

**ROLE OF NGOS IN POVERTY ERADICATION IN UGANDA. A CASE STUDY
OF COMPASSION INTERNATIONAL ACTIVITIES IN KISORO DISTRICT**

BY

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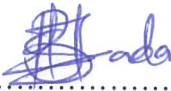
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DECLARATION

I, **KYASIMIIRE SANDRAH** declare that this research report is my original work and that it has never been submitted to any institution for any academic award. Where other peoples' work has been used, sources have been acknowledged and references given.

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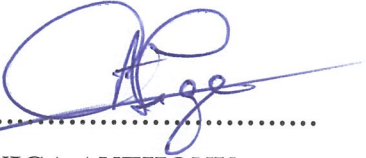
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APPROVAL

This research report has been done under my supervision and is now submitted with my approval to as a university supervisor.

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28/4/2019

DEDICATION

I dedicate this research report to my beloved parents Mr. Onesmus Matsiko (Araali) plus Mrs. Winnie Matsiko (Akiiki) and my brothers and sisters who worked very hard both physically, morally, spiritually and financially throughout my education career.

May the almighty God Bless them abundantly

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Above all I want to thank the Lord God Almighty for making everything possible in my life, in the whole of my education and internship in this case.

I would like to extend my sincere gratitude to my whole family for its continuous financial support and the advise rendered to me, my brothers Julius and my fellow researchers like George, Dinah, Assumpta for their tremendous support throughout my research and all my friends for their love and encouragement that has made me a better and hardworking person.

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May the Almighty God bless them all abundantly

LIST OF ABBREVIATIONS

CAO	Chief Administrative Officer
CDRN	Community Development Resource Network
CSDP	Cotton Sub-Sector Development pr
DCDO	District Community Development Officer
DSIP	Development Sector Investment Plan
ECS	<i>Entandikwa</i> Credit Scheme
ICA	International Coffee Agreement
IMF	International Monetary Fund
LC	Local Council
MDGs	Millennium Development Goals
MFPEd	Ministry of Finance, Planning and Economic Development
NAADS	National Agricultural Advisory Services
NDP	National Development Plan
NGOs	Non-Governmental Organizations
NURP	Northern Uganda Reconstruction Program
OVCs	Orphans and Vulnerable Children
PAF	Poverty Action Fund
PAPSCA	Program for the Alleviation of Poverty and the Social Costs of Adjustment
PEAP	Poverty Eradication Action Plan
PMA	Plan for Modernization of Agriculture
PRSP	Poverty Reduction Strategy Papers
SAPs	Structural Adjustment Programs
UBOS	Uganda Bureau of Statistics
UNDP	United Nations Development program
UNHDI	United Nations Human Development Index
UNHS	Uganda National Household Survey
UPPA	Uganda Participatory Poverty Assessment Process

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ABSTRACT

An overwhelming body of literature claims that Non-Governmental Organizations are an important engine of development. They are considered to be the “third sector” to the State and the “Market. Analysts argue that NGOs not only improve local people’s participation in development processes but also use appropriate approaches to development. The motivation for this study was therefore to investigate whether these theorized phenomena apply to developing countries like Uganda. The study investigates the contributions of NGOs to poverty reduction in Uganda with specific reference to Compassion International in Kisoro district. It investigates the beneficiary’s form of participation; people’s perceptions on the approaches used by the NGO; and the working relations between the NGO and the district authorities in poverty reduction. Using a case study design combining both qualitative and quantitative methods, the findings indicate that NGOs do promote education and training, health, environmental conservation, and protection against child abuse. However, NGOs are not panacea to poverty reduction in the country. Instead, NGOs are becoming puppets of foreign donors on whom they rely for funding opportunities. They are dependent, elitist, corrupt, less accountable to the beneficiaries and more answerable to their foreign financial benefactors. These flaws lay the foundation for religious strictness, over-concentration in urban areas, passive and pseudo-participation, and inadequate monitoring and evaluation of projects. These findings prove that NGOs are less capable of reducing poverty than has been theorized and idiosyncratically propagated, because they come with pre-planned agendas with strings attached, under the camouflage of poverty reduction. The study therefore, recommends a paradigm shift: use locally available resources to fund NGOs and to sustainably and accountably induce development. This could be followed by empowering and training the beneficiaries with life skills instead of giving them tangible gifts that do not last but instead force them to develop a dependency syndrome. Granting full educational support, involving beneficiaries in all decision making and demanding for accountability and greater partnership with local government authorities would also create synergy between non-governmental and governmental development interventions in the district and indeed the whole country.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Problem

The world today is faced with a paradox: the increasing wealth of multinational corporations owned by very few individuals concurrent with increasing poverty among millions worldwide (Perkins, 2004). Massive destitution is rising alongside increasing plenty. This destitution is generally called "Poverty". The concept "poverty" is used, generally, to mean going short materially, socially and emotionally. While the definition of poverty has been changing because of its dynamic character and the dynamics of its causes, it still implies lack of the capacity to access the basic requirements such as food, fuel, clothing, accommodation and health. In developed capitalist countries, it also denotes lack of opportunities for labour to be employed in process of wealth accumulation and in so doing earning income. Harker (1996) and Alcock (1997), explain how poverty takes away the tools for building the foundation for the future and life chances. It steals away the opportunity to have a life free of sickness, a decent education, secure home, and long retirement.

In Uganda's context, poverty is generally seen as a condition of lacking the means to meet one's basic material and social needs as well as a feeling of powerlessness (MFPED, 2000a and 2002). Poverty is, thus, a complex, multi-dimensional phenomenon. It is not uniform across geographical and social locations, situations, groups and time. The participatory poverty assessments in Uganda from 1998 to 2001 (MFPED, 2000a), found that the poor were using more than 100 indicators to describe poverty. With these multifarious indications, it is very difficult to conceptualize, let alone fully measure, poverty. The major factors contributing to poverty in Uganda include lack of material assets, limited human capital, limited access to basic services, limited productive opportunities, insecurity, isolation and lack of information (MFPED, 2000a). In Kisoro district, on top of adding on the fore mentioned, topography, migration and household impoverishment, shocks and vulnerability are key factors to consider for exacerbating poverty (Bird, 2001; Sinha and Lipton 1999; Kothari, 2003; MFPED, 2000b). Topography exposes the soil to erosion leading to decline in soils fertility and food insecurity, reduces land area for cultivation, curtails accessibility to and within the district, constrains access to schools, health services, market, and information, provides a camouflage for rebel activities (ie

iterahamwe), increases the construction cost of economic and social facilities, denies and blocks the communication process, and ultimately, results in loss of labour through out- migration (Sewaya, 2003).

The current form of poverty is historically rooted in the gradual replacement of feudalism by capitalism in Britain. This was when the modern form of economy began to develop in the seventeenth and eighteenth centuries (Hickey, & Mitlin, (2008)). This emerging mode of production - capitalism resulted in the feudal lords evicting the serfs and peasants from feudal estates. This forced serfs and peasants to go to the rising industries in urban centres in search of work. This made them to lose control over the means of producing material support, and they gradually became dependent on wage labour. Those who failed to get work could not support themselves materially. The numbers swelled to millions. This compelled some of them to resort to criminal activities, like theft, for survival. This demonstrates how poverty exists within a dynamic and changing social order and how it is created or recreated by social and economic policies that have developed overtime to respond to or control it. explains that the history of poverty is also the history of the policies directed at solving it. Vincent (1991) explains that this interrelationship between poverty and anti-poverty policy has consistently been shaping the position of the poor people within all aspects of the broader social structure. Lwanga and Kimberly (1997) explained how the nature of poverty is inter-generationally transmitted for long durations. They argued that there are multiple compounding factors, such as attitude, access to productive resources, weather conditions, HIV/AIDS, physical infirmity and gender, which were worsening the severity of poverty. In their views, certain factors like lack of productive assets, exploitation and discrimination, lack of gainful employment, low education and lack of skills, ignorance, weather vagaries, disability or illness and disempowerment are responsible for perpetuating poverty.

Poverty in Uganda is officially measured basing on the World Bank's poverty line. This poverty calculation is premised on the minimum consumption. This calculation was developed in the 1990s and it reflects the cost of consuming 3,000 calories per day. It was based on the food basket of the poorest 50 percent of the population at the time of a Monitoring Survey which was conducted between August 1993 and February 1994. An allowance for non-food requirements

was made, also based on the consumption behavior at the time (MFPED, 2012). Although time has passed since the poverty line was determined, this has continued to apply. For instance, 22 percent of households in Uganda were perceived to be living in absolute poverty, against the national estimate of 24.5 percent. The food basket consumed by today's poor is remarkably similar to that consumed by poor households in the 1990s (MFPED, 2012). Yet, many things have changed. Many people have resorted to savings, construction of houses, education of their children and those of relatives, others have reinvested their money in SACCOs, local savings cooperatives and burial associations all of which cannot be captured by calculations which focus on consumerism.

Based on the above government approach to poverty, Muwanga (2001) distinguished between relative poverty and absolute poverty. He defined absolute poverty as a situation where individuals or households were not able to meet their basic needs like food, shelter or clothing; and when they could not meet other needs, such as education, health care and self-determination all of which result in feelings of powerlessness and vulnerability. Relative poverty, on the other hand, was defined as relating to deprivation as compared to others in society. It therefore needs to be noted that a condition where individuals fail to access basic goods and services being enjoyed by others is deemed to be a life threatening condition or absolute poverty. The MFPED Poverty Status Report of 2012 calculated absolute poverty in Uganda at 24.5 percent of the population while the non-poor but insecure people constituted 42.9 percent of the population in 2009/2010.

The increased number of NGOs can largely be attributed to the influence of foreign aid although they were allegedly conceived for social service provisioning, filling the gaps left out by the governments and empowering communities to fight poverty. According to Ndegwa (1996), NGOs come in as the neo-liberal oriented approach with the principles of accountability, transparency and citizens participation in the development process. Macdonald (1994), and Dicklitch (1998), argued that NGOs were, in addition to working as poverty alleviators, emergency and humanitarian aid providers. They were also being considered to be important vehicles for empowerment, democratization, and socio-economic development. Macdonald (1994) explained how they were done and for bridging the gap between the citizens and the state.

Specifically, Compassion International is a Christian child development NGO. It works under the belief that every child is a unique creation of God and should be given opportunity to realize its potential. It was founded in 1952 by an American Evangelist, Rev. Everest Swanson, in response to the orphan crisis which had been created by the American war in Korea. It is headquartered in Colorado Springs, USA. It works with other partners worldwide (Rugambage, 2006). In Uganda, it started from Masaka district in 1982 with the focus on improving on the welfare of children and their households through reducing poverty and vulnerability. By 2006, there were 150 projects covering different districts with 40,013 households supported through Compassion's Ministry in Uganda (Gensi, 2007). It is estimated that by 2012, around 50,000 households in Uganda were benefiting from Compassion International. In Kisoro district, the organization started in 1995 under Muhabura diocese to address the same issues. It has 15 projects operating in the district under the supervision of that Diocese.

