

**DONOR FUNDING AND PERFORMANCE OF NON GOVERNMENTAL
ORGANISATIONS IN NORTHERN
UGANDA**

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**A THESIS REPORT PRESENTED TO THE COLLEGE OF ECONOMICS AND
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DECLARATION

This thesis report is my own original work and has not been presented for the degree or any other academic award in any University or institution of learning

Sign:Nawal Jema..... Date16-5-2017.....

APPROVAL

I do hereby certify that the research of Nawal Jama Mohammed has been submitted for university examination in partial fulfillment of the requirements for the award of degree of Business administration NGO management of Kampala International University, with my approval as a supervisor.

Sign: 

Date: 16/05/2017

Dr. Wandiba Augustine

(Academic Supervisor)

DEDICATION

I dedicate my research report my father and my mother Jama Mohamed and Mother Hinda Mohamed for their commitment to my upbringing including educational support May almighty accord you reasonable value.

ACKNOWLEDGEMENT

In the first case I would like to accord gratitude to almighty God who has accorded me all I possess.

I am profoundly grateful to my Supervisor Dr. Wandiba Augustine who assisted in various ways to make this project a success through supervision.

I wish to however still first and foremost to express the great deal that I owe to my supervisor, whose suggestions and patience helped me greatly to bring this project to a successful completion.

Secondly, I wish to say special thanks to my special brother and Sisters

I acknowledge contribution of my friends among others for their moral support throughout my education and especially during the writing of this project work.

LIST OF ABBREVIATIONS

NGOs	Non Governmental Organisations
USA	United States of America
UK	United Kingdom
UN	United Nations
RDT	Resource Dependency Theory
CBO	Community Based Organizations
LRA	Lord's Resistance Army
CIDA	Canadian International Development Agency
DFID	Department of International Development
UNDP	United Nations Development Program

ABSTRACT

The study is to evaluate the relationship between donor funding and performance of selected NGOs in northern Uganda. The study based on the objectives of assessing the effect of international donor funding on the performance of NGOs in Northern Uganda, examine the influence of national donor funding on performance of Nongovernmental organizations and to establish the effect of local donor funding on performance of NGOs in Northern Uganda. The study problem was poor performance attributed to funding where some NGOs report that poor funding account for the low levels of NGOs performance in Northern Uganda, the African youth network and War child Canada whose major objectives are to recover the people previously affected with war are not an exception. The study adopted a descriptive survey design in analyzing donor funding and performance of NGOs in Northern Uganda, the study was based on a target population of 178 with the sample population of 123 who were attained using purposive sampling method of data collection. The study findings were that international donor funding had a significant relationship with performance of the NGOs. On the second objective national funding had a significant relationship with the performance of NGOs in northern Uganda while in the third objective there was also a significant relationship between the local donor funding and performance of the NGOs in northern Uganda. The study concluded that donor funding for the nongovernmental organizations in northern Uganda is low and inadequate. It further implies that the state of funding that is available on international, national and local levels is not so appropriate hence the need to improve the status quo for the funding in order to improve performance. The researcher recommends that there is need to improve the state of donor funding through improving international lobbying. Monitoring must be achieved at the lowest possible cost to society that is compatible with a satisfactory level of protection, improving the lobbying by establishing bilateral supports, line ministries also have an interest in ensuring a minimum of coordination between the activities of multiple NGOs in their sector of interest, improve the efficiency of the NGO sector, grant agencies should encourage a transparent grant allocation process based purely on merit, cost-effective monitoring must build on existing forms of monitoring need to establish the national policy framework that can guide the nongovernmental organizations.

TABLE OF CONTENTS

DECLARATION	vi
APPROVAL	vii
DEDICATION.....	viii
ACKNOWLEDGEMENT	ix
ABSTRACT	xi
CHAPTER ONE.....	1
INTRODUCTION	1
1.0 Introduction.....	1
1.1 Background of the Study	1
1.1.1 Historical Perspective	1
1.1.2 Theoretical Perspective.....	2
1.1.3 Conceptual Perspective.....	3
1.4 Contextual framework	4
1.2 Problem statement.....	5
1.3 Purpose of the study.....	5
1.4 Specific Research Objectives.....	5
1.5 Research Questions	6
1.6 Scope of the study.....	6
1.6.1 Subject scope	6
1.6.2 Geographical Scope	6
1.6.3 Time Scope	7
1.6.4 Theoretical Scope.....	7
1.7 Research Hypothesis	6
1.8 Significance of the study.....	7
1.9 Operational definitions of Key terms.....	7
CHAPTER TWO	9
LITERATURE REVIEW	9
2.0 Introduction.....	9
2.1 Theoretical Review	9

2.2 Conceptual framework.....	11
2.3 Related Literature.....	12
2.3.1 International donor funding and performance of NGOs.....	12
2.3.2 National Donor funding and performance of NGOs.....	14
2.3.3 Local donor funding and performance of NGOs	15
2.4 Related studies on Donor funding and Performance of NGOs in Uganda	17
CHAPTER THREE	21
METHODOLOGY	21
3.0 Introduction.....	21
3.1 Research design	21
3.2 Research Population.....	21
3.3.1 Sample size	21
3.4 Sampling Procedure	22
3.5 Data source.....	23
3.5.1 Primary data	23
3.5.2 Secondary data	23
3.6 Methods of data collection.....	23
3.6.1 Questionnaires.....	23
3.6.2 Interviews.....	23
3.6.3 Document review	23
3.7 Research instruments	23
3.7.1 Questionnaires.....	23
3.7.2 Interview Guide	23
3.7.3 Document review	24
3.8 Validity and reliability of research Instruments.....	24
3.8.1 Validity of the instrument	24
3.8.2 Reliability of the research instruments	25
3.9 Data analysis and presentation.....	25
3.10 Ethical consideration.....	26
3.11 Limitations and Solutions	26
CHAPTER FOUR	28

DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	28
4.0 Introduction.....	28
4.1 Demographic Information.....	28
4.2 Effect of international donor funding on Performance of NGOS in Northern Uganda.....	31
4.2.1 Effect of international donor funding on Performance of NGOS in Northern Uganda....	31
4.3 National Donor funding and the performance of NGOs of Northern Uganda (n=123).....	34
4.4 Effect of local donor funding on the performance of NGOs of Northern Uganda	39
4.5 Relationship between the variables as per the research objectives.....	41
CHAPTER FIVE	44
DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS	44
5.0 Introduction.....	44
5.1 Discussion of findings.....	44
5.2 Conclusion	46
5.3 Recommendations.....	47
5.4 Areas of further study	49
REFERENCES	50
Appendix A: Research questionnaire	53
Appendix ii: Interview Guide	56

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study conducted on the impact of donor funding on the performance of Non Governmental Organizations in Northern Uganda. This chapter presents background of the study, statement of the problem, purpose of the study objectives, research questions and scope of the study, hypothesis of the study, significance of the study and operational definitions of key terms.

1.1 Background of the Study

The background of the study was built through historical, theoretical, conceptual and contextual perspective. The analysis of the background will take these different perspectives as discussed in the perspectives below.

1.1.1 Historical Perspective

The last decade has been marked by an increased involvement of non-governmental organizations in the development process. This in part reflects frustration and impatience with what is perceived to be the failure of governmental development assistance either to generate growth or to reach the poor. In addition, the past decades have witnessed an increase in the official aid to NGOs, with the United States contributing nearly 50% of the funds to NGOs. Between 10 -15% (approximately 6 billion dollars) was provided in support to development projects and programs to NGOs (ODI, 1996). From 1975 to 1988, the level of total overseas development assistance increased by 43% from US \$ 27.3 to 48.2 billion, 11% growth from 27.3 to 30 billion dollars and between 1980 to 1988, and the amount of aid allocated to NGOs rose from US\$1.04 to 2.13 billion (Alan Fowler, 1992:p.17). Quoting the Overseas Development Institute, Fafchamps and Owens (2009) noted that NGOs in 1992 distributed between 10 and 15% of all aid to developing countries. DFID allocates 8 % of its funds to NGOs, and the US government transfers 40% of its aid program through NGOs. In the ten years between 1984 and 1994, the British government increased its funding to NGOs by almost 400% to £ 68.7 M. (Turary, 2012)

Given the increasing importance of the NGO sector in Africa in terms of numbers and funding by donors, and given their potential for delivering services to the poor, a thorough analysis of the sector is overdue. Evidence suggests that there has been strong growth of NGOs in this region

(e.g. Anheier & Salamon 2006, Wallace, Bornstein & Chapman 2007). Presumably partly in response to this growth, a number of African countries - including Nigeria, Zimbabwe, Kenya and Uganda - have recently implemented new monitoring or regulation frameworks for the sector. This makes this paper pertinent to all African countries seeing growth in this sector. A major reason for the limited work to date is a lack of representative data on the structures, finances and activities of NGOs. Access to such information is extremely difficult due to government sensitivities. The Ugandan government, however, has been willing to support surveys of this sector. Uganda is a good example of a growing and dynamic African NGO sector, and insight into this sector will be able to guide policy throughout the continent (Branch, 2011).

