnaire to the best of your knowledge and experience, and be assured that all information given will be treated with confidentiality and respect. The data you will provide will only be used for academic purposed only.

Please tick where necessary.

1. Gender

Male ( )                              Female ( )

**SECTION B. CONTENT INFORMATION**

**In this section, tick or fill where necessary.**

2. What types of Human services are offered by NGOs in Uganda?

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

3. How do you know that human rights have been projected in Uganda?

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

4. As a local government agent what are your role towards promoting human rights in Uganda?

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

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

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

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

5. What have you achieved working with the NGOs promoting human rights in Uganda?

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

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

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

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

6. What do you do together with the NGOs like FHRI to achieve the projection of human rights results?

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

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

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

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

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

7. What are the challenges in working with the NGOs, providers and profit organizations in projecting human rights in Uganda?

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

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

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

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

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

8. What are the best ways to address these challenges in order to improve health services?

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

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

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

9. How are human rights victims being handled in your communities?

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

10. What in your Opinion is a good example of the collaboration with the NGOs in projecting human rights in Uganda?

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

11. What are the achievements of the FHRI in projecting human rights in Uganda?

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

12 What shows that NGOs like FHRI have achieved their desired goals and objectives?

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

50

13. What are the challenges in working with the NGOs, providers and profit organizations promoting human rights?

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

14. What are the best ways to address these challenges in order to minimize the case of human rights abuse and violence in Uganda?

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

15. Which organizations are collaborating with FHRI towards promoting human rights in Uganda?

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

**Thank You**

## Interview Guide for the Beneficiaries

**Total number of respondents.................**    **Male...................**    **Female................**

1. In your own opinion. To what extent have human rights been projected in Uganda?

2. Which years do you think NGOs were well functioning towards the case of human rights projection in Uganda?

4. In what ways are FHRI helped in sensitizing the community towards the human rights topic?

5. Have you and your community ever experienced any problem from human rights abuse or torture and why more details?

6. Have you ever faced any problem from projecting human rights in Uganda?

7. If yes, what are they?

8. In your own opinion, how can your community solve the above mentioned problems?

9. 6. In your own opinion, how can the NGO and local government work together to solve the above mentioned problems?

11. What are the good things in the FHRI?

12. Do you think it is necessary to continue promoting human rights in Uganda?

**Thank you.**