This research therefore sought to understand the contributions of Compassion International in poverty reduction. The study focused at the work of the NGO at household level in Kisoro District. The district is in the remotest area in South Western Uganda. It was originally part of Kigezi district, then became part of South Kigezi, later became part of Kabale District until when it was carved out as a separate district in 1991. It has one county and three constituencies with fourteen Lower Local Governments called sub-counties. The Uganda Population and Housing Census (2002) estimated Kisoro District population at 274,800 by 2010. There has been an increase in the population densities from 275 to 324 persons per square kilometer from 1991 to 2002 respectively. The district is endowed with Mt Muhabura, a volcanic mountain that erupted centuries ago and buried most of the fertile agricultural land in the district.

1.2 Statement of the Problem

Compassion International is taken to be vital in reducing poverty among the absolute poor people in Kisoro district, through providing voluntary services such as religious, educational, literacy, social or charitable to the community. It is considered to have the capacity to reach people at the lowest level and work closely with the poor in communities. With its primary concern to relief, and development, it has been widely applauded as a catalyst for poverty reduction in the district. Nonetheless, its contribution to poverty reduction in the district, seem to be questionable. For

instance, according to UBOS 2005, Kisoro district is the poorest in western Uganda. There are still high levels of illiteracy and poor access to education and health services, despite such services being the priority to Compassion International. In general, the 24.5 percent and 42.9 percent of Ugandan population who are chronically poor and vulnerable to poverty would also appear to be an overwhelming population that raises concern regarding whether NGOs (Compassion inclusive) contribute towards poverty reduction, and why, despite their increasing numeracy and donor funding over the past two decades poverty levels remain high.

Given the mismatch between increased NGO programs and persistence of poverty in the district, three issues are raised in this study: the reasons for disconnection between the theorized role of Compassion International in poverty reduction on the one hand and the failures of the organization interventions on the ground to meaningfully change people's lives (conflict between theory and evidence); there seems to be methodological, theoretical, and empirical gaps in existing studies in NGOs that needs to be filled; and the appreciation of the importance of a new analytical, empirical, and theoretical critique of these works in relation to poverty reduction in Uganda. Based on these issues, this study queried what Compassion International did and how it was doing it. The study will critically analyze the roles and question the appropriateness of approaches and interventions of Compassion international towards poverty reduction among the chronically poor. To achieve this objective, the study focused on Compassion International's work in Kisoro district and examined the level and nature of beneficiary participation in poverty reduction programs.

1.3 Objectives of the Study

1.3.1 General Objective

The overall objective of the study was to analyze the contributions of NGOs to poverty reduction in Uganda.

1.3.2 Specific Objectives

1. To examine the activities and approaches used by Compassion International in Kisoro district

2. To examine the interventions of Compassion International's activities in addressing poverty in Kisoro district
3. To analyze the challenges facing Compassion International in their fight against poverty in Kisoro district.
4. To examine the strategies that can help improve compassion international operational effectiveness in Kisoro district.

1.4 Research questions

1. What are the activities and approaches used by Compassion International in Kisoro district?
2. What are the interventions of Compassion International's activities in addressing poverty in Kisoro district?
3. What are the challenges facing Compassion International in their fight against poverty in Kisoro district?
4. What are the strategies that can help improve compassion international operational effectiveness in Kisoro district?

1.4 The Scope of the Study

1.4.1 Geographical Scope

The research based its study on Compassion International in Kisoro district. Two sub-counties of Nyarusiza and Chahi were the areas of study. These sub-counties had concentration of the NGO field offices and projects. From these two Sub-Counties, three parishes of Muganza, Rutare and Mabungo were chosen and five villages selected from them to be used in the study. However, other sources of information were also obtained from Compassion International country headquarters in Kampala to corroborate and have comprehensive data.

1.4.2 Content Scope

The study gathered information on Compassion International in Kisoro District. The focus of the study was on NGO field offices in the district. Organizational activities and beneficiary participation in those activities formed the core of analytical resources to ascertain the opportunities for, extent, genuineness and forms of beneficiary participation in the projects. The

study also analyzed the beneficiaries' perceptions and attitudes towards approaches used by Compassion International in reducing poverty in the district. Working relations between Compassion International and the district authorities were explored to ascertain their harmony in development planning process and poverty reduction programs in the district. Generally, therefore, the researcher needed information about the roles of Compassion International in poverty reduction in the district.

1.4.3 Time Scope

The study covered all aspects of Compassion International in poverty reduction from 1995 to 2018. The year 1995 was the time when Compassion International started operating in Kisoro district. In view of this, a clear insight about its operations was informed by a sufficient time span of nearly two decades.

1.5 Significance of the Study

The study brings out the facts about the poverty situation in Uganda. It also highlights NGOs as one of the Non-State agents of poverty reduction in Uganda. With the findings in place, all the beneficiaries are expected to use data to evaluate their performance toward poverty reduction. It is also hoped that the study would help the government in assessing itself on the poverty reduction strategies vis-à-vis NGO interventions.

The government may use the findings to realize the mistakes made in formulating and implementing poverty reduction programs. This may stimulate the government to revisit its strategies in order to implement poverty programs which are realistic to achieve the intended objectives.

The study findings can potentially help practitioners to revise the strategies of raising sustainable resources for sustainable poverty reduction programs. For example, using locally available resources such as sand, stones, and local labour, is an important strategic choice that both beneficiaries can put into consideration.

The study helps the researcher to expand knowledge on NGOs and poverty reduction. The study adds knowledge on the already existing body of knowledge on non-governmental interventions in development and poverty reduction across the globe. More specifically, the importance of using appropriate approaches to help beneficiaries to get out of poverty and to ensure active participation in all planning and managerial processes cannot be overemphasized. The study also fulfills part of the requirements for the award of a Master of Arts degree in Public Administration and Management to the researcher.

1.8 Definition of Operational key terms

NGOs, are usually non-profit and sometimes international organizations independent of governments and international governmental organizations (though often funded by governments) that are active in humanitarian, educational, health care, public policy, social, human rights, environmental, and other areas to affect changes according to their objectives.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed the literature on NGOs and poverty reduction in Uganda. It had three sections: the first section examines issues of poverty, its dimensions and causes with a perspective from Kisoro district, as well as the beneficiary participation in poverty reduction programmes. The second section addressed the proliferation of NGOs in developing countries and examines the factors for their growth in Uganda. The third section integrates the above two by advancing a clear understanding of the roles of NGOs in the developing world generally and Uganda in particular.

2.1 Theoretical Framework

There are different theories or models that can help to explain this study. Among others include: “donor-driven model” where NGOs perform their activities with directives and strings attached from the donor countries (Mawdsley, Townsend, Porter and Oakley, 2002; Wallace, 2006; Win, 2004). The second theory is the “third sector model” which is believed to be people-centered, flexible, and uses participatory management style in poverty reduction programs (Bratton 1989; Uphoff, 1993). The underlying strength of donor driven model is that anti-poverty programs are planned and implemented with financial support from multinational corporations and new technologies in anti-poverty programs may be introduced. Nonetheless, most of the anti-poverty programs in this model are directed from the financiers and are implemented with conditionalities. These may not appropriately fit in solving the localized poverty problems. Since most of the Anti-poverty programs are pre-planned without involving the local beneficiaries, such programs end up becoming utopian and superficial, attracting no attention to responsiveness. This leads to un-sustainability of such poverty programs, hence persistence of poverty. It was from these arguments that the researcher used the “third Sector” model in this study.

According to the “third sector model”, NGOs are important in making up for the institutional weaknesses of the state and market through promoting socio-economic development

(independent and dependent variables). This is done through NGOs delivering social services to the poor, equitably and efficiently, and through participatory approach to development, ie engaging beneficiaries in poverty reduction programs and working with local government. They are thus oriented toward bottom-up processes of development that emphasize local-level development, integrated interventions, mobilization of the poor and participation (causal mechanisms) (Uphoff, 1993; Bratton; 1989; United Nations, 1995). However, certain conditions (intervening factors) such as: pre-planned agendas with strings attached, corruption, upward accountability and emphasis on paper-based rational management tools and concentration in urban areas may negate this promise. Consequently, NGOs try to fight poverty and they fail.

2.2 Related Literature

2.2.1 Definitions of Poverty

There is no precise and generally agreed definition of poverty because it has different meanings to different people. World Bank defines poverty on the basis of material consumption. For instance, it argues that a person is poor if his/her income or expenditure is below a defined poverty line (Appleton, 2001). On the other hand, the basic needs approach defines poverty beyond income and material requirements. It incorporates other basic human requirements, such as education, health, housing, safe drinking water, and sanitation. Nevertheless, Townsend refutes the basic needs approach as an extension of the subsistence concept.

According to Chambers (1983), the material and basic needs are not enough to define the concept of poverty. He stresses that poverty is more than lack of income because it also involves a feeling of powerlessness to break out of the cycle of poverty and insecurity of persons and property. This is in line with the report by UPPAP (2000) which shows that vulnerability to poverty assumes four major dimensions: poor physical wellbeing, a constrained social network, powerlessness, and gender inequality. The definition of poverty, therefore, needs to encompass all the aspects as income, basic needs, social aspects and power relations in order to understand how to deal with it and get solutions to the phenomenon (Chambers, 1983; UPPAP, 2000).

2.2.2 Dimensions and Causes of Poverty; Perspective from Kisoro District

Generally, there are two types of poverty which can be used to understand the concept: Absolute and relative poverty. Absolute poverty is a situation where individuals or households are unable to meet their basic needs like food, shelter, or clothing. In addition, they are unable to meet survival needs such as holistic education, health care and self-determination leading to feelings of powerlessness and vulnerability. Relative poverty, on the other hand, concerns individual deprivation measured relative to others in society. When individuals cannot access goods and services enjoyed by fellow citizens it is unacceptable but is deemed to be a life threatening condition as absolute poverty (Mwanga, 2001).

The causes of poverty in Kisoro district therefore, are categorized into: topography, individual, historical, resource related, natural calamities and institutional. For instance, the rugged terrain in Kisoro district exposes the soil to erosion leading to decline in soils fertility and food insecurity, reduces land area for cultivation, curtails accessibility to and within the district on strains access to schools, health services, market, and information, provides a camouflage for rebel activities (ie iterahamwe), increases the construction cost of economic and social facilities, denies and blocks the communication process, and ultimately results in loss of labour through out-migration. Individual behavioral practices such as extravagancy, laziness, alcoholism, and lack of cooperation cause poverty (UPPAP, 2000). Excessive drinking leads to poor health and failure to provide for the household, leading to poverty. Cultural practices, such as polygamy, high bride price and oppression of women may cause poverty. Population pressure on natural resources such as land and forest exacerbate poverty not only in Kisoro but also in south western Uganda (UBOS, 2005; Ssewaya, 2003).

2.3 Beneficiary Participation in Poverty Reduction Programs

Participation is defined as people sharing ideas, thinking for themselves, expressing their views effectively, planning, prioritizing and being involved in the decision making process (Aston, 2004). It thus involves people with similar needs and goals, in decisions affecting their lives. In Habraken and Myers views, Participation has two definitions with opposite meanings. Participation can either represent assigning certain decisive roles to the users, where they share the decision making responsibility with the professionals. Participation is also where there is no

shift of responsibilities between the users and professionals but instead only the opinion of the user is considered while making decisions (Habraken, 2002; Myers, 1996).