In Uganda, the growth of the NGOs sector goes back to the 1970.s and 1980s when many NGOs came in to fill the gap left by the collapse of government. The movement was first initiated by faith-based organizations, principally large established churches. This movement was subsequently reinforced by international NGOs, before being relayed by governmental donors and, more recently, by the Ugandan government itself. NGOs obtain resources in a variety of ways. Some resources are raised in cash financial grants, membership fees. Other are raised in kind volunteer work, complimentary use of equipment and facilities. In the case of Uganda, Barr, Fafchamps and Owens (2009) have shown that international grants are by far the major source of funding for the domestic NGO sector as a whole. They also point out that, among small NGOs, membership fees and donations play an important role. This raises the possibility that the local NGOs that receive donor funding are in some fundamental sense different from NGOs that attract voluntary contributions from nationals.

1.1.2 Theoretical Perspective

The study was based on resource dependency theory advanced by Pfeffer and Salancik (1978). Resource dependence theory (RDT) maintains that organizations are resource-insufficient; they strive to acquire and sustain resources from their external environment. Pfeffer and Salancik argue that resources are controlled by external actors who exert demands on the organization. These actors perceive certain advantages in their relationship with the organization and exercise power through control over resources. The heavier the dependence on external resources, the more the demands of particular actors controlling these resources are influential. The challenge is for the organization to proactively and effectively manage incompatible and competing demands.

In relation to the current study on the funding constraints for NGOs, rely more on external funders, face instability in the flow of funding, and deal with volatile demands. Accordingly, organizational behavior is a reflection of the NGO's management of its dependence on an external resource and the ensuing demands of a donor controlling the resources. The magnitude of resource dependence often determines the behavior of an NGO. Therefore we expect that NGO characterized with high resource dependency to comply with donor interests while those who fail to match the demand of donors face funding constraints.

1.1.3 Conceptual Perspective

Donor funding refers to the process through which organizations, individuals, nations and bodies give grants to organizations and sometimes individuals within a policy framework that reflects the mandate of the organization. The most common institutional donors are government and inter-governmental organizations, and private foundations or other grant-giving non-governmental organizations (NGO) (Mukasa, 2006).

According to Helen Cunt and Sujata (2005) the term “Local Non-Governmental organization (NGO)” refers to local indigenous organizations that include national NGOs, Faith-Based Organizations (FBOs), and Community-Based Organizations (CBOs) whose activities fall within the functional categories of advocacy and service delivery. Such organizations are owned and run by nationals. They are formed on their own initiative, rather than donors in response to the plethora of development problems confronting their country (Turary, 2002)

Non Governmental Organizations means organizations that are not a part of a government and are not conventional for-profit businesses. In this case nongovernmental organization's operation is driven by the motive of stimulating social service delivery in the places they are established. (Vilain (2006)

NGOs are those organizations that are established to provide voluntary services including religious, educational, literary, scientific, social or charitable services to the community or any part thereof (Vilain, 2006). Since the end of the cold war, NGOs have emerged as the major actors in the fields of humanitarian relief, social service delivery and human rights advocacy.

Service delivery is getting services as effectively and quickly as possible to the intended recipient. In most instances service delivery implies a degree of excellence on the part of the organization, and is a hallmark of economies that have moved past the production phase. This has the dimensions of quality, cost and timely delivery. (Thomas, 2012). Community need fulfillment means the possibility of the NGOs to intervene and provide the needs of the community depending on evaluations to determine what is effectively needed by the community.

Attainment of goals and objectives means the capacity of the NGOs to attain the initial or yearly set targets as required by the NGOs on the monthly, yearly or predetermined period of time.

1.1.4 Contextual framework

The civil war in Northern Uganda mainly related to activities of the Lord's Resistance Army (LRA), and the Ugandan Military from 1987 to 2006. This insurgency resulted in casualties of estimated. However there are substantial regional disparities in development figures and outcomes with Northern Uganda being one of the least developed regions of the country (Branch, 2011). The prevalence of the war has forced different interventions in forms of NGOs and CSOs efforts to provide remedy for the people in the suffering region. The role and experience of NGOs in Northern Uganda has changed substantially over the past ten years. The post conflict environment in Uganda, as elsewhere attracted a large amount of humanitarian aid. In the aftermath of the humanitarian imperative, moving into the development phase, there has been a substantial reduction both in the volume of aid money entering the region, but also (and obviously related) in the number of aid organizations operating.

NGOs in Northern Uganda work on a task or issue for which the possibility of raising local funds is limited. In order to pursue their specific agenda, these NGOs must turn to grant funding. Although such a phenomenon may arise in certain countries, it is unlikely to account for the pattern observed in our data. The overwhelming majority of surveyed NGOs remain unspecialized, adopting a holistic approach to development (Barr, Fafchamps & Owens 2005). So if local funds for certain types of activities were limited, the overwhelming majority of surveyed NGOs couldn't in their large portfolio of self-professed interests an activity that suits local benefactors. In fact, this is precisely what most NGO do with respect to international donors. Another possibility is that NGOs reduce local fund raising in the form of user fee in

order to increase beneficiary demand for their services. This could generate a negative relationship between grant funding and income from user fees.

1.2 Problem statement

The emergence of the NGOs world over has been brought by the deficiencies in government's role in providing utmost resource and services to the people. The NGOs in Uganda have been operating since the 1970s with the intension of delivering services to the people. Despite these the different categories of NGOs in Uganda operate with deficiencies (Barr, 2003) also note that most of the NGOs's performance continue to reduce despite the donor funding provided, Fernand (2006) further argues that, external financing tends to impose some degree of constraint on local NGOs. The NGOs in Northern Uganda whose major intention was to deliver the people from the Lords' Resistance Army rebels continue to perform poor with characteristics of failure to deliver services effectively, poor work man ship, low levels of client recruitment and failure to attain the set goals and objectives(NGO Forum 2013). This poor performance has been attributed to funding where some NGOs report that poor funding account for the low levels of NGos performance in Northern Uganda, the African youth network and War child Canada whose major objectives are to recover the people previously affected with war are not an exception. The purpose of this research was to conduct an inquiry and establish whether and how performance of NGOS is affected by donor funding in Northern Uganda.

1.3 Purpose of the study

The purpose of the study was to establish the relationship between donor funding and performance of selected NGOs in northern Uganda

1.4 Specific Research Objectives

- 1) To determine the relationship between international donor funding and the performance of NGOs in Northern Uganda
- 2) To examine the relationship between national donor funding and performance of Nongovernmental organizations in northern Uganda.
- 3) To establish the relationship between local donor funding and performance of NGos in Northern Uganda.

1.5 Research Questions

- 1) What is the relationship between international donor funding and performance of NGOs in Northern Uganda?
- 2) What is the relationship between national donor funding and performance of Nongovernmental organizations in northern Uganda?
- 3) What is the relationship between local donor funding and performance of NGOs in Northern Uganda?

1.6 Research Hypothesis

H_0 There is no significant relationship between international donor funding and performance of NGOs in Northern Uganda

H_0 There is no significant relationship between national donor funding and performance of Nongovernmental organizations in northern Uganda?

H_0 There is no significant relationship between local donor funding and performance of NGOs in Northern Uganda

1.7 Scope of the study

1.7.1 Subject scope

The study focused on donor funding and NGO performance: the Donor funding took the dimensions of international, national and local funding while performance were measured in terms of goal attainment, delivery of intended services and relevance to community.

1.7.2 Geographical Scope

The study was conducted in the two big NGOs located in northern Uganda. These were African youth network located in Lira town P.O Box 981, Lira, Plot 12, Otim Tom Road, Junior Quarters, Adyel Division, Lira, Lira AYINET is a network of African youth movements, organizations, activists and individuals who are committed to cause changes in the current unequal opportunities in political, social and economic participation in African countries and War child Canada P.O Box 275, Gulu, Plot 9 Erinayo Oryema Road, Kanyagoga, Bar Dege Divison, Gulu Municipality, Gulu. These NGOs are of international nature and host a reliable capacity for operation in the life of people of Northern Uganda.

1.7.3 Time Scope

The study was conducted for the period of 4 months; the organizational data was captured for the period of 8 years that is to say 2004-2015. This time is appropriate for the collection of appropriate information.

1.7.4 Theoretical Scope

The study was based on resource dependency theory advanced by Pfeffer and Salancik (1978). Resource dependence theory (RDT) maintains that organizations are resource-insufficient; they strive to acquire and sustain resources from their external environment. Pfeffer and Salancik argue that resources are controlled by external actors who exert demands on the organization.

1.8 Significance of the study

The study will help identify the reasons for the collapse of many local NGOs in the region and come out with appropriate recommendations for alternative solutions facing local NGOs in Uganda.

The study findings and recommendations that will emerge from the study will serve as a spring board to generate interest for further research into the performance of NGOs in Uganda. This stems from the fact that development challenge is a multifaceted phenomenon and no one research is capable of addressing it in full.