Beneficiary participation on the other hand is defined by Abrams (1998) as the theory where local community should be given an active role in programs and improvements directly affecting it. Habraken (2002) and Arnstein (2000) associated citizen participation with citizen power and control. According to them, it is associated with, redistribution of power that enables the have-not citizens, presently excluded from the political and economic processes, to be deliberately included in the future. This study therefore examined the level of power that beneficiaries have in participating in Compassion projects, right from the needs assessment, planning, implementation and management. The research question therefore assessed whether all beneficiaries participated in all levels of planning and management of Compassion International projects that intended to reduce poverty among the people in Kisoro district.

2.2.3 NGOs Proliferation and their Roles in Africa

It has been argued by different scholars that Non-government organizations (NGOs) have been common in Africa to foster development (Huntington, 1991). They argue that NGOs fill gaps left by the authoritarian and despotic regimes and complement on the government's efforts towards poverty alleviation and social service provisioning. The recent rise on NGOs is therefore reflective of international trends which embrace the dominant discourse of neo-liberalism as well as domestic responses to the state from basic service provisioning. This has made Aid increasingly being channeled through NGOs and other non state actors rather than through decrepit and often corrupt states. This is because they are thought to provide more accountable, effective, and equitable services in many areas than public or private agencies (Brett, 1993). This led to some modernization proponents to suggest that official donors should act as „wholesalers“ and the indigenous grassroots NGOs as the „retailers“ of assistance (Landell-Mills, 1992). The preference for funding NGOs in the development process and poverty reduction has been attributed to their „comparative advantage“ over other development agencies in addressing the development needs of the poor (Fowler, 1988).

2.2.4 The Growth and Expansion of NGOs in Uganda

As already noted, the origin of NGOs in Uganda has been widely attributed to the colonial period (Diclitch, 1998; Nsibambi, 1998; Thue, 2002; Muhumuza, 20007), but their roots can more accurately be traced back to the pre-colonial era (Heinrich, 2007). In colonial era, NGOs mainly focused on providing key social services such as education and health services. Their roles continued in postcolonial governments despite the attempt to replace them in the provision of social services. This was because the independent government was constrained by the scarcity of resources and social services remained inadequate especially in rural areas (Muhumuza, 2007). The relevancies of NGOs continued until 1970s when they witnessed more political control that forced some of them more especially the foreign ones to withdraw (Muhumuza, 2007). Nonetheless, the period of 1980s to date, witnessed both the revival and the mushrooming of NGOs in the country.

Two factors can therefore explain the proliferations of NGOs in Uganda; external and internal factors. Externally, the efficiency and transparency associated with NGOs paved the way for the recognition of NGOs as an alternative to the state (Dicklitch, 1998; Lindenberg and Bryant, 2001). Secondly, the end of the cold war allegedly gave birth to a third wave of democratization characterized by opening up of space for NGOs. Other external factors include; neo-liberal policies such as SAPs and the influence of donors, whose support to developing countries have been tied to the creation of pluralist society since 1990s.

Nonetheless, it would be an intellectually biased to leave the external factors unturned. The shift from the statist development approach to market forces and NGOs, though important for the growth of NGOs, largely represents the interests of developed countries rather than the poor countries. The end of the cold war, for instance, was a triumph only for the interests of the USA. Although it led to the expansion of NGOs, it could not save the social-economically underdeveloped countries from their challenges like poverty and civil wars. The negative effects of SAPs are also on the record. Many NGOs have also hidden behind the rhetoric concepts of “democracy”, „good governance“ and „human rights“ to promote selfish interests of western countries (Kaldor, 1999; Perkins, 2004).

However, there is no need of overemphasizing these factors because the breakdown of public infrastructure, for instance, was not entirely a catalyst for the growth of NGOs in Uganda. One can argue that it was also a hindering factor. For instance, some NGOs fear to establish development projects in remote areas because of poor infrastructures such as roads. Policies such as decentralization, privatization, and other policy interventions have also got strong attachments from donor countries and they have been faulted for condoning corruption in local governments as argued by Olum (2011). It can therefore be argued that these may hinder the growth and activities of NGOs in Uganda. Finally, it may be argued that the close interaction between the state, through decentralization, and NGOs - though capable of creating a conducive working environment for NGO may also compromise their neutrality, making it difficult for them to carryout checks and balances of unfair government practices (Dicklitch, 1998).

2.3 Importance of NGOs in Reducing Poverty in Uganda

The importance of NGOs in this section has been viewed in two main dimensions. The first and dominant dimension is that championed by mostly western scholars, and it looks at NGOs as mainly in a positive but biased way. Under this view, NGOs are seen as important in promoting empowerment through self help initiatives (Dicklitch, 1998). Empowerment is the multifaceted process which involves transforming economic, social, psychological, political and legal circumstances of the currently powerless (Sandbrook, 1993; Dicklitch, 1998; Bratton, 1990). It has been alleged that empowerment is possible because NGOs have the potential of reaching the grassroots levels of the communities (Schmitz, 1995; Van de Walle, 1990; Paul, 1991). Other roles NGOs play include; Watchdog role because of checks and balances in areas where the state tries to evade accountability to the citizens (Brown and Korten, 1991; Diamond, 1994). NGOs are also allegedly known for promoting democratic principles among beneficiaries (Bratton, 1990; Korten, 1990). To these scholars, democracy is important in the process of reducing poverty through developing democratic virtues such as tolerance, moderation, willingness to compromise and respect for opposing viewpoints (Diamond, 1994; Korten, 1991; Thomas, 1996; Van de Walle, 1990). This is also associated with good governance and encouraging citizen participation. Thus, citizens are able to learn and appreciate their obligations as well as their rights. The study, thus, established how these democratic virtues are promoted and maintained in the class of poor people and how relevant they are to their living conditions. This was done by

analyzing the level of beneficiary participation in different programs managed by Compassion International.

However, this view contains several flaws. First, it suffers from a tendency to use concepts that contain a value bias, for instance „*good governance, democratic virtues*’ among others without examining their ideological content and purpose. In emphasizing the importance of NGOs, it ignores the differences between rich and poor countries in which the NGOs operate. Moreover, this view deliberately disregards the potential dangers of foreign aid on NGOs. It is also unreasonable to think that the myriad of problems created by imperial powers in Africa - for example poverty, ethnic conflicts and political instability can be solved by the very people who created them (now called „donors“) through NGOs. Besides, as Anderskov (2001) and Perkins, (2004) noted, some NGOs are formed by crooks to swindle donor funds. In some cases, NGOs have been used by Western governments to undermine democratically elected governments and promoting imperialism in developing countries. In brief, this view of NGOs appears to be ethnocentric, ideological and historical. It is therefore incapable of analyzing the dynamics of NGOs in developing countries like Uganda.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explained the research methodology that will be used to achieve the study objectives. It explained the study designs, study area, population of study, sampling techniques, data collection instruments and data analysis processes and management.

3.1 Study Design

The study employed a case study design. In this case, Compassion International in Kisoro district will be selected. This method enabled the researcher to have in-depth understanding of the real issues. The method was very appropriate because of limited time and resources which were used to investigate all the field offices of Compassion International in Uganda. The researcher used both qualitative and quantitative research. This held to strengthen the study regarding better representation of the populations of both the geographic areas and subjects under study (Creswell, 2009; Bryman, 2008). Both quantitative and qualitative research patterns had epistemological assumptions, values and methods that were integrated. Thus, had the ability to *offset* biases linked to each research method; where by the weaknesses of either of them was counterbalanced by the strengths of either method. It was also capacitate a level of completeness in the study because gaps left by either method were filled in by the other (Bryman, 2008).

3.2. Area of Study

The main study was conducted in Kisoro district in South Western Uganda. The district was purposively selected. The district has three Constituencies with fourteen Lower local governments called sub counties. Kisoro district was one of the remotest districts in the country affected by high levels of poverty due to its geographical set up and remoteness. It was a resting site for many refugees due to political insurgencies from Republic of Congo and Rwanda (UBOS, 2005; Ssewaya, 2003). With this view therefore, three parishes from two sub-counties of Nyarusiza and Chahi were used as the area of study. These parishes were chosen randomly in view of concentration of Compassion International projects as well as communities experience, knowledge and practices with Compassion projects to alleviate poverty in the areas.

3.3. Study Population

The researcher picked interests in Kisoro district because it is a heterogeneous district, comprising of different ethnic groups that presented a mixture of sources of livelihoods and coping strategies to get out of poverty. It is one of the districts where Compassion International has established many project offices pursuing different activities to develop the beneficiaries. Fifteen project offices in the district gave ample size of respondents to the researcher to provide answers for the research questions. The study was carried out amongst the NGO management officers and the beneficiaries at household level in the district. Key NGO officers at the headquarters were consulted for further information. The district political leaders and key bureaucrats were also included in the study.

3.4. Sampling Techniques

3.4.1. Sample Size

The study was conducted among the beneficiaries and workers of Compassion International as well as the district officials in Kisoro district. Using various sampling techniques, a total of 100 respondents from different categories were planned to be enrolled in the study but 95 of them turn out in the study representing a response rate of 95 percent. This number acted as a sample size for the study. Different sampling methods were employed. Three parishes were purposively selected in two sub counties of Nyarusiza and Chahi. This was in view of concentration of Compassion International projects as well as communities' experience, knowledge and practices of Compassion projects to alleviate poverty. In the study, 20 beneficiaries of the NGO were selected from each parish to constitute the total of 60 beneficiaries. These were selected as follows; two LC1 villages were sampled using simple random sampling from each parish. Each of these villages will raise 10 beneficiaries; that were four males and six females. The researcher relied on LC1 and Compassion field office registers in the respective parishes to get sampling frame. This sampling frame was used to select households using simple random sampling method. Eventually, 60 beneficiaries to be interviewed were selected from these households. In addition, 20 participants from three parishes were purposively selected to participate in FGDs, while 20 key informants comprising of district leaders both technical officials and politicians were purposively planned to be interviewed, but 15 officials were accessed as key informants.

3.5. Research Instruments

Collection of data in this study used cross- fertilization of methods. This was helpful to tap all the relevant information in the study. First, it was based on primary and secondary data. Primary data was collected using administered questionnaires, interview guide, focus group discussion and observation. Secondary data was collected through review and analysis of documents pertaining to NGOs and Poverty reduction programs. The selections of these research instruments was guided by the nature of data to be collected, the time available and the objectives of research.