From academic viewpoint, the research work will be of great benefit to various levels of educational institutions within and outside the country, especially the universities as reference material for further studies and research work on NGOs operations and sustainability.

The study will contribute to the existing literature on challenges facing local NGOs and to the body of academic knowledge. The findings of the study shall therefore be put at the disposal of students and other researchers in development work for reference purposes, hence it will add to the body of knowledge.

1.9 Operational definitions of Key terms

Donor funding is the process through which national/ international or any other body or organization provides funds to an organization with the purpose of supporting the operations of the organization(s)

International donor funding involves the provision of financial aid to bodies of international nature that provides funds for supporting the existence of one or two organizations.

National donor funding involves provision of funds from the government or government affiliated institutions in the country to the organization of need (NGOs) to support their day to day operations

Local donor funding involves the provision of funds by an individual or agency to another (NGOs) for the purposes of streamlining the operations of that particular NGOs

Performance of NGOs means the rate through which an organization of humanitarian nature effectively operates and delivers to its set goals.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the theoretical framework, conceptual framework, review of literature based on the objectives and related studies on the purpose of the study/ general objective.

2.1 Theoretical Review

The study was based on resource dependency theory advanced by Pfeffer and Salancik (1978). Resource dependence theory (RDT) maintains that organizations are resource-insufficient; they strive to acquire and sustain resources from their external environment. Resource dependence theory (RDT) is concerned with how organizational behavior is affected by external resources the organization utilizes, such as raw materials. The theory is important because an organization's ability to gather, alter and exploit raw materials faster than competitors can be fundamental to success. The theory originated in the 1970s with the publication of "The External Control of Organizations: A Resource Dependence Perspective" by Jeffrey Pfeffer and Gerald R. Salancik.

Prior theorists had argued for the relevance of inter-organizational power to strategy and structure (e.g., Thompson, 1967), but resource dependence theory added an elaborate catalog of organizational responses to interdependence that could inform empirical work. The basic theory might be summarized by a piece of advice to top managers: "Choose the least-constraining device to govern relations with your exchange partners that will allow you to minimize uncertainty and dependence and maximize your autonomy." The array of tactics described by the theory forms a continuum from least- to most-constraining. If dependence comes from relying on a sole-source supplier, then an obvious solution is to find and maintain alternatives. (This is, of course, standard practice in manufacturing.) Growing large in and of itself is also a potential source of advantage particularly if one grows too big to fail, a tactic that has served several giant American financial institutions well recently.

One of the major contributions of RDT was to bring issues of power to the forefront of organizational studies (Pfeffer, 2003); as such, we also analyzed the citation counts of Emerson's

(1962) classic article, “Power-dependence relations,” which took a more abstract approach to power among “actors” (broadly construed). As of July 2008, *External Control* had been cited 3,334 times over the 30 years since its publication, making it one of the most highly cited works ever in the study of organizations. “Power-dependence relations” was cited roughly 1,000 times Over 46 years, 145 of which occurred prior to the publication of *External Control* in 1978. A total of 236 publications cite both works. *External Control*’s impact is derived not only from its influence in Management and other business fields, such as Marketing and Human Resources, but also in how its arguments and concepts have spread to other disciplines beyond management and sociology.

Jeff Pfeffer (2003) contend that resource dependence theory has been reduced to a metaphorical statement about organizations” (2003: xvi). One explanation for this is the absence of empirical examination and clarification of the theory’s basic premises. In the section that follows, we highlight some of the efforts taken to address this issue, which have led to a “recent renaissance of resource dependence theory.

Resource dependence theory also argues that in situations of uncertainty, one strategy is to put representatives of competitors, key suppliers or customers on the board as a means of cooperation. As we argued earlier, and Jeff Pfeffer himself has admitted (2005: 450), the theory has not had much success in explaining patterns of corporate interlock behavior.

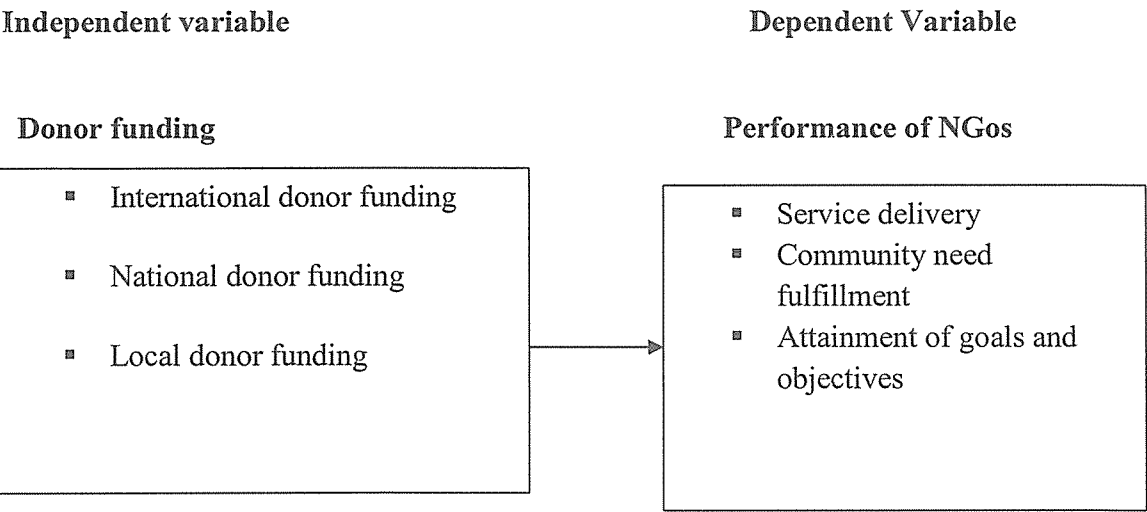
External Control of Organizations focuses considerable attention on the ways in which firms become constrained by their environment and the strategies they can employ to manage these dependencies. Because the theory focuses upon the dependent firm, a natural question which arises is, “How do powerful firms exercise their influence and what tactics do they employ to avoid being co-opted by their dependents.

Casciaro and Piskorski (2005) reanalyze Pfeffer and Salancik’s concept of interdependence. Pfeffer and Salancik argue that mutual dependence and power imbalance combine to create interdependence a notion challenged by Casciaro and Piskorski. In a study on merger and acquisition activity, these authors argue that power imbalance and mutual dependence have *opposing* effects on the propensity for firms to engage in mergers and acquisitions. By separating

and measuring power imbalance and mutual dependence independently, the authors find that power imbalance is an obstacle in M&A activity while mutual dependence drives M&A activity

2.2 Conceptual framework

This is a diagrammatic representation of variables. The framework shows the linkage of variables under their measurable units.



Source: DeVised from Literature review.

The conceptual frame work above shows the great relationship between dependent and independent variables. The independent variable is viewed through international, national and local donor findings. The dependent variable performance is measured through service delivery, community need fulfillment and attainment of goals and objectives, the attainment of these is a fulfillment of the performance of the NGOs. This has a direct relationship with performance of NGOs in Uganda. The operation of NGOs is in the dimension of funding, the funding of international donors are attained from international bodies like World bank, United nations among others, it can also be attained from the developed countries or even under developed countries through a contribution as states to support activities of given organizations like NGOs in Uganda.

The national donors come from the ministries, government officials and politicians who have committed to the provision of the NGOs growth in operations. The locals also provide a hand that supports the performance of NGOs in their operations.

2.3 Related Literature

The review of related literature was done basing on objectives

2.3.1 International donor funding and performance of NGOs

ODI paper (1995) reports that the dominant type of NGO activity funded by donors remains projects and programs put forward for funding by the NGOs themselves". The significance of resources for the survival of an NGO is a robust and widely cited in the non-profit organizations literature (Pfeer and Salancik, 1978; Hager, 2001; Fernandez, 2008). Burger and Owens (2011) show that survival depends on receiving a grant rather than the effectiveness of the NGO, concluding that no market mechanism appears to exist in the Ugandan NGO sector.

To describe the sector we collected additional information on the sources of funding indirectly (not available in the survey). From trawling through Annual reports and websites we collected information on the identity of their main funders. Of the 412 NGOs in the sample 60% (245) had websites. From the websites 207 reported information on their sources of funding (38 with websites reported no information on funding source).. Sources of institutional funding to Ugandan NGOs can be characterized by institution and country. We identified three core institutions: governments, charities and churches. By country the USA, UK and Netherlands were the most common countries giving to Ugandan NGOs. This reacts their larger aid donations reported in Table (1). The majority of NGOs reported only one source of funding. However, one NGO reported 15 sources⁹. Funding from international donors including bilateral donors (such as USAID, DFID, CIDA), and multilateral donors (such as the UN, World Bank, EU) accounted for the main source of funding for 34% of the sample (see table (3) columns 1 and 2 which reports the main source of funding and then all other sources).

Funding from other charities accounted for the main source of funding for the majority of our sample 48%. This category includes large international charities, such as OXFAM and The Red Cross, but also smaller charities with a specific interest (such as Birdlife International). Finally, churches which included Evangelical churches, Muslim organizations and other Christian groups were the main source of funding for 18% of the sample. Despite the large and growing role played by institutional donors in funding NGOs, to our knowledge, there is little evidence in the literature on whether they follow any selectivity criteria in allocating funds.