3.5.1 Key Informant Semi-Structured Interviews

Key informant interviews were used to bring the researcher and respondents face to face. This enabled the researcher to collect first hand information over what they think, know or feel about Compassion International in the process of reducing poverty. The researcher used these instruments because they permitted flexibility in data collection. They allowed the researcher to easily formulate questions and language expression during interviews so that it can suit the interviewee's background and educational level. This means that possibilities of rigidity which can be associated with structured interviews were eliminated (Bryman, 2008; Mutasa, 2010). Semi-structured interviews were planned to be administered to twenty key informants but fifteen were obtained. These people believed to be reasonably informed about the issues at hand. They included: Two senior officials from the NGO country headquarters, six field officials, two from each field office, two district technical officers such as CAO and DCDO, and two LC111 chair persons, three LC11 Chairpersons from three parishes and five LC1 Chairpersons and opinion leaders in the chosen parishes. The interviews will be guided by a list of questions, most of which will be open ended questions. This gave the participants the opportunity to go in-depth on some issues that they were familiar with. In turn, these responses allowed the researcher to internalize the facts adequately.

3.5.2. Semi-Structured Questionnaires

A total of 60 questionnaires was drafted and administered to the NGO beneficiaries. The semi-structured questionnaires were both closed and open ended questions. The research objectives and research questions guided the design of these questionnaires. Closed ended questions were

formulated in the questionnaires because they were suitable for collecting information for quantitative analysis. Open ended questions were used to enable the respondents add more relevant in-depth information and experiences for insight into the issues of the study.

3.5.3. Focus Group Discussion

Three Focus Group Discussions (FGDs) of seven people on average each was purposively conducted from three parishes. The FGD were sensitive to age, sex and educational background and they wholly included all categories of people in the area. This enabled the researcher to gather general views, emotions, feelings, perceptions and beliefs of beneficiaries about NGOs and poverty reduction in the district. During the discussion, focus group discussion guide were used to put the interviewer and interviewee on track. Respondents were purposively selected in order to capture information based on respondents' independent opinion and perceptions regarding the subject matter during Focus Group Discussions. This helped the researcher to verify and corroborate the responses given by other respondents in the study.

3.5.4. Observation

Observation in the study enabled the researcher to see for himself what people actually do rather than what they say. This allowed him to gain firsthand experience, explore topics that could uncomfortably be discussed with informants. The researcher also noticed unusual aspects during the field research using observation method. For instance, it was observed that some beneficiaries were sleeping with their animals in the same house. Observation was employed to notice and gather images of development projects that compassion international had established in the district. Specifically, what was observed included; the types of houses constructed by NGO to beneficiaries, the nature of clothes beneficiaries put on, the type of food they eat, activities they engage in and the general wellbeing of the beneficiaries. Observation was accompanied by informal discussions with people in the area. Field photos were also be taken for pictorial evidences with permission from the community leaders.

3.5.5 Documentary Review

Documentary review was also be used to obtain data that the respondents were not able to provide through other methods for various reasons such as forgetting or sensitivity reasons. With

firm assurance on ethical considerations of confidentiality, the researcher requested project directors for such documents. These included project reports, proposals, budgets, work plans, baseline surveys, evaluations, and registration books, books of accounts, registers and minutes of meetings of committees. This helped the researcher to achieve high internal reliability, objectivity and validity of the study through triangulation.

3.5.6. Data Processing and Management

The collected data was organized and categorized using appropriate computer programs such as micro soft word and excel. Data analysis used two approaches; namely, the qualitative data analysis and quantitative data analysis. Qualitative data from interviews and focus group discussion guides was analyzed using two methods such as content analysis and narrative analysis. Content analysis was used in triangulation to check the authenticity of data collected. Narrative analysis was applied to provide verbatim information from the respondents. This helped the researcher to enrich the study with practical and authentic information. The synthesized information was grouped into themes and sub-themes derived from the specific research objectives of the study. Quantitative data analysis helped to analyze and categorize data in terms of frequencies and percentages. Simple descriptive tabulations were used for quantitative analysis. This was important in determining trends and interpreting research findings. Conclusions and recommendations were then drawn to satisfy the research question.

3.6. Ethical Considerations

The major ethical issues that the researcher faced were include; informed consent, deception and confidentiality as in the Bailey's book. The research was steered by the principles guiding ethical concerns in social science research (Mutasa, 2010). In this way, the researcher followed the principles of harm to participants, lack of informed consent, invasion of privacy and deception (Bryman, 2008). This was begin by obtaining an introductory letter from the College of Humanities and social sciences, department of Public Administration. The letter was then presented to the selected respondents. Following the principle of informed consent, the researcher explained to the participants the whole issue about the study; the purpose of the study, the procedures to be use during research, the risks and benefits of research, and was explained to the participants that their participation will be voluntary. The researcher treated participants with

respect and not as subjects to ensure that they retain self-esteem. Confidentiality, anonymity and safety were also assured to the participants. They were informed that the research was purely for academic purposes. To maintain anonymity, questionnaires did not provide option for respondent's names and filling them were based on informed consent.

3.7 Limitations of the Study

Some respondents were unable to disclose some information more especially the NGO officials with fear to disclose information considered to be sensitive in the organization. However, the researcher accessed data by assuring confidentiality to the respondents and using open ended questions accompanied by probing. Probing helped the researcher to get detailed data about the aspects of study.

Bureaucracy at the district local government also limited the study. This was because most of the field interviews that were involved making appointments with key respondents. For instance, the time the researcher needed to meet the district officials for appointments, Some NGO officials were also busy with other activities. However, the researcher reduced the dangers of this limitation by following agreed time strictly so that the work would be completed in planned time schedule. Finally, quality and reliable data was collected.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF RESEARCH FINDINGS

4.0 Introduction

This chapter presents, the results of data collected from the field in accordance to the research objectives, design and methodology laid out in the previous chapter. The main purpose of the study was to examine the performance of NGOs in poverty reduction, with particular reference to Compassion International in Kisoro district. This chapter also discusses other emerging issues and examines the challenges and gaps that hinder NGOs in reducing poverty in the district and Uganda in general.

4.1 The Study Respondents and their Social- Economic Characteristics

The sample description and analysis in this report were based on the study questionnaires, interviews and focus group discussion guides administered to respondents in Kisoro district. The results were received from a random sample of NGO beneficiaries in Nyarusiza and Chahi Sub-Counties, Compassion International Uganda and the district officials. In the sampling design, 100 respondents were planned to be enrolled as the sampling size to answer a series of research questions but 95 respondents responded to the questions. This represented a response rate of 95 percent and was a representative of all the beneficiaries in fight against poverty in the district. The table bellow, demonstrates the social-economic characteristics of the respondents.

Table 4.1 Socio-Economic Characteristics of Respondents

Age	Response rate	Percentage
Adult (18-70)	95	100
Family Status	Response rate	Percentage
Married	20	21
Single	15	16
Widow/Widower	57	60
Others	03	03
Size of Household	Response rate	Percentage
1-3 People	15	16
4-6 People	20	21
6 People and above	60	63
Religion	Response rate	Percentage
Anglican	67	71
Catholic	12	13
Muslim	06	06

Others	10	10
Education Status	Response rate	Percentage
No education	10	11
Primary level	50	53
Secondary Level	20	21
Tertiary/University level	15	16
Occupation status	Response rate	Percentage
Peasant	76	80
Business	14	15
Government workers	05	5
Total	95	100

Source: Field Research

The above table describes the socio-economic status and experiences of respondents regarding the performance of Compassion in reducing poverty in Kisoro district. In the study, the social-economic characteristics of respondents considered were; Age, family status, size of households, Religion, educational level and occupation status. These respondents were the key beneficiaries of Compassion, selected randomly from three villages found in Nyarusiza and Chahi sub-counties and the officials from the NGO and the district local government. They were comprised of 95 respondents from whom 60 were interviewed using questionnaires, 20 using focus group discussions and 15 using key informant interviews.

Beginning with age characteristics, all the respondents interviewed were aged between 18 and 70 years. The reason for considering this age category was to gather independent views based on individual opinions about NGOs and poverty reduction in the district. On family status, 60 percent of respondents were either widows or widowed, 21 percent married and the singles were 16 percent, while other category comprised 03 percent. Since the highest percentage that comprised 60 were for widows and widower, it clearly indicated that these people had orphans and vulnerable children (OVCs) that perhaps needed support from Compassion International. In related instances, it was reported that some men abandon their families in search for jobs of which they do not return back home. In this way, mothers and their children remain in the helpless families and thus falling victims of physical, psychological, economical and social poverty, making them dependent to NGOs support. This was revealed by one of the female respondents in an interview at Kabindi CDC, she said;

My husband left me with three young children that is, one boy and two girls with no house; my son got registered in the project and the project bought for us land and built for us a house.

Thus, from the respondent views, the family was enjoying the benefits from the project that ranged from a house, land and other services like free medication and education.

In the study, the size of the household was arranged in such a way that all information about household size was captured. For example, it was divided into three categories: it was arranged from 1 to 3, 4 to 6 and 6 and above people in each household. In the study however, it was established that the small household comprised of 16 percent, while the middle comprised 21 percent, the largest household taking the highest percentage of 63 in the study. This is corroborated with the idea that large families may lead to high level of dependency and poverty as a result of failure to meet all the necessary needs like education and health needs. In terms of religious affiliation, 71 percent were Anglicans, 13 percent Catholics, 06 percent Muslims and 10 percent comprised others. In terms of education status, 11 percent had no education, 53 percent had completed primary level, and 21 percent had completed senior six, while 16 percent had completed either tertiary education or university. From the study therefore, above 50 percent are primary level and bellow, indicating that their lack of education may perpetuate the existence of poverty among the group categories. This perhaps explains the reasons for 80 percent of the total respondents being peasants and entirely depending on agriculture for survival and only 15 percent belonging to business fraternity and 5 percent to government.

The study found out that most of the beneficiaries were Anglicans with 71 percent. It was understood that since Anglicans in America founded the organization, it used the same pre-determinations to select beneficiaries in Uganda. Considering one religion as the first priority, however, undermines the African culture of solidarity. In this way, the effects might be negative because some poor people from other religious beliefs have been neglected in some important poverty reduction programs in the community. For example, for all beneficiaries visited, those whose houses were constructed by Compassion, none was a Muslim or a catholic. In the same avenue, project sustainability may be hampered, simply because community members may have different perceptions and beliefs based on their religious attachments. For instance, one of the

beneficiaries bought a pig from a gift obtained from Compassion. When the pig escaped to the neighbors' potatoes garden, she was accused for grazing in the sweet potatoes garden. In order to compensate 30,000 Uganda shillings for the loss, the pig was sold off because the owner did not have another source of income. However, it was later realized that the conflict originated from the fact that the pig was bought from the money got from Compassion; yet, the neighbor was a non beneficiary and a Muslim believer.

It can therefore be deduced from the above social-economic characteristics of the respondents that most of them were from poor family backgrounds and thus necessitated the enrollment of such households in Compassion projects in the district. These families were absolutely poor and the interventions from the government and Non-Governmental Organizations were absolutely needed.

Despite the enrollment of such poor households, the study revealed that there were other poorest families which were left behind and were not enrolled in Compassion poverty reduction programs. Most of these were poor households that were far away from town and were not accessible as explained in the next analysis. There were also those beneficiaries who received and participated in all Compassion programs but remained poor. As the analysis revealed, there was high levels of dependents on hand-outs and poor mechanisms of sensitizing, monitoring and evaluating projects. This was worsened by implementing pre-determined westernized projects yet with less training offered to the beneficiaries. This condition led to unsustainability of most of the projects like housing hence failing to contribute in reducing poverty in the area.

4.2 Development Aspects of Compassion International in Kisoro District

From the study, it was revealed that Compassion International through the partnership with local churches had different poverty reduction programs in the district. These programs included supporting children in education, child protection against abuse, promoting health, environmental conservation and spiritual growth. According to the project director of Muganza Child Development Centre (CDC) in Chahi sub-county, these activities were done basing on four core development aspects of Compassion International. Most of these aspects focused mainly on developing a child as the Compassion motto goes; *"Releasing children from poverty in Jesus"*

name". These aspects included; Physical development, Spiritual development, Social emotional development and Cognitive development aspect. Each of these aspects had specific issues that they constitute. This meant that activities performed by Compassion were to be in line with these four major aspects. The table below illustrates the core development aspects:

Table 4.2. Development Aspects of Compassion International in Kisoro district.

Number	Development aspects	Specific Programs
1	Cognitive development aspect (Education)	<ul style="list-style-type: none"> • Child Development Sponsorship Program (CDSP) • Leadership development program • Skills development in carpentry, crocheting, tailoring, weaving, knitting and bakery.
2	Physical development aspect (Health)	<ul style="list-style-type: none"> • Health science through Personal hygiene, medication, sanitation, soaps and health education • Child survival program (CSP) like maternal wellbeing and early childhood development • CD4 Program that involves HIV/AIDS guidance and counseling • Environmental conservation through tree planting and sensitization for environmental protection
3	Spiritual development aspect (Religion)	<ul style="list-style-type: none"> • Bible reading • Prayers • Spreading the gospel
4	Social-emotional development aspect (Child Protection)	<ul style="list-style-type: none"> • Child protection against abuse like rape, neglect and abandonment • Encouraging children in socialization, group work, community work and helping the elderly

Source: Field Research

Based on the research findings, the district had fifteen project centers but each centre performed its programs on the basis of the four core development aspects as indicated in the table above. This was confirmed by one of the key informants;

Although there may be some minor differences on the way we plan and implement our projects in different Child Development Centre projects, we are all guided by these four core aspects of Compassion..... The differences that may arise as a result of the approaches used must be minor and negligible.

4.2.1 An Analysis of Development Aspects and their Relevancies in Poverty Reduction

a) Spiritual Development Aspect

Since the historicity of Compassion International in Uganda had religious affiliations, spiritual development aspect was therefore part and parcel of what the organization had to do in the district. Basing on the data obtained from the field, the argument for promoting spiritual aspect was to make beneficiaries know God, love one another and share together the little they had as the basis for reducing poverty amongst themselves. This was assured by one of the Compassion workers;

- *Our goal is to make an effort and see that our children know God. We are committed to teach children how to pray, bible reading and spreading the word of God to our families and communities surrounding us.*

When the community members believe that God is the creator and the provider of everything, they unite, cooperate and work together. This corporatization process helps in fighting against poverty among our beneficiaries in one way or the other and this is the essence of our existence.

One of the program directors in the district added.

It was therefore interpreted that by instilling spiritual development to the children and their households, they will unite and fight poverty as a common goal. The spiritual aspect was thus achieved through conducting bible classes for children during centre days (centre days are specific days when children of all the beneficiaries must report to the CDC for livelihood trainings). In case of all fifteen program centers in Kisoro district, all children that benefited from Compassion had to meet at their respective centers every Saturdays for conducting prayer meetings and taking on other livelihood trainings.

b) Physical Development Aspect

In physical development aspect, most of the programs were related to health. Children were trained in important skills in life such as; how to maintain hygiene and sanitation. This was done by teaching them healthy science lessons, sensible environmental lessons and being participative in home activities as well as being responsible in promoting personal hygiene. According to one of the key informants, they distribute soaps and Vaseline to help beneficiaries especially their children keep hygiene and help them fight diseases on their own in future. It was also established that children of beneficiaries were encouraged to participate in games like football, netball for

physical fitness. According to one of the key informants, health seminars were also organized to inform beneficiaries how to promote health in their households.

We always organize parent's seminars on health issues to equip them with knowledge on how to avoid communicable diseases and poverty related diseases. For instance, in May last year, such a one day health seminar was held at our child development centre and more than two hundred parents attended. They were trained on how to keep the water tanks clean and how to keep their home environment clean. One of the project directors commented.

It can thus be argued that this helped them to prevent breeding grounds for mosquitoes and other associated problems, thus promoting a healthy body for high production, an important aspect in reducing poverty.

Another key program was the Child Survival Program (CSP) that integrated maternal wellbeing and early childhood development. The maternal health approach among other models draws on the three delays model that recognizes the different barriers women face in achieving the timely and effective medical care needed to prevent deaths occurring in pregnancy and childbirth. With this support, it was revealed that over 95 percent of all beneficiary mothers deliver in a hospital and by a qualified medical person. The Compassion International social worker visits the mother in the first 24 hours after delivery to ensure early initiation of breastfeeding and help to manage any complication. After this stage, the early childhood support process continues from childhood to three years of age and supports a continuum of care right from the care of newborn to early childhood. With the ICPs, it was established that 90 percent of newborn in the CSP were initiated on breastfeeding within the first hour of life, 70 percent of the CSP beneficiaries from 0 up to 6 months were exclusively breastfed and 100 percent of children between 6 to 23 months received adequate complementary feeds according to the three minimum standards of optimal complementary feeding.

c) Cognitive Development Aspect

While conducting the study, it was realized that in cognitive development aspect, Compassion International provided necessary equipments for children's formal and informal education. This

was important in equipping children with all the necessary educational knowledge in their lives in order to grow up as responsible citizens. One of the beneficiaries had this to say;

We are blessed to have our children learning various educational skills that help them become self reliant forever..... my girl child completed a university degree in social sciences two years ago at Makerere University as a result of support from Compassion. She has already been employed by the same organization at our CDC. If it was my initiative, nothing would have been done to her education because I had nothing I would offer to her for studies.....Compassion has therefore saved me through educating my child from primary to university level and I think my family will one time get out of poverty because she has began supporting her siblings too. The beneficiary added.

From the above analysis therefore, compassion international support children of key beneficiaries from primary to university level. The major aim of this was to acquire knowledge and skills to use for self reliant. In addition, the data provided by key respondents, revealed that there was a provision for children beneficiaries to attend vocational training courses if they found it hard to continue up to university level. Based on the findings, different courses were provided and some of them included carpentry, Knitting, crocheting, tailoring, guitar playing, keyboard training, computer training and bakery. The project director, Muganza CDC confirmed that;

- Any child who has reached in primary five on words and we realize he or she is not able to proceed with further studies, we encourage that child to take on vocational training. In any case, we encourage them to explore different ways of meeting their livelihoods and therefore vocational training is one of them,* she said.

There were other various activities that were done under this aspect even out of school. This helped children realize that out of school did not necessarily mean failure in life, since they could even do something else and survive in future. To achieve this, all parents and children (beneficiaries) were encouraged for example to plant fruits such as avocados, mangoes, jackfruits and paw-paws to supplement on their food and income. Others were trees that were provided to each household like Eucalyptus trees, *Imibunda*, *Gilveria*, and Pines.

d) Social-Emotional Development Aspect

In social emotional development aspect, beneficiaries were trained in social emotional activities for holistic development. To achieve a holistic development, the organization through its workers and the partner churches, committed itself to teach children ways of living in the community. According to the research findings, this was done by encouraging community work, guidance

and counseling and free playing field for socialization and making friends with a good motive even when they were out of school. This aimed at making children and their parents fit in the society. According to the CDO Chahi Sub-County, voluntary community work contributes a lot in terms of reducing poverty in the community. It is therefore important to note that all activities and support provided by Compassion either in health, education, environmental protection or child protection were all engrained in four development aspects as analyzed and they are important reducing poverty in the district.

It is thus imperative to quantify the above socio-economic activities of Compassion International in order to understand their existence and impacts on the poor beneficiary. These various activities were weighed differently by the respondents in the study basing on multiple responses. The table below gives responses in accordance to the frequencies obtained from the questionnaire administered to beneficiaries.

Table: 4.3 The level of Socio-economic support of Compassion International To beneficiaries

Socio-economic support	Response rate per 95	Percentage per 100
Education	95	100
Income generating activities	31	33
Environmental	24	25
Food and nutrition	24	25
Spiritual training	95	100
Shelter	11	12
Health	24	25
Legal and protection	11	11

Source: field Research

The table above explains the various responses from beneficiaries of the organization, in accordance to the support they get. The question was set in a way that beneficiaries would respond to all the activities compassion provides to them. According to the responses, education and spiritual training were the key activities since all beneficiaries responded, comprising to 100 percent. These were followed by income generating activities and then environmental protection,

food and nutrition and health. Finally, the organization supports some beneficiaries on legal protection. In essence therefore, most of the activities that are essential to poverty reduction are implemented. What is remaining is whether these activities are followed to monitor their effects on the livelihoods of the beneficiaries.

4.3 Beneficiary Participation and Project Sustainability

This section analyzed the beneficiary participation and project sustainability of projects planned and implemented by Compassion International in Kisoro district. According to key informants interviewed, they understood participation as a condition when people are able to share ideas, think for themselves, express their views effectively, plan, prioritize and get involved in the decision making process of any program in their community. In their views, beneficiary participation was understood as the process where people with similar needs, goals and those affected by a common cause involve themselves in decisions affecting their lives. This had linkage to Abrams definition of beneficiary participation which stated that it was the theory that the local community should be given an active role in programs and improvements directly affecting it. It was for instance established that 76 percent of the respondents interviewed in two FGDs conducted, agreed that it was rational to give control of affairs and decisions to people most affected by them. When asked how relevant beneficiary participation was in project planning and management, 80 percent of the respondents agreed that it helps in project sustainability. Beneficiaries understood project sustainability as the process through which projects were appropriately managed to allow the project produce output for supporting the present beneficiaries without hindering the potential benefits that may be generated from the same project for the future generation or beneficiaries.

From the face of Compassion International therefore, one would think that the organization encourages beneficiary participation as prerequisite in planning and managing the projects for reducing poverty. When asked for instance, how often the beneficiaries attend meetings in a year, responses were given as indicated in the table below:

Frequency	Response rate	Percentage
Once a month	07	07
Quarterly	50	53
Twice a year	20	21
Once a year	18	19
Total	95	100

Source: Field Research

As indicated in the table above, quarterly general meetings appeared dominant with 53 percent of responses and attending once in a year becoming the least with 07 percent. It was investigated that beneficiaries were sensitized and encouraged to participate in quarterly general meetings that included children meetings, seminars and workshops. For example, when the researcher went for interviews, he found when beneficiaries had had one general meeting in the previous month of February. Participants in the interviews agreed that they were discussing the changes in local contributions and how to share seedlings. Most of participants agreed that whenever there was a need to be shared with the staff, they were called for the meetings. They argued that this make them know what is taking place at the project.