According to a study on the perspectives of European Development Cooperation, bilateral donors discussing their funding practices and policies, they all acknowledge the importance of NGOs and report similar attitudes towards transparency. For example, the Development Cooperation Ireland (DCI) claim that given their recent expansion in terms of channeling aid via NGOs they are now expecting a greater level of evaluation and more reporting on NGO activities. Similarly, Spain since 1997 has instituted a planning and evaluation once whose activity is to monitor subsidies and funding to NGOs based on their project implementing activities and evaluation of their performance. In the late 1990s the Belgian Ministry of Foreign Affairs moved towards an ex post evaluation of programs and activities of NGOs. They introduced external experts to assist NGO administrators to evaluate their programs. They argue that many NGOs run by a few well-intentioned individuals but with no professional task to speak of and barely equipped to perform their assigned tasks adequately" and thus they conclude that these NGOs should gradually be removed from the list of those receiving funding.

The involvement of NGOs in humanitarian interventions is also well documented. The extensive works of the International Center for Not-for-Profit Law and of the Johns Hopkins University Institute for Policy Studies have extensively reported and advocated the role of NGOs as expressions of civil society and have emphasized their importance in the democratization process (e.g. Salamon, Anheier, List, Toepler and Sokolowski 1999, ICNL 1995, Simon 1995).

A study conducted by Barr and others in 2004 found out that three large NGOs had received half of the total revenue in the sample while thirty NGOs accounted for 90% of the total revenue of sampled NGOs. In terms of the sector as a whole, grants received from international NGOs are the largest source of funding, accounting for nearly half of total funding in 2001. Grants from bilateral donors is the next largest category with grants from local government the third largest source of grant funding to the sector. Small NGOs, however, are less likely to receive funding from these three sources and more likely to depend on non-grant income. Their grant income is also more dependent on Ugandan NGOs and government

2.3.2 National Donor funding and performance of NGOs

Concerning local donors, the Ministry of Internal Affairs of Uganda in a recent policy document (National NGO Policy, 2010) sets out a framework to strengthen the relationship between the NGO sector and the Government through enhancing capacities and effectiveness in areas of service delivery, advocacy and community empowerment. In particular, the NGO Board within the MOIA notes it will be responsible for registration, regulation, monitoring and overseeing activities of NGOs. In addition, the Local Government Councils will also be given the responsibility of monitoring and coordinating activities of NGOs. According to these reports and statements, both types of institutional donors are calling for more monitoring. An adherence that emerges from the corresponding of reports is the increasing emphasis by international donors on conditioning funding on efficiency, as opposed to local donors whose language is more geared towards collaboration. A query is whether donors in reality have the capacity to implement their stated objectives or whether the Samaritan's dilemma often claimed to be responsible for the failure of foreign aid conditionality, could also be in play when it comes to funding an NGO.

The UNDP (1993 cited in Lotsmart 2007) noted that one-third of NGOs funding come from governments through varied degrees such as subsidies, government grants, and contracting. Exemptions from taxation can be considered a government subsidy. During the last term of Clinton (United States President, 1993 -2000) administration for example, the White House support to NGOs increased from 13 percent to 50 percent through USAID assistance. In addition, most embassies of developed countries residing in the developing countries fund local NGOs (Lotsmart, 2007). Barr *et al.*, (2005) in their study of local NGOs in Uganda identified that the NGO sector grants received from international NGOs accounted for nearly half of the total funding in 2001 in Uganda. Grants from bilateral donors are the next most important source with grants from the local government being the third. The average NGO is less likely to receive funding from these three sources and more likely to depend on non grant income. Furthermore the authors discovered that the local NGOs derived very little revenue from members and non-members, with only 2.5 percent of all funding coming from these sources.

After a brief review of the literature, we begin by discussing the relationship between governance and monitoring issues and the structure and activities of the NGO sector. To guide the discussion, we contrast the governance systems put in place in developed countries with the

needs and realities of developing countries such as Uganda. We then present our data collection methodology and the main characteristics of the Ugandan NGO sample. The resulting data on NGO activities and resources are presented in detail, before turning to governance issues, with a special focus on monitoring and oversight.

2.3.3 Local donor funding and performance of NGOs

On self-generated income the authors identified that only one-third of NGOs own a business, the profit of which is used to finance NGO activities. Again Barr et al (2005) observed a high concentration, with a small number of NGOs accounting for most of these businesses. The types of business run by Ugandan NGOs according to the authors are extremely varied, with farming, restaurants and retail outlets being most common. Business income, fees paid by beneficiaries, and other income are more important sources of revenue for small NGOs than for large ones.

The issues of governance and monitoring strike a particularly painful chord in Uganda where in the late 1990s the Movement for the Restoration of the Ten Commandments of God, a registered NGO, is thought to have killed more than 700 of its followers. Other, less dramatic, accounts speak of crooks and swindlers attracted to the sector by the prospect of securing grant money. Improvements in oversight for the growing Ugandan NGO sector need to be informed by a thorough understanding of what the sector does, how it is funded, and how it is currently monitored.

The NGOs in Uganda are a heterogeneous group, broadly classified into (1) those concerned with development-related projects and (2) those whose primary purpose is to defend or promote a specific cause. Both groups combine more elements of political activism and less of philanthropic work (Barr et al; 2003). Most NGOs in Uganda are formal with formal structures of management. A number of them are also registered with the Registrar of Companies in the Ministry of Justice And Constitutional Affairs with whom they are required to reserve their names, and to make them legal persons. Many are also organized and registered under clusters/networks/umbrella organizations voluntarily formed under the same sector to facilitate the sharing of experiences, lessons learned and outreach activities as well as quality assurance amongst the sector. Some 80% of NGOs surveyed have some kind of membership system. In some cases the membership is as high 100 or more. While 14% of surveyed NGOs restrict their

services to members only, the overwhelming majority cater to both members and non-members. Nearly all surveyed NGOs are open and accept new members. Procedures to become a member differ markedly, although the most common is the payment of a membership fee and filling in of a membership form (Lotsmart, 2007). Nearly all NGOs with a membership system hold meetings where reports on progress are presented by the executive committee together with the salaried staff. Survey results show that Ugandan NGOs are heavily networked with each other for synergy and common voice. 72% of surveyed NGOs belong to a local NGO network or umbrella organization (Barr, 2003, 2005)

The Uganda NGO sector depends heavily on local manpower. There are very few foreigners working with Ugandan NGOs and on secondment from other institutions like international NGOs. In three quarters of surveyed NGOs, (ibid), the Executive Director is a man of average age of 40, who in most cases is a Ugandan. Two thirds of the directors come from the middle class and are very well educated by any standard, with an average of secondary level education. 84% have a tertiary or university degree and also are experienced, half of them, having worked for another NGO before and another half, having worked for government prior to becoming directors (Lotsmart, 2007). One third of the directors are engaged in more than one job and one half has other occupations in addition to being directors of NGOs. This implies that the entrepreneurial quality of NGO leadership is quite high but the multiple occupations tend to dilute leadership effort while possibly generating externalities in terms of access to information and experience.

The NGO sector in Uganda is highly donor dependent in terms of funding but nobody seems to know how much money goes into this sector on the annual basis. This excessive donor dependence has problems of sustainability and resultant potential for fragility of the NGO sector. According to Lambright (2008), raising funds from the local public to finance NGO activities is less important because the bulk of their funds come from international sources. Funding for NGOs in Uganda is however not uniform in character and source. There are enormous funding disparities across NGOs because a handful of large NGOs attract most of the funding while the majority has little or no funding at all. Mabikke (2011). The local donors are somehow few and not effectively working.

2.4 Related studies on Donor funding and Performance of NGOs in Uganda

In theory, national governments are also subject to the non-distribution constraint. Since its inception, foreign aid has engaged directly with governments in the recipient country as an instrument of promoting development. Even today, much of foreign aid is direct “budgetary support” to national governments in recipient nations (Navarro-Flores, O, 2011). Yet the same logic remains: in many countries, bilateral aid agencies are worried that the residual claimant on government activities is not the taxpayer, but rather corrupt politicians. In many instances, they prefer to contract to a “trustworthy” western aid agency to bypass the potential misuse of development assistance. In particular, NGOs are frequently the preferred method of aid delivery in weak states, where the scruples of government can be weak.

The size of an NGO is most commonly measured according to the total revenues the organization receives in a given year. Most of the development NGOs with 75 percent earning revenues less than \$500,000 (Reid and Kerlin, 2011), and only 11 percent generating revenues over \$2 million per year. In fact, these 11 percent of the NGOs from the dataset generate 94 percent of the total revenue in the sector. While the small NGOs at the fringes do not generate a lot of revenue, they may be generating ideas that if successful – could be scaled up. One example is Paul Farmer’s now-famous Partners in Health. Partners in Health started in 1987 and set about to provide community-based medicine in Haiti. Along the way, it picked up a lot of accolades for innovative, cost-effective approaches to treating communicable diseases such as HIV/AIDS and multi-drug-resistant tuberculosis (Kidder, 2003; Moeller, 2005). Today, Partners in Health brings in \$32.6 million in revenue and competes with other major NGOs for government or Gates Foundation grants.