In need to strengthen such views, the same questions were administered to the key informants. The project director of Muganza had this to say in response to the question;

The reasons why we call them for the meetings are to sensitize to them what is taking place at the project and the country office. In case there are changes or new gifts to give out to them, we also call them for a meeting. For instance, when there was a need to encourage the beneficiaries plant trees, we called them to discuss about the seedbed. Seedlings are now ready and we had another meeting last week sensitizing them to take these seedlings for planting. That is why you see them coming to carry them to their gardens; the project director, Muganza CDC explained.

From the directors' explanation however, it was deduced that beneficiary's form of participation was pseudo, token and passive because beneficiaries were only invited when *something* has been pre-planned for them. This was justified by the responses in the table below:

Table 4.5. Indicating the Type of Meetings Beneficiaries Attend with Compassion

Type of Meetings	Response rate	Percentage
Planning	20	21
General	55	58
Consultative	15	16
Both	05	05

Source: Field Research

As indicated in the table above, 21 percent said they attend planning meetings, while 16 percent attend consultative meetings, with 58 percent of respondents agreeing that they attend general meetings and 05 percent attending both. Based on these findings therefore, beneficiaries were just at the receiving side, where they only take what could be given to them irrespective of whether it was one of the beneficiary's priorities or whether, it could help to reduce poverty in their households or not. This justified the reasons as to why some of the beneficiaries failed to see how important tree seedlings were; in as far as reducing poverty was concerned.

The study also found out that it was the organization policy for all children beneficiaries to attend weekly meetings at their respective Child Development Centres (CDCs). At each centre, many things were done; children were taken through counseling sessions especially on behavioral change and how to go about their puberty stages. It was on the same day that children would attend carpentry workshops, tailoring and crocheting. According to Rutare project director, sometimes they offered voluntary counseling and testing services when they saw that children were going astray. She confessed that they offered voluntary counseling and testing services in July 2018 and since then; children had realized the need for living a safety life. However, general counseling was being done weekly to keep children updated about their biological changes and to live a responsible life.

In order to be responsive and own the projects themselves, all beneficiaries were charged 30,000 per year as a local contribution. This money had to be paid in at least three installments, each installment paying in 10,000 Uganda shillings. This money was used to construct houses for the projects, staff kitchen, paying teachers for remedial teaching and in other project centers, to use it in constructing classrooms from where carpentry activities were conducted. Basing on the views of one of the key informants, Sometime back, all beneficiaries used to pay 6000 shillings per four months (Quarterly) but as time went on, things became expensive. This made them increase

to 10,000 quarterly so that the cost of expensive items could be met. Consequently, they had general meeting with the beneficiaries in February intended to explain the increase for the local contributions.

However, from the research findings, some of the beneficiaries were not receptive to the increase of local contributions. Most of the beneficiaries complained that local contribution was higher than what they earn as their source of income. In one of the Focus Group Discussion (FGD), some respondents complained that the increase of the local contribution to 30,000 per year was almost equivalent to 25,000-40,000 Uganda shillings given to all children beneficiaries every end of the year to use it in celebrating Christmas. This made some the beneficiaries think that Compassion International has become a CACCO in their community and therefore needed to know whether it was a technique used by the organization to reduce poverty in their households. For instance, from the discussion I had with one of the beneficiaries, she said;

- *There is no difference between us benefiting from Compassion and those who belong to a saving association. We pay 30,000 as local contribution every year and receive 40,000 as gifts every year. This is like contributions in a SACCO. In my views, the extra ten thousand received is just like an interest of thirty thousand paid annually in a SACCO; a beneficiary in an FGD Kabindi CDC analyzed.*

The study also investigated that project centers have also promoted bio- annual seminars for instance on health and environmental conservations. In these seminars, beneficiaries were invited to participate and get training on how to keep the water tanks clean so that they may drink clean and safe water. They also learnt how to keep their environment clean and this helped avoid breeding grounds for mosquitoes which were threat to peoples' health. For instance, one of the beneficiaries argued that because he had learnt the techniques of keeping the water tank received from Compassion four years ago, it was still okay and it stored clean water. In the beneficiary's views, he said;

I think this water tank has got other many years to serve its purpose, I attribute its long life to Compassion staff who taught me how to keep it safe and clean; one of the beneficiaries in an FGD Muganza CDC recalled.

Nonetheless, some respondents argued that these seminars and workshops could take long time to take place. Other beneficiaries did not know that such seminars existed to help them as one of them lamented;

I have been a beneficiary of Compassion International for two years but I have never heard anything like seminar. May be if they are general meetings we attend at least twice a year they call seminars;" a beneficiary in an FGD, Rutare CDC confessed.

Basing on the study findings therefore, the researcher realized that although the organization had it as one of the principles to involve beneficiaries in decision making and allowing them participate for project sustainability, the approaches used were not appropriate. Beneficiary participation was thus perceived as rhetoric, token and pseudo participation that was mainly revealed through attending general meetings. Evidences from the research findings showed that majority of the beneficiaries attended general meetings and discussed what had already been passed by the donors and submitted to the country office in Kampala for implementation. Westernized approaches of development in Uganda cannot by far, be a panacea to poverty reduction because the local needs of people in Kisoro for instance, are totally incompatible to what the *western donors* think can reduce poverty. This justified the reasons as to why some of the beneficiaries would sleep with their animals in their houses which were constructed by Compassion. Others would prefer tangible benefits such as foods and Vaseline to trainings in income generating activities, yet, trainings would make them gain skills to sustain their own livelihoods.

4.4 Compassion International and Local Government Authorities: Working Relations

In order to holistically combat poverty and promote development in Uganda, all development partners were supposed to work in a holistic and coordinated manner through the principle of Public Private Partnership (PPP). Other development partners such as NGOs were supposed to work closely with the local government in order to understand what each partner was planning to implement and therefore avoid duplication of projects. This was supposed to be done through exposing work plans and budgets to each other and attending meetings and seminars to discuss and harmonize on their planned activities. power relations between different development partners were also supposed to be balanced so that each partner was doing the right things in the right time and within the prescribed laws governing the country.

In order to establish the working relations between Compassion International and Kisoro district local government and how it was important in reducing poverty, different research questions

were asked to explore the each partner's positions. It was nonetheless, established that there was no serious mutual working relations between Compassion International and the district authorities. For instance, when asked to explain how NGOs work with the local government to reduce poverty in Kisoro district, the project director, Kabindi CDC in her words said;

I don't think we have many things we do with the local government. It is like we are working independently because we only see the district official checking on us once a year, or even after two years. Even when the district official comes, nothing he advises us to do or not to do. We do not expose our work plans and they also do not expose theirs to us. We just plan and implement our projects without consulting the district officials.

When asked whether the Compassion officials were invited for the Local government meetings, the project director, Muganza CDC had this to say;

Local government hardly calls us for its meetings. The only meetings they invite us for are the one when they are reviewing the financial year budgets and their work plans at the sub county level. When they call us, some times we go there or we do not go, depending on the availability of time.

This statement was supplemented by the director of Kabindi CDC, she said;

- We do not get interests to attend local government meetings because they are characterized by a lot of bureaucracies and most of the issues they normally discuss are not of our immediate interests. For example, whenever we are called, they want us to review the work plans, they read for us the roads, schools and hospitals they plan to construct or renovate. These are also important in reducing poverty but they are not our immediate concerns and therefore create boredom to us whenever we attend such meetings.....even if we review their work plans, we never get the feedback of what we reviewed; she adds.*

In the same key informant interview, Rutare CDC commented that their working relationship with the local government was minimal. He confessed that they used to have close relationship when they were having training with them about Orphans and Vulnerable Children (OVC) care program two years ago. Since then, they had not got another serious interaction with the local government. He however, strengthened his stand by arguing that they make sure they do their work with good faith in order to produce quality results. He supported this, by giving an example, of 60 percent of children they support in primary and secondary schools that they know how to do carpentry and tailoring work. He further said that in special days, they meet these children separately to train them in such livelihood skills.

The researcher noticed that NGOs were not willing to expose their work plans because they were not aware that it was by law to expose it to the local government. For example, one of the district officials said that Most of NGOs officials were not cooperative to produce their work plans and work with the district, yet it was by law that all NGOs should always expose their work plans to the local government in order to ascertain what they are planning to implement. This was corroborated by the DCDO argument. In his words, he said;

Whenever we call NGO officials to expose their plans to the district, most of them are hesitant to do so. It takes us time to really access such plans yet it is for the benefits of both of us. We perhaps need to first improve on sensitization mechanisms so that they understand that it is by law to expose their work plans; the DCDO Kisoro district advised.

It was also analyzed that NGO officials attend Local government meetings when they were expecting something tangible in form of cash or otherwise. Bellow is the statement of one of the local government official;

When there is any training, seminar or workshop at the sub-county level, we normally invite NGO officials to attend. At least 80 percent of the NGO officials in the Sub-county attend such workshops and seminars because there are always transport and lunch allowances and or certificates of attendances. However, when they are called for any other meeting which does not involve any allowances, you can hardly see any NGO official attending; the Sub-County Chief, Nyarusiza, recalls.

The research findings revealed that the hesitation to expose the work plans and mutual working relationship between the NGOs and the district authority was more than what is mentioned above. Revealing work plans according to one of the key informants was revealing the funds to implement such plans and their sources. Yet, sources of funds were one of the key secrets that NGO officials were not willing to expose to anyone. It was established that once the source of funds were revealed, it would lead to competition for such funds which would make the NGO lose its donors to other development partners. It can therefore be deduced by arguing that some NGOs were more concerned with maintaining good working relations with their donors than the government from which they operate; this further illustrated why they make accountability to their western donors instead of the beneficiaries. Specifically, this kind of working relations where NGOs are suspicious to the local government cannot help in reducing poverty in the country. It also becomes a contradiction with the NGO principles of releasing children and their households out of poverty in Jesus' name, because Jesus himself did not front money in the

activities he was doing to save his people. In addition, it is also in contrary with the NGO policy which was launched by NGO forum in 2010, explaining how NGOs should work with the local government.

4.5 The Illusion of Participatory Poverty Reduction in Compassion International

Reducing poverty needs a comprehensive approach where all the community members join efforts for one cause. However, a situation where poor households are divided on the basis of religious differences may not lead to poverty reduction, instead may worsen the situation. six reasons are critically analyzed to fail compassion international in reducing poverty: The selection criteria to the key beneficiaries were not favorable to all the poor households in the district. The committee responsible to select the key beneficiaries was comprised of local church members headed by the reverend. Basing on the research findings supported by the statistical data in the study, the poor households which believed in Anglican denomination were mostly considered as key beneficiaries. Those poor households believed in other denominations had limited chances of being selected. For example, 71 percent of respondents out of the whole number of key beneficiaries interviewed believed to the Anglican faith, the rest 29 percent that remained shared other denominations. Reducing poverty needs a comprehensive approach where all the community members join efforts for one cause. However, a situation where poor households are divided on the basis of religious differences may not lead to poverty reduction, instead may worsen the situation. It was from this basis that the researcher recommended that the committee responsible for selecting beneficiaries needed to encompass those members from other religious beliefs on the committee to have a sense of belonging. In this way, those poor households selected but belonged to other denominations would feel a sense of attachment and belonging to one family and would work jointly to reduce poverty in the district.

It was also established that little emphasis was taken to monitor and evaluate the project implemented by the NGO. This has made most of the projects collapse before the beneficiaries realized their impact in poverty reduction. For example, some of the beneficiaries would get gifts from their sponsors in form of money and they would establish income generating projects but because of poor management, they collapsed. In the households visited, some of them had houses constructed by Compassion; however, he researcher observed that these people were

sleeping with their animals in the same house in fear of thieves to steal their animals. When asked the project worker about what she thought were supposed to be done about the issue of sleeping with animals in the same house, the worker seemed to not be aware of what to do. Because of this act, houses which were less than five years old were almost collapsing. The researcher realized that it was because of inadequate monitoring and evaluation as well as empowering in form of training in how to manage such programs. To realize their impact in reducing poverty therefore, there would be need for comprehensive empowerment and capacity building. This would go hand in hand with sensitization about the rights and responsibilities of every beneficiary in the organization. This would make key beneficiaries have a sense of responsibility and would be the beginning of project sustainability and thus poverty reduction.

4.6 Compassion International: Challenges in Reducing Poverty

Whereas NGOs should be an integral part of Uganda's struggle to fight poverty, different challenges have cropped up. These have been attributed to the nature of formation and their management in Uganda as well as the aim of which they were formed. It should be noted unreservedly that most of NGOs have been entirely relying on foreign aid. The study revealed that foreign aid being unsustainable and unpredictable, has been detrimental to the NGOs reduction of poverty. Therefore, the more the NGOs depend on donor funds, the less competent they become in performing their roles. Consequently, the data collected indicated that Compassion International have been affected by different challenges but the key ones included: a culture of dependency has developed in the organization due to constant expectation of donor hand-outs; the flow of donor funds has encouraged the founders to accumulate absolute power from the top; the scramble for foreign aid has fueled the unhealthy competition between Compassion International and the other NGOs and the district authorities; the organization has become more accountable to the donors than the local people; donor funds have encouraged partisan behavior to crop up in the NGO; the donor's tendency of supporting mainly short term programs has destructed Compassion from its duty of promoting long term development; and finally, the NGO has become a mere puppet of the donors, promoting foreign interests at the expense of national development.

Overreliance on foreign aid has created a culture of dependence syndrome among NGOs in Uganda. The study found out that the biggest proportion of Compassion's funding comes from abroad, especially from western donors and governments. Although attempts to obtain the exact amount of aid received by Compassion International every year were futile, analysis of budget of some of the project centers revealed that foreign donations were the most significant source of its funds. Many of its activities were financed by USA and European governments and donor agencies. For instance, in Muganza child development centre, all the 200 registered children got support from foreign funding.

The study therefore concluded that the culture of depending on foreign aid is seriously undermining the autonomy of NGOs and seriously hampering local initiatives of people in Uganda. It is therefore a tongue in-check to suggest that an NGO which is dependent on foreign aid can empower people to attain economic self reliance.

The study established that there was a problem of undemocratic leadership emerging in NGOs. The huge sums of donor money have encouraged the founders of Compassion International to cling on to the lucrative leadership positions in the organization and to accumulative absolute financial and administrative powers. This was manifested in the tendency of managers who began the organization in Uganda to remain firmly in charge of the organization, and the unwillingness to relinquish their offices to new management. The study found it questionable as to why, since 1980s, the same members of the management have remained part of the leadership of Compassion despite the regular changes of leadership at other lower levels within the organization. Surprisingly, it was established from the field that there were inadequate technical staff in all the project centers visited to run and manage the programs of Compassion. Most of the projects visited had three instead of six officers. They included the project director, the officer in charge of health and the officer in charge of children. The rest of activities were not technically having any one to spearhead them. For example, there was no one in charge of monitoring and evaluation of projects. This meant that the three project officers available doubled their work as monitoring and evaluation officers. According to one of the officers in the project centers;

It is not easy for three staffs to cater for programs that affect more than 200 households because in case one of the staffs gets annoyed, around 70 families would be affected negatively.

To add gist to the point, the findings revealed that Compassion International considered only beneficiaries and sponsors; while the employees were just instruments of operation as one of the key informant lamented;

The fact that Compassion deals with the church not the project staffs; the church recruits staffs and they are paid by Compassion; so we are not sure whether we are employees of compassion or employees of the church; what a confusing employment relations is that? For us, we are just instruments of operation. This kind of relations affect our performance because it is natural to be motivated in different ways and most importantly, feeling a sense of belonging, the key informant added.

It can therefore logically be explained for the above phenomenon that top management struggle to remain with absolute power to control donor funds as they amass more and more powers over the years, while ignoring the lower technocrats who implement the organization programs. This demotivates them and thus, can have little impact towards reducing poverty in the district. It was the suggestion of the researcher that Compassion and the partner churches sort out this problem because project staffs would be motivated if they new whom they were working for. Since reducing poverty begins from the mindset, project staffs who implement the programs need to be given priority in order to deliver efficiently and effectively.

The study established that there was unhealthy competition among the NGOs and poor power relations with the local government authorities yet are supposed to congregate and cooperate for the common purpose. For instance the study discovered that Compassion International in Kisoro district has not had any joint programs with other NGOs in the district since its operation in the district. Further still, interviews conducted among Compassion employees and the district authorities revealed that many of them are oblivious about one another's programs to reduce poverty in the district. When asked why there was low cooperation, key informants revealed that less cooperation and coordination was attached to the fear of losing foreign donation to the partners in the same areas of interests. This confirms the argument that NGOs in the same field like empowering communities to reduce poverty, perceive each other as rivals- all because of donor funds. In the same interviews, the majority of respondents perceived other NGOs as being

money-minded, uncooperative, illiterate, and less organized. This would not have been the case if the working relationship among NGOs was good. The attitude of Compassion officials towards other NGOs clearly indicated that there was a tradition of rivalry among Uganda's NGOs. Specifically, the working relations between Compassion and the district authorities, was characterized by poor coordination worsened by failure to implement laws concerning NGOs and the local government. This was confirmed when one of the organization employee revealed that the district officials check on them once in a year or even two years. The statement was also quoted from one of the key informant:

We do not know the work plan of the district because they do not know ours too..... our coordination with the district ends at the sub-county level because we have never had any meeting with them at the district level.

From the district perspectives, one of the local government officials testified that NGOs officials attend the meetings when they know there is lunch and transport allowances. Basing on this analysis therefore, there was high possibility that NGOs implemented duplicated projects since the district work plans were not known to them, neither did the district authorities knew those of Compassion; in any case, their meetings if attended ended at the sub-county level once in one or two years.

The study found out that NGOs consider accountability to the foreign donors than the beneficiaries. Interviews conducted with the beneficiaries revealed that since the masses do not contribute significant money to the programs, there has been little concern to create mechanisms of down-ward accountability. For example, it was discovered that Compassion International conceptualizes, plan, and organizes most programs in collaboration with the donors. The local people were only engaged during the implementation stage. This implied that they have no say in the process of determining the nature or the content of the programs to move them out of poverty- Their participation was narrowly defined in terms of the attendance during the general meetings. It was therefore questionable how NGOs can effectively represent people's interests and therefore reduce poverty among them when their ideas were ignored.

CHAPTER FIVE

CONCLUSION: SUMMERY OF FINDINGS AND RECOMMENDATIONS

5.1 Summary and Conclusion

Compassion International's activities in the district, for example, were important poverty reduction interventions. However, they are overwhelmed by dependence on foreign support and its negative consequences. These activities are categorized into physical, social-emotional, cognitive, and spiritual development. Key components of these developments include education, health, child protection, environmental conservation, and livelihood and skills trainings in carpentry, tailoring, crocheting, knitting, and bakery.

Nonetheless, the performance of the NGO in poverty reduction has been seriously hampered by over-reliance on foreign funding and its pejorative implications. Thus, where as it has been theoretically analyzed that NGOs can reduce poverty through appropriate approaches, such as local people's participation, working in close relationship with local authorities and changing people's perceptions toward the development prospects of NGOs, this argument was found lacking in some respects. The evidence supporting this argument from the study was overwhelming. There is increased dependency syndrome from western donors to support the NGO projects. Unsustainable programs collapse as soon as donors cut off their funds: this is seen in the housing and sanitation program the organization had began and dismissed in 5 years ago. The use of pseudo-tokens and rhetoric participation is common. This results from the fact that key planning and decision-making regarding projects and beneficiaries, are pre-determined by the founders. This may encourage up-ward accountability and neglects key beneficiaries. There were elitist and corrupt NGO leaders with absolute powers over projects and programs. These were not only rigid in the way they dealt with beneficiaries but in how they related with local government authorities. There were poor working relations between the NGO and district authorities due to the fear of exposing the sources of funds. The NGO officials also fear that may lead to loss of funders to competing NGOs. Two conjectures suffice here: first, either the NGO did not want its funding sources to be known; or, second, some funders did not wish to be known beyond the groups they supported. Either way, this secrecy negates the notion of participatory development. This occurs because neither the beneficiaries nor the government actors in affected

areas can understand and engage meaningfully with both the funders, the funded, and beneficiaries. Thus, the NGO appears to create a parallel governance structure to the state while remaining too remote to be held accountable even by its very beneficiaries.

Consequently, since western donors have absolute decision-making powers, the proportion of the population which benefits from the organization was very small compared to the whole population in the district and therefore to the whole country. In addition, there was an element of religious discrimination: mainly, people who benefited from Compassion International's services and interventions belonged to one religious denomination (Anglican Protestants). While this is attributed to the fact that the NGO belongs to the same denomination, its isolation of non-Protestant poor households is intriguing. Similarly, far-to-reach poor people have no chance of being considered because the NGO mainly concentrates in urban areas. Beneficiaries must live near the NGO's project centers. There was also duplication of projects because of lack of harmony between different NGOs and government authorities. Most of the beneficiaries were not responsive to the programs because of rhetoric participation: these results into the unsustainability of NGO programs as evidenced by housing project.

It can, therefore, be summed up that the proliferation of NGOs is not a universal remedy to poverty reduction. They, instead, carry the flag that promotes dependency syndrome. This sustains poverty not only in Uganda but also in other developing countries. NGOs - especially International NGOs - come with westernized pre-determined goals and objectives to achieve other than poverty reduction in developing countries. For instance, it may appear as though Compassion International aims at three objectives unrelated to poverty reduction: sustaining dependence through gift-giving and non-self-sustaining programs and projects; religious discrimination through the systematic privileging of members of one religious community against others; and alienation of NGO-related development workers from government's development interventions on the ground through noncooperation between the NGO and local government.

However, due to continued poverty, NGOs whose overt objectives may not be related to development are allowed to operate under the guise of fighting against poverty and doing

humanitarian work. When they reach their operational areas (on the ground), the original westernized pre-determined goals take precedence over local priorities and realities irrespective of whether they help in reducing poverty or end up indirectly sowing seeds of discrimination and alienating other development practitioners. In simple terms, no single development approach – if ever such a program as Compassion International's can be so called - designed by outsiders can help to solve a local problem whatsoever. Likewise, NGO objectives designed by foreigners can hardly reduce poverty in Uganda let alone anywhere else in the developing world.