Barr, Fafchamps, and Owens (2005) surveyed the Ugandan NGO sector in depth. They carry out a representative sample of 199 of the 3159 registered NGOs. The vast majority of NGOs have very little revenue. Four large, international NGOs from their 199 responses account for well over half of the revenue: while the average revenue per NGO is \$274,000, the median is only \$22,000. Most funding from outside sources (international NGOs and bilateral donors) is allocated to these large NGOs, while small NGOs depend more heavily over 50 percent – on membership fees, local fund-raising, and income derived from another business.

Without money or staff, what can NGOs in Uganda do? Not much, as it turns out. Most Ugandan NGOs describe their functions in general terms like “raising awareness” and “advocacy” as Table 3 illustrates. The small budgets may be sufficient to achieve this goal, especially if the NGO leaders believe that ignorance is a major cause of poverty, as Barr, Fafchamps and Owens (2009) point out. Or their limited budgets may force these NGOs to concentrate on “‘talking’ as opposed to the delivery of physical goods or services.

In addition to delivering aid services, many development non-governmental organizations are also concerned with changing policies at the national and international level. Coalitions of non-governmental actors play a prominent role in transnational advocacy (Keck, Margaret and Kathryn Sikkink (2014)) cite contemporary advocacy networks in human rights, the environment, and violence against women, noting such networks have existed for over two centuries, including the women’s suffrage and anti-slavery movements in the nineteenth century.

Liang (2003) cited in Andreas, (2005) reveals that strong dependency on external funding can be a serious problem for the long-term development of local NGOs. The author further maintains that international donors operate according to their own goals and proposal management styles, and local NGOs have to conform to their requirements in order to receive financial support. As NGOs have to respond to the changing needs of their local membership, the creative development of local NGOs could be constrained by the standardized assessment methods of foreign governments and international foundations.

NGO which receives more than 30 percent of its funding through an external agency, is not free in its actions and above this percentage, the NGO could find itself in a very difficult situation in case of separation between the NGO and the donor due to strategic factors. Turary (2012) stated that in a situation where a greater proportion of an organization funding comes from external sources it will have an effect on the long run in the case of withdrawal of external funding. This means that any organization that depends solely on external funding will not be in a position to finance some of its initiated and laudable proposals. The much reliance on external funding therefore makes it difficult for local NGOs to accomplish their stated objectives.

Fernand (2006) further argues that, external financing tends to impose some degree of constraint on local NGOs. The biggest challenge for the local NGOs therefore seems to be to take into

consideration the demands of its donors, because losing the financial aid would have severe consequences not only for the activities, but also for remunerated personnel. NGO „self-control“ appears more frequently than one would think and it is for this reason that it is something to be carefully watched. Contractual arrangements often contain negative restrictions or conditions for them. Constraints like these often have an effect on the successful development of proposals and sometimes on the structures of local NGOs resulting in delays in payment of wages, lack of funding for proposals and priorities of the local NGOs coming after the donor's priorities.

Reid and Janelle (2009) reveals that NGOs in Africa flourished in 1980s and 1990s as a result of structural adjustment program initiated by international financial institutions and development agencies such as the World Bank and International Monetary Fund. NGOs grew at this period to take over the work of the retrenching state that had been persuaded to disengage from the provision of social services to its population. Issa (2005) further argues that the bilateral and multilateral institutions set aside significant funds aimed at mitigating social dimensions of adjustment. This was a period in which the involvement of international NGOs in Africa grew dramatically.

Ibrahim and Muhtesem (2009) reveal that not all people working for local NGOs are volunteers. There are paid staffs who typically receive lower pay than in the commercial private sector. As a result staff turn-over is high in local NGOs. They further maintain that the poor quality of training or lack of importance attached to training local NGO workers contribute to the organizations' inability to raise funds. Similarly, Lotsmart (2012) asserts that lack of human resource capacity to raise local funds is similar to the absence of institutional mechanism for local fund raising. Lotsmart further argues that local fund raising requires people having the skills and willingness to do it as well as having a good public reputation.

2.5 Research Gaps

Several studies were conducted on the area of donor funding and performance of NGOs. These include Liang (2003) cited in Andreas, (2005) reveals that strong dependency on external funding can be a serious problem for the long-term development of local NGOs. Barr, Fafchamps, and Owens (2005) surveyed the Ugandan NGO sector in depth. They carry out a representative sample of 199 of the 3159 registered NGOs. Fernand (2006) further argues that, external financing tends to impose some degree of constraint on local NGOs. These studies are

conducted based on the entire donor funding without focus on local, national and international donor funding these particular study is from Uganda and specifically focuses on the dimensions of funding prevalent in the NGOs.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter deal with the research methodology that was used to generate data to answer the research question, the chapter indicates: the research design, study population, sample populations, sampling techniques, data sources, data collection and administration of the questionnaire, validity and reliability, data analysis, ethical consideration and limitations of the study.

3.1 Research design

The study employed a descriptive survey design in analyzing donor funding and performance of NGOs in Northern Uganda. This survey study assessed the stated variables and their influence on NGOs performance. Kombo and Tromp, (2006) argues that a survey design is appropriate for collecting, classifying, analyzing, comparing and interpreting data. Both quantitative (numbers) and qualitative (words) research methods used used to complement each other. The interaction between the variables of this study was investigated through a descriptive survey. Descriptive survey research design is most appropriate when the purpose of study is to create a detailed description of an issue (Mugenda and Mugenda, 1999).

3.2 Research Population

The study primarily focuses on two Nongovernmental organizations located in northern Uganda. This included the War Child Canada and African youth network located in Gulu and Lira towns respectively. The NGOs mentioned are chosen because they are big in size and receive reasonable funding for their operations. The selected Non government organizations employee a reasonable number of people that are in the categories of administration, project managers, staff and management. These two NGOs have populations of 178 employees with War Child Canada having 112 and African youth network 66 according to their respective reports of 2015/2016. This population were therefore be conducted for data collection.

3.3.1 Sample size

The method for determining the sample population is the Slovene's formula

$$n = \frac{N}{1+Na^2}$$

Where, N= Total Population

n=sample size

a= correlation coefficient 0.05)

$$\frac{n = 178}{1 + 178(0.05)^2}$$
$$\frac{n = 178}{1.445}$$
$$n = 123$$

Therefore a sample of 123 respondents was selected to participate in the study.

Table 3.3 Population and sampling in the study

Categories of respondents	Population	Sample size
War Child Canada	112	80
African youth Network	66	43
Total	178	123

Source: researcher, devised

3.4 Sampling Procedure

The researcher employed purposive sampling method in identifying the local non-governmental organizations to participate in the study. In doing this, the researcher selected organizations based on their area of operation, period of existence and their contribution to community development, through purposive sampling the researcher selected the participants for data collection purposively, these is because the respondents are deemed fit and have information necessary for data collection.

3.5 Data source

Data were collected using both primary and secondary data collection techniques.

3.5.1 Primary data

This is field data that is collected from the field. Primary data was gathered basically through structured questionnaires and interviews.

3.5.2 Secondary data

Secondary data on the other hand gathered through review of available records of financing from the scope of international and national levels, publications and journal articles plus the text books and reports

3.6 Research instruments

3.6.1 Questionnaires

Questionnaires were used simply because of the time limitation and partly because the researcher dealt with an elite community (respondents). Questionnaires are used as the main data collecting tools and using structured questionnaires. The selection of these tools was guided by the nature of data that were collected, time available and objectives of the study. The questionnaires are designed and delivered to all respondents in the institution since the questionnaires were self administered thus reduce the cost, saved time and avoided prejudice. The questionnaire were divided into three parts. The first part were on background information of the respondents and the second part was on issues of donor funding and performance of NGOs in Northern Uganda the respondents with busy schedules preferred this kind of questionnaire much of their time. The other advantage of closed questions was that the answers given were relevant. The researcher designed a questionnaire on a 4 point scale rating. Therefore, a 4 point likert scale self-administered questionnaire comprising of statements and responses ranging from 1=Strongly Disagree to 4=Strongly Agree were formulated. Questionnaires were designed to capture all the aspects of the objectives of the study.

3.6.2 Interview Guide

Interviews are the other data collection technique used by the researcher. They were used as a way of supplementing the questionnaires already filled, but at the same time they would enable the researcher probe further into the responses given in the questionnaires especially given the

importance of the research and the specialized nature of the topic under study. The interview was provided by the managers of the NGOs.

3.7 Validity and reliability of research Instruments

3.7.1 Validity of the instrument

Validity therefore refers to the extent to which an instrument can measure what it ought to measure. It refers to the extent to which an instrument asks the right questions in terms of accuracy. The researcher will discuss the items in the instrument with the supervisors, lecturers from the department and colleagues. These people are expected to indicate by tick or cross for every item in the questionnaire if it measure what it is supposed to measure or not.