5.2 Recommendations

1. Compassion International needs to intensify its socio-economic empowerment programs so that beneficiaries can be equipped with knowledge to reduce poverty. The organization needs to improve vocational and life skills training such as in carpentry, crocheting, tailoring and bakery and higher education.
2. There is need for Compassion International to meet all the monetary expenses related to projects and programs executed. In case of need for local raw materials, beneficiaries should contribute locally available materials such as labour, stones and sand in case there is need for constructing a project office or kitchen or any other project that may deem to need their efforts, rather than demanding for money from beneficiaries.
3. There is need for the organization to allow for full and meaningful beneficiary participation. Involving beneficiaries in active participation allow them to make right choices of intervention and becomes responsive to such interventions. Consequently, sustainability of organizational projects may be enhanced and promoted, leading to poverty reduction.
4. Compassion International needs to grant full autonomy to the project centers so that they can plan and implement projects that suit local beneficiary needs. The NGO's country office should only perform the coordinating role between different projects in different districts but leave the projects to be determined by the independent project teams in each district. This is because some areas have unique needs that may need unique approaches.

5. Compassion International should devise means of motivating its employees intrinsically and extrinsically, especially those working in project centers and upcountry offices. The argument that “Compassion considers only the beneficiary - and more specifically a child - and the sponsor” is a self-defeating principle. The top management of the NGO needs to rectify this deceptive norm, if the organization desires to maintain its image in reducing poverty in the country.

6. NGOs need to expand on the number of beneficiaries in order to reduce poverty in the areas of their operation. For example, Compassion considers at least one beneficiary from each household considered as poor. In addition, such members should be living within the short distance from the project centre. However, it was established that some of the households had around 15 members per household. This meant that it may be hard for one beneficiary to help in reducing poverty in such a large family even if the principle of trickle-down effect were to apply.

7. Proper coordination between the district local government and the NGOs is paramount in poverty reduction processes. Poor coordination between Compassion International and the district local governments leads to duplication of projects in the district. Both parties should expose their work plans to each other so that the problem of duplication is minimized.

8. There is need for NGOs to improve monitoring and evaluation strategies for the projects they implement for sustainability reasons. From the field, the researcher discovered that beneficiaries sleep with their animals in the same house. Animals destroy houses. This is also dangerous in terms of human health, for human beings sleeping with animals could catch certain complicated animal infections that may defy conventional human health services management. It is therefore the responsibility of the organization to monitor, evaluate, train and encourage beneficiaries to maintain hygiene. This would go hand in hand with sensitizing them about the rights and responsibilities of every beneficiary in the organization. This would enable key beneficiaries to have a sense of responsibility, hence promoting project sustainability and sustainable poverty reduction.

9. In order to reduce poverty, in addition to holistic approaches, the NGO needs to tackle it dynamically, strategically and comprehensively. This is because poverty is a multidimensional phenomenon that needs a multidimensional approach. There is a need to look at other categories of needy people in the society such as the elderly, widows and disabled persons, rather than placing emphasis on one category. Children that Compassion supports, for instance, just comprise a single element among many that need to be supported to realize the meaningful achievements of the NGO in reducing poverty in the country.

10. There is need for Compassion International to resume some of the programs that had been halted, such as constructing houses and providing plastic water tanks to the beneficiaries. Basing on the responses from the key beneficiaries, the program on housing and water tanks was the most important program. However, it no longer exists since five years ago. Although most of the beneficiaries were still thankful to what they were getting, they had hope that if the aforementioned programs were resumed, then, the problem of poverty would perhaps face its exit in the district. While development is a process – a lengthy one at that – NGO interventions which take it to be a short-term issue miss the mark.

11. Finally the government should intensify accountability mechanisms of NGOs to beneficiaries. NGOs should behave in a manner that they can justify or defend. But for them to do this, there needs to be mechanisms that hold them or answer or to account. For instance, if the state is accountable to the citizens/electorate through elections and laws; what happens if NGOs do not deliver on their promises? Whom do they report to?

5.3 Areas for further Research

NGOs and accountability, Legitimacy and Representation of the Poor

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APPENDICES
QUESTIONNAIRES, FGDs AND INTERVIEW GUIDES ON NGOs AND POVERTY
REDUCTION IN UGANDA: A CASE OF COMPASSION INTERNATIONAL IN
KISORO DISTRICT

A QUESTIONNAIRE FOR BENEFICIARIES (60 PARTICIPANTS)

Age..... Sex.....Level of education.....
 Marital status.....Religion.....
 Occupation.....Village.....
 Sub-county.....District.....

NO Question Coding Category Code

1	How many family members live in this household?		
2	What is the major source of income and livelihoods?	Farming Formal employment Business/ trading Others, specify	1 2 3 4
3	Which condition (s) qualifies your household as a beneficiary? (Multiple choices allowed)	Landlessness Widow/widowed Disability Orphanage Lack of food Lack of shelter	1 2 3 4 5 6
4	How many school going children live in this household?	Give complete numbers	
5	How many children go to school	Give complete number	
6	What are the most pressing needs of your household?	Food and nutrition Shelter Health care services Education Clothing and beddings Others, specify	1 2 3 4 5 6
7	How many meals do you take a day? What about children below 10 years?	Give complete number	
8	If less than two, why? For children, if less than three why?	Lack of enough food Family norm Save food for another day Others, specify	1 2 3 4
9	Has any of the household members suffered any illness necessitating any medical attention in the last two months?	Yes No	1 0
10	If yes, did the household seek healthcare of any form?	Yes No	1 0

FOCUS GROUP DISCUSSION QUESTION GUIDE (20 BENEFICIARIES)

Household needs and problems

1. What common problems do you face in your households?
2. What are your most pressing needs?
3. Which needs has Compassion International been meeting in your households?
4. How has Compassion been helping you to meet these needs identified above?
5. Do you feel Compassion International is addressing your most pressing needs and problems very well?
6. If not, what do you think is going wrong?
7. Are there needs you feel have not been met by Compassion International in your households? Which needs are those?

Household targeting and Participation

1. How was your household selected to be supported by Compassion International?
2. Do you pay any money or items to be considered as beneficiaries of Compassion International?
3. Do you feel that the support offered by Compaassion is benefiting you? If yes, how? If no why?
4. How do you manage the support offered to you by Compassion International?
5. Do you attend meetings as beneficiaries of Compassion International? If yes, how often? If no, why? And who attends?
6. If yes, what type of meetings do you participate in? (you may tell them different types of meetings to choose e.g, general or consultative meetings).
7. If one of the types, why the particular one?
8. Do you feel your opinions, ideas and suggestions are taken seriously? If yes how? If no, why?
9. Is there a time when you can refuse any project implemented by Compassion International that you do not need? If yes, have you ever refused one? If no, why not?
10. What are the key achievements of Compassion International in this Sub-county?
11. How do you feel these achievements are helping to reduce poverty in your sub-county?
12. What particular problems has Compassion faced in the process of implementing projects in this sub-county?
13. In your opinion, what measures do you feel should be taken to curb down these problems.

KEY INFORMANT INTERVIEWS

COMPASSION INTERNATIONAL AND LOCAL GOVERNMENT OFFICIALS (20 KEY INFORMANTS)

Interview question Guide for Compassion International Officials

Instructions: answer appropriately and in details

1. What does Compassion International stand for in Kisoro district?
2. How does the organization achieve what it stands for?
3. Do you feel Compassion International is using appropriate measures to reduce poverty in Kisoro district? If so how?
4. Which category of beneficiaries does the organization normally deal with in kisoro district?
5. How many households in kisoro district have benefited from Compassion International support?

6. On average, how many members of the household benefit from Compassion International support?
7. How does Compassion International select these households for support?
8. Do beneficiaries contribute any money or item (s) for being considered as members to benefit from Compassion International?
9. What did Compassion International base on in establishing fifteen field project offices in less than six sub-counties out of fourteen sub-counties in the whole district?
10. Do you invite the beneficiaries for the meetings? How often and what do you call them to discuss with you?
11. How do beneficiaries understand that Compassion International has taken their decisions and opinions seriously?
12. On average, how much does Compassion International budget on each beneficiary?
13. How much does Compassion International budget for each CDC?
14. Who determines planning and implementation of Compassion International programs?
15. How do you ensure that you are guided by government policies and district plans in reducing poverty at household level?
16. What are the major problems do you, as Compassion International face in supporting the beneficiaries in Kisoro district?
17. How do you overcome these problems?

Working Relations between Compassion International and Kisoro District

18. How does Compassion International relate with the district and sub-county local governments in its poverty reduction programs?
19. How do you harmonize your programs with that of the district and sub-counties where you operate?
20. How has compassion's way of relating with the local governments affected your performance in reducing poverty?
21. Do local governments have control over what you do as Compassion in poverty reduction programs? If yes, how? If no, why?
22. Does the district and Compassion International expose work plans and budgets to each other regarding activities to be implemented? If yes, how do you do it? If not, how do you harmonize the activities?
23. How do you make sure that Compassion International is not implementing what the district has or is planning to implement in the district?

INTERVIEW QUESTION GUIDE FOR DISTRICT OFFICIALS

Instructions: answer appropriately and in details

1. What do you call poverty in Kisoro district?
2. What is kisoro district doing to reduce poverty in the district?
3. To what extent have international NGOs like Compassion complemented the efforts of the district to reduce poverty?
4. How has the organization planned and managed poverty reduction programs in kisoro district?
5. How can you compare the state and quality of life of those households in sub-counties that benefit from the organization and those households from sub-counties that do not benefit?
6. Why do you think poverty is still a problem in the district despite efforts by government and other development partners?
7. What are the approaches of Kisoro District in relation to reducing poverty in the district?
8. How well do these approaches guide the district in its planning, implementation and evaluation of poverty eradication projects?
9. How did the district arrive at these approaches relating to poverty reduction?
10. Do Compassion International and other development partners aware of these approaches for reducing poverty in the district?
11. How well is Compassion International guided by the frameworks of approaches set up by the district in reducing poverty?
12. What are people's perceptions and attitudes towards these approaches in reducing poverty?
13. Does the district and Compassion International expose work plans and budgets to each other regarding activities to be implemented? If yes, how do you do it? If not, how do you harmonize?
14. How do you ensure that Compassion and other NGOs do not duplicate projects that you plan or have implemented?
15. Do you monitor and evaluate poverty reduction projects implemented by NGOs in the district? If yes, how do you monitor and evaluate them? If not, why?
16. What are the major contributions of Compassion International in poverty reduction in Kisoro district since its introduction in the district?
17. How do you assess and measure these contributions in poverty reduction mentioned above?
18. What are the major weaknesses of Compassion International in reducing poverty in Kisoro district?
19. What are the major challenges of compassion international in reducing poverty in Kisoro district?
20. How do you as a district official feel, these weaknesses and challenges can be controlled?
21. What are the general recommendations would you give on how Compassion International can maximize their potential in reducing poverty in the district?