According to Amin (2005) validity of instrument is determined by the formula:

$$CVI = \frac{RQ}{TQ}$$

Legends: CVI = Content Validity Index

RQ = Relevant Questions

TQ = Total number of Questions

The attainment of the figure of 0.7 indicated that the instrument is valid.

Table 3.7.1: Determination of the validity of the instrument

	Relevant items	Not relevant	Total
Rater 1	26	4	30
Rater 2	25	5	30
Rater 3	24	6	30
Total	75	15	90

$$CVI = \frac{75}{90} = 0.83$$

The above demonstrate that the CVI is 0.83 and this is greater than the minimum value of valid instrument which is 0.7 implying that the instrument is valid.

3.7.2 Reliability of the research instruments

According to Mugenda and Mugenda (1999), the reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials. In order to test the reliability of the instrument to be used in the study, the test- retest methods were used. The questionnaires were administered twice within an interval of two weeks.

This entails that the study would be carried out in a manner which ensures internal consistency and efficient reliable.

Table 3.7.2: Cronbach's Alpha

Construct Variable	Cronbach's Alpha	Number of items
International donor funding	0.78	4
National donor funding	0.80	4
Local donor funding	0.90	4
Performance of NGOs	0.72	4
Mean	0.80	

The mean of the reliability is established at 0.80 therefore the internal consistency (Reliability) of the instrument was confirmed

3.8 Data analysis and presentation

After the field work, the questionnaires were checked for completeness to ensure that every questionnaire was filled. Data captured was done using SPSS software. Data was entered into SPSS statistical tool. Data analysis on the first to the third objective was taken into consideration the analysis of the levels of the constructs of independents variables. That is evaluating the means, standard deviation plus establishing the relationship between Independent and dependent variables. The interpretation scale is shown below

Mean Range	Response	Interpretation
3.25 - 4.00	Strongly Agree	Very Good
2.51- 3.24	Agree	Good
1.75 -2.50	Disagree	Poor
1.00-1.74	Strongly Disagree	Very poor

The decision rule was based on the level of significance at 0.005 implying that the level of significance below 0.005 was accepted as significant. The hypothesis was tested based on the correlation coefficient level of 0.05 level of significance, values of correlation above the 0.05 level were rejected and those below were accepted in the model.

The responses attained through the interview guide were analyzed qualitatively vis a vis the data collected using the questionnaires. The analysis took a qualitative route where the researcher noted the expressions from the interview on and against the presentations in the questionnaires.

The information collected using document review were presented and analyzed in regard to the similar information presented by questionnaires and interview guide. The present responses on the primary data were counter analyzed with document information to compare the status quo on the NGO funding and performance of NGOs in Uganda.

3.9 Ethical consideration

Ethical considerations put into consideration by first seeking authorization the top management of the University and seeking for authorization from the management of selected NGOs in Northern Uganda.

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in the study, the following activities will be implemented by the researcher.

The respondents were coded instead of reflecting the names through a written request to the concerned officials of the selected private schools in order to access the data from them.

The researcher acknowledged the authors quoted in the study through citations and referencing. Findings to the study presented in a generalized manner to enhance privacy and confidentiality.

3.10 Limitations and Solutions

- The cost of the research were very high in regard to the already incurred cost of accessing relevant stationary, printing and the yet to be incurred cost of photocopying, binding, transport, and telephone charges. The financial constraints were solved by asking friends and family to raise some money for my research work.

- Non responses. Due to sensitivity of the information: Some aspects of the study was sensitive and officers were not willing to disclose all the information that there was. Such information to be accessed was to be kept confidential.
- Limited time: The researcher coordinated between Kampala international University and the studies NGOs besides the respondents had busy schedule and lack time for responding. The available time was utilized sparingly.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the presentation of data, analysis, and interpretation. The data analysis and interpretation was based on the research questions as well as research objectives. The analysis of data is based on the data collected using the questionnaire, interview guide and documentary reviews. The analysis is based on the three instruments used in data collection the presentation is divided into three parts. The first part presents the respondents demographic information, while the second part deals with presentation, interpretation, and analysis of the research objectives. The third part will present and interpret data based on the stories collected from the interview guide and documentary guide. The entire study is based on the study topic of evaluating the relationship between donor funding and performance of selected NGOs in northern Uganda

4.1 Demographic Information

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of respondents in the study in terms of gender, age, academic qualifications and marital status.

Table 1: Showing the demographic information of respondents

Respondents	Frequency (F)	Percentage (%)
Sex		
Male	79	64.2
Female	44	35.8
Total	123	100
Age		
18-27	27	22.0
28-37	42	34.0
38-47	34	27.6
48 and above	20	16.2
Total	123	100

Position in Company		
Top management	54	43.9
Middle Management	49	39.8
Lower Management	20	16.3
Total	123	100
Educational Level		
Certificate	7	05.6
Diploma	17	13.7
Degree	63	50.8
Postgraduate	30	24.0
Others	07	05.6
Total	123	100
Marital Status		
Single	14	11.3
Married	75	60.5
Separated	12	09.1
Divorced	15	12.1
Widowed	07	06.4
Total	123	100
Level of experience		
1- 4 years	32	26.0
5- 9 years	23	18.7
10-14 years	25	20.3
15- 19 years	19	15.4
20 and Above	24	19.6
Total	123	100

Source: Primary data, 2015

Table1 present the findings on the demographic characteristics of respondents. The demographics are presented in the forms of gender, marital status, age, academic qualifications and marital status of respondents. The presentations were that on the gender of respondents, majority of the respondents were male who constituted 64.2% of the total respondents while the female were 38.8%. The findings imply that the researcher sought for information from across the genders. It implies that gender was considered in data collection.

On the age of the respondents, the researcher found that majority of the respondents were in the age of 28-37 with the percentage of 34.0, followed by the age of 38-47 with 27.6% of the respondents, the age brackets of 18-27 had a percentage of 22.0% and those of 48above had a 16.2% of the respondents for the study.

On the position of the company, the respondents argued that top management had a mean of 43.9% of the respondents; middle management had 39.8% of the respondents while the lower management had a percentage of 16.3% of the respondents.

On the education level of respondents, the respondents argued that majority of the respondents were degree holders with 50.8% of the respondents followed by diploma holders with 13.7% of the respondents, certificates and other qualifications has a percentage of 5.6% of the respondents implying that the study was conducted from literates who understand the aspects of study.

On the marital status of the respondents, the findings were that majority of the respondents were 60.5% who were married, those who divorced were 12.1% of the respondents, singles were 11.3% of the respondents, those who separated were 9.1% of the respondents while the widowed provided the percentage of 6.4% of the respondents. The findings imply that the finding is reliably providing an aspects on the marital status of the respondents.

The findings on the level of experience of employees were that majority of the respondents had been in NGOs for a period of 1-4 years with 26% of the respondents, those with 5-9 years had a percentage of 18.7% of the responses, and 10-14 years was given by 20.3% of the respondents, 15 years and above were 35% of the respondents. The findings reveal that employees understand the concepts of the study hence the need for effective focus on the same.

4.2 Effect of international donor funding on Performance of NGOS in Northern Uganda

The first objective of the study was to assess the Effect of international donor funding on Performance of NGOS in Northern Uganda. The data collected was presented below.

The independent variable which was donor funding the study divided into three aspects that included international donor funding, national donor funding and local donor funding among the NGos in Northern Uganda. The functions were measured by 6 quantitative questions in the research questionnaire, each of which was scaled among one to four likert scale, where 1= strongly disagree, 2 = disagree 3= agree 4= strongly agreed. Their responses were analyzed using SPSS's summary statistics showing the mean and standard deviations as shown in Table 2. The responses were also supplemented with the interview guide and documentary reviews.

Mean Range	Response	Interpretation
.25 - 4.00	Strongly Agree	Very Good
2.51- 3.24	Agree	Good
1.75 -2.50	Disagree	Poor
1.00-1.74	Strongly Disagree	Very poor

4.2.1 Effect of international donor funding on Performance of NGOS in Northern Uganda

Table 4.2.1: Showing responses on the International donor funding in NGOS in Northern Uganda

International donor funding	MEAN	STANDARD DEVIATION	INTERPRETATION
We receive frequent funding from developed countries to support our activities	2.56	.82	Good
We receive funding from the established international bodies World bank for supporting our operations	2.26	.89	Poor
We receive funding from the umbrella Ngos located in abroad	2.30	.91	Poor
The international aid is sufficient in facilitating our day to day operations	2.29	1.29	Poor

We always lobby to attain many international donor funding organizations	2.59	.89	Good
Government support us in attaining international donor funding	2.40	.94	Poor
Average mean	2.40	.95	Poor

Source: Primary data, July, 2016

The study findings on International donor funding in NGO's in Northern Uganda, the responses were that respondents agreed with receiving frequent funding from developed countries to support our activities with the mean of 2.56, standard deviation of .82, interpreted as good. It was also established that funding from the established international bodies World bank for supporting our operations with the mean of 2.26, standard deviation of .89 interpreted as poor and the receipt of funding from the umbrella NGO's located in abroad with mean 2.30, standard deviation of .89 meaning that many respondents agreed with the low level of international funding.

The results were also that international aid is sufficient in facilitating our day to day operations with the mean of 2.29, standard deviation of 1.29 meaning poor, lobbying to attain many international donor funding organizations was with the mean of 2.69 interpreted as good and Government support us in attaining international donor funding was with mean of 2.40, standard deviation of .94 meaning poor implying that many respondents are in agreement with the fact that international funding for NGO's in Northern Uganda is poor.

The overall mean average of 2.40 imply that many respondents agreed that there is prevailing state of poor means of articulating the international funding including the prevailing aspects as poor for the NGO's.

The further information was attained through the interview guide as shown below

“Further information that was attained through the interview guide were the researcher face to face interfaced with the respondents showed that the level of international donor funding in the NGOs is low though promises for improvement occur, there is sufficient

evidence that those that have received the aid have performed though not appropriate for the continuity of the organizations.

Further responses were that the international aid attained by the NGO's in Northern Uganda has significantly reduced given that the support efforts were on the provision of a safety environment for the people affected by the Lords' resistance army rebels whose prevalence and efforts are geared towards no operations. The NGOs from Lira "African youth network located in Lira" had especially experienced the reduction in the international support since the international community perceive the place as a settled one given the absence or reduction in the fighting.

It was however established that the international donor funding positively contribute to the operations of NGOs in northern Uganda given that the respondents agree that much of the existing resources, employment and support projects for NGOs are because of the international donor findings

Further results attained through the review of the documents available at the NGOs under study, where the organization reports were reviewed based on the research objectives provide a direct signal as shown below

By country the USA, UK and Netherlands were the most common countries giving to Ugandan NGOs. This reflects their larger aid donations reported. The majority of NGOs reported only one source of funding. However, one NGO reported. Funding from international donors including bilateral donors (such as USAID, DFID, CIDA), and multilateral donors (such as the UN, World Bank, EU) accounted for the main source of funding. Funding from other charities accounted for the main source of funding, other large international charities, such as OXFAM and The Red Cross, but also smaller charities with a specific interest (such as Birdlife International). Finally, churches which included Evangelical churches, Muslim organizations and other Christian groups were the main source of funding.

International donors tend to increase their funding if the community positively evaluates the performance of the NGO. These results are in line with those reported in regarding the evaluation of the community needs, confirming that international donors are more prone to be influenced by the opinions of people outside the NGO, which in this case are the beneficiaries themselves.

International donors' behavior may have a twofold interpretation: either they tend to favor the less efficient NGOs that otherwise would have had a small probability of surviving, or it might simply be the case that they allocate funds following their own non-observable criteria. Neither donor appears to be favorable towards the target group being the poor which may be due to the specific mission that NGOs have. From trawling through the websites and identifying who the international donors are we found a number of NGOs with very specific interests such as a concern for the environment, for wildlife, for their particular religion. These international funders appear to align themselves with NGOs that do not necessarily target the poor rather they target a cause. Although not significant in this specification the sign on the variable is positive for local donors suggesting that they do take the target group into account.

4.3 National Donor funding and the performance of NGOs of Northern Uganda (n=123)

On the independent variable the second objective further set to determine the effect of National Donor funding and the performance of NGOs of Northern

Table 4.3: Shows responses on national Donor funding in NGOs of Northern Uganda (n=123)

Level of national Donor funding	MEAN	STANDARD DEVIATION	INTERPRETATION
We receive donations from the government institutions like ministries	2.27	.90	Poor
Our donations come from the government high profile persons	2.50	.93	Good
The funding from national donors is far more than international funding	2.47	.93	Poor
We receive funding from developed businesses located in Kampala	2.26	.94	Poor
The different national bodies and individuals provide funding to our NGOs	2.30	.96	Poor
We receive funding from the national budgetary allocations as funding	2.35	.87	Poor
Total Mean	2.35	.92	Poor

Source: Primary Data, July, 2016

The study findings on the level of funding for national donor funding in NGOs of Northern Uganda. The results show that the average mean of the responses were with 2.35, standard deviation of .92 interpreted as poor implying that many respondents agreed that the national donors are performing poorly as shown below.

It was found with the aspects that we receive donations from the government institutions like ministries. The mean of 2.27, standard deviation .90 interpreted as poor meaning that donations received are poor. Our donations come from the government high profile persons, the mean of 2.50 standard deviation of .93 interpreted as good meaning that little donations arise from high profile persons. The funding from national donors is far more than international funding, the mean was 2.47, standard deviation of .93 interpreted as poor meaning that the national donations are low and poor.

The study findings reveal that receipt of funding from developed businesses located in Kampala. The mean of 2.26, the standard deviation .94 meaning poor. The findings imply that business provide little funding to the NGOs. The findings further reveal that the different national bodies and individuals provide funding to our NGOs, the mean of 2.30, standard deviation of .96 interpreted as poor. We receive funding from the national budgetary allocations as funding for NGOs the provisions are with the mean of 2.35, standard deviation of .87 interpreted as poor meaning that national budgetary funding is low.

The interview guide provides information showing the nature of the NGOs operations in Northern Uganda by the national donors. The national donors were seen through the Ugandan companies, political leaders in the country of central government and ministerial allocations

The responses were that local donors, on the other hand, can rely more heavily on information that is available through local experience and knowledge: knowing the founder of an NGO and his motivation matters more to national donors than an appointment.

The researcher found that the funding from the NGOs on the basis of national donors was low and poor meaning that less is being done to provide means to improve the state of national funding. It further shows that national donor's performance is limited to performance and the little received just facilitate the day to day operations of the NGOs.

National donations were found to be associated with politics, in that different political affiliations accuse NGOs from coinciding or taking the line of their opponents and this has affected the performance of the NGOs. The prevailing operations show that NGOs operations much occur at the operations levels and existence is sufficient for its existence.

The national NGOs provide means of operations to the performance of the Non government organizations with sufficient provisions to the organizations have provided less to the organizations.

“Local donors do appear to allocate funding on the basis of specific features belonging to the NGO. National donors are positively affected by the NGO's financial structure. The ones registered to pay taxes are more likely to receive funding. Local donors appear to rate the geographic location as important. NGOs located outside of Kampala are more likely to receive local funding. This could be because it increases the visibility of the NGO to the local funder. Observing the functioning of an NGO in Kampala will be more difficult even for local donors. These results are consistent with our model's predictions.

For local donors the result is actually the opposite: connections with national government have a detrimental effect, whereas connections with local government do appear to matter. This could be interpreted as a crowding out effect. Local donors may decide to allocate their resources to NGOs that have not received funding from international donors. This is in accord with our supposition that local donors might be more concerned that NGOs that are not on the radar of international donors are in still in a position to serve local community needs. Therefore, they appear more concerned with accessibility rather than efficiency. When we include specific characteristics of the manager, that the higher the level of education, the higher the proportion of international funding that the NGO is likely to receive, whereas it does not appear to matter for local funding. Along the same line, appointing a manager by a formal process is more likely to be associated with a higher level of international funding. This appears to be irrelevant for local funders. Thus, we confirm that variables that are good proxies for efficiency and transparency matter for international donors but not for local donors.

Concerning national donors, the Ministry of Internal Affairs of Uganda in a recent policy document (National NGO Policy, 2010) sets out a framework to strengthen the relationship

between the NGO sector and the Government through enhancing capacities and effectiveness in areas of service delivery, advocacy and community empowerment. In particular, the NGO Board within the MOIA notes it will be responsible for registration, regulation, monitoring and overseeing activities of NGOs. In addition, the local Government Councils will also be given the responsibility of monitoring and coordinating activities of NGOs.

Table 4.2.3: Showing responses on the level of performance of NGOs in Northern Uganda

Level Performance of NGOs in Northern Uganda (n=123)	MEAN	STANDARD DEVIATION	INTERPRETATION
We have sufficient funding that enable better performance	2.0	.89	Poor
We attract highly qualified employees that streamline performance	2.28	.94	Poor
We employ highly experienced personnel that drive the operations in our company	2.37	.98	Poor
We provide the community and clients according to the goals set	2.67	.81	Good
Our service delivery is up to date in our day to day operations	2.27	.96	Poor
There is provision of standard services as set in operations	2.22	.89	Poor
We effectively deliver to our expectations	2.39	1.01	Poor
The funds received are well spent and accounted for	2.71	.854	Good
We periodically recruit new clients that are in need of our services	2.13	.899	Poor
The recruitment of clients is done at no payment	2.36	.91	Poor
Our set objectives are always met by our organization	2.67	2.7	Good
There is political support in whatever we do that guarantees performance	2.34	.91	Poor
Total Mean	2.36	1.06	Poor

Source: Primary Data, July, 2016

The study findings on the level of performance of NGOs in Northern Uganda. The results of this study reveal 2.36 as the mean, standard deviation of 1.06 interpreted as poor. The results show that results are as follows.

The findings reveal that on having sufficient funding that enables better performance, the mean of 2.0, standard deviation of .89 interpreted as poor, we attract highly qualified employees that streamline performance according to further research a mean of 2.28, the standard deviation of .94 interpreted as poor. The results further show that there is employing highly experienced personnel that drive the operations in our company the mean of 2.37, standard deviation of .98, interpreted as poor meaning that performance on these dimensions is poor.

The study findings reveal that “We provide the community and clients according to the goals set” the findings reveal that a mean of 2.67, the standard deviations of .81 meaning good. It was also established that the service delivery is up to date in our day to day operations had the mean of 2.27, standard deviation of .96, interpreted as poor. There is provision of standard services as set in operations the mean of 2.27, the mean .96 the interpreted as poor.

The responses we effectively deliver to our expectations, the mean of 2.39, and standard deviation of 1.01 interpreted as poor. The funds received are well spent and accounted for 2.71 mean, the standard deviation .854, interpreted as good. The results that we periodically recruit new clients that are in need of our services was with the mean of 2.13, standard deviation of .889 of poor.

The recruitment of clients is done at no payment the mean of 2.36, the standard deviation of .91 interpreted poor. Our set objectives are always met by our organization according to 2.67, standard deviation of 2.7 interpreted as good. The mean responses there is political support in whatever we do that guarantees performance. The mean of responses were that many respondents agree with prevalence of existence of poor performance for NGOs.

4.4 Effect of local donor funding on the performance of NGOs of Northern Uganda

The third research objective was to determine the effect of local donor funding on the performance of NGOs of Northern Uganda. The data attained was presented for interpretation as shown below.

Table 4.4: Responses on local donor funding in NGOs of Northern Uganda (n=123)

Level of local donor funding in NGOs	MEAN	STANDARD DEVIATION	INTERPRETATION
The local communities support our operations always	2.14	.846	Poor
The local communities provide technical funding to our operations	2.38	.919	Poor
Locals donate different assets for facilitation of day to day operations	2.38	1.00	Poor
We receive scholastic materials from the community members	2.67	.88	Good
The locals donate money for the operation of this NGOs	2.14	.86	Poor
The local community is supportive of the existence of the NGOs	2.22	2.61	Poor
Total Mean	2.31	1.18	Poor

Source: Primary Data, July, 2016

The study findings on the level of local donor funding in NGOs of Northern Uganda. The results provide an average mean of 2.31, standard deviation of 1.18 interpreted as poor meaning that local donations for NGOs are poor.

The results on the local communities support our operations always has a mean of 2.14, standard deviation .846 interpreted as poor. The results on the local communities provide technical funding to our operations had a mean of 2.38, standard deviation of .919; locals donate different

assets for facilitation of day to day operations according to the mean of 2.38, standard deviation of 1.00.

The results on receipt of scholastic materials from the community members. The mean of 2.67, standard deviation of .88, good. The locals donate money for the operation of this Non government organizations the mean of 2.14, standard deviation of .86 interpreted as poor. The results further show that the local community is supportive of the existence of the Non Government organization mean of 2.22 standard deviations of 2.61 meaning that many respondents agree with provision of limited local funding.

“The state of the local community donors in this is seen through local churches, local community members and charity works that are prevailing in the local NGOs. It was established that local community donations have affected the performance of the NGOs in the country. The focus of the NGOs also show that limited support is provided with no focus. The state of the local community funding is hindered by the poor living conditions of most of the people.

The local donors also prevail in their operations and are seen to affect the performance of the NGOs to a very minimal and low extent in their contribution to performance of NGOs in the organizations.

There is information that the locals in the country prevail though not developed implying that the state of the NGOs is not effective for their operations.

According to these reports and official statements, both types of institutional donors are calling for more monitoring. Adherence that emerges from the corresponding official reports is the increasing emphasis by international donors on conditioning funding on efficiency, as opposed to local donors whose language is more geared towards collaboration. A query is whether donors in reality have the capacity to implement their stated objectives or whether the Samaritan's dilemma often claimed to be responsible for the failure of foreign aid conditionality, could also be in play when it comes to funding an NGO.

Local donors on the other hand do not appear to take any evaluation into consideration. This perhaps reflects their view that their own local knowledge is more useful. These particular results are consistent with a screening model. This would be the case if being externally evaluated is more costly and offers an advantage to more efficient NGOs. The second indicator addresses the donors' concern for NGO transparency. Having the accounts audited increases funding from international donors but not for local. Again suggesting that international donors use (even imperfect) signals of efficiency to allocate funds, whereas local donors appear to rely on other sources of information.

Donations from members, in contrast, remain unchanged. This result suggests that grant recipients do not reduce local funding after receiving a grant. The crowding out evidence that comes out of cross-section regressions is probably due to a selection effect: donors select NGOs that are on average less involved in raising local resources that is what would happen if donors regard NGOs as (for-profit) sub-contractors of their developmental effort.

4.5 Relationship between the variables as per the research objectives

The first- third objective of this research was to determine the relationship between constructs under independent variables and dependent variable so the researcher's findings were determined using Pearson correlation.

Table 4.5.1: Showing the relationship between international donor funding and performance of NGOS At 0.05 level of significance

Correlations			
		International donor funding	Performance of NGOS
International Donor funding	Pearson Correlation	1	.122
	Sig. (2-tailed)		.024
	N	123	123
Performance of NGOs	Pearson Correlation	.134	1
	Sig. (2-tailed)	.024	
	N	123	123

Source: Primary data, July, 2016

A bivariate Pearson linear correlation analysis shows that there is a relationship between international donor funding and performance of NGOS in Northern Uganda ($r = 0.122$) at 0.024 level of significance. The value indicates that there is a close relationship between international donor funding and performance of NGOS since the level of significance is less than 0.05. The researcher thus accepts the alternative hypothesis and concludes that there is sufficient evidence at the 0.05 level of significance that international donor funding affect the performance of NGOs in Uganda.

Table 4.5.2: Showing the relationship between National donor funding and performance of NGOS At 0.05 level of significance

Correlations			
		National donor funding	Performance of NGOS
National donor funding	Pearson Correlation	1	.132
	Sig. (2-tailed)		.013
	N	123	123
Performance of NGOs	Pearson Correlation	.013	1
	Sig. (2-tailed)	.013	
	N	123	123

Source: Primary data, July, 2016

A bivariate Pearson linear correlation analysis shows that there is a relationship between national donor funding and performance of NGOS in Northern Uganda ($r = 0.132$) at 0.013 level of significance. The value indicates that there is a close relationship between national donor funding and performance of NGOS since the level of significance is less than 0.05.

The researcher thus accepts the alternative hypothesis and concludes that there is sufficient evidence at the 0.05 level of significance that national donor funding affect the performance of NGOs in Uganda.

Table 4.4.3: Showing the relationship between local donor funding and performance of NGOS At 0.05 level of significance

Correlations			
		Local donor funding	Performance of NGOS
Local donor funding	Pearson Correlation	1	.152
	Sig. (2-tailed)		.031
	N	123	123
Performance of NGOs	Pearson Correlation	.152	1
	Sig. (2-tailed)	.031	
	N	123	123

Source: Primary data, July, 2016

Further analysis of Pearson linear correlation analysis shows that there is a relationship between local donor funding and performance of NGOS in Northern Uganda ($r = 0.132$) at 0.013 level of significance. The value indicates that there is a close relationship between local donor funding and performance of NGOS since the level of significance is less than 0.05. The researcher thus accepts the alternative hypothesis and concludes that there is sufficient evidence at the 0.05 level of significance that local donor funding contribute to the performance of NGOs in Uganda.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the findings, discussion, conclusions and recommendations arising from the findings of the study along the study objectives.

5.1 Discussion of findings

The discussion of the findings are based on the objectives from the findings

5.1.1 Relationship between international donor funding and performance of NGOS in Northern Uganda

The overall mean average imply that many respondents agreed that there is prevailing state of donor funding is poor, the means of articulating the international funding including the prevailing aspects as poor for the NGOS.

There is a relationship between international donor funding and performance of NGOS in Northern Uganda was found positive. The value indicates that there is a close relationship between international donor funding and performance of NGOS since the level of significance is less than 0.05. The results imply that as international funding increases the level of performance of the NGOs is improved, this show that donor funding contribute more towards the wellbeing of the Non government organizations.

The findings attained from the field are analyzed closely with the research objectives as shown below.

The findings relate to those of ODI paper (1995) reports which argued that the dominant type of NGO activity funded by donors today remains projects and programs put forward for funding by the NGOs themselves". The significance of resources for the survival of an NGO is a robust and widely cited in the non-profit organizations literature (Pfeer and Salancik, 1978; Hager, 2001; Fernandez, 2008).

These are different from those of World bank report, 2011) who argued that funding from international donors including bilateral donors (such as USAID, DFID, CIDA), and multilateral donors (such as the UN, World Bank, EU) accounted for the main source of funding.

5.1.2 Relationship between donor funding and performance of NGOS in Northern Uganda

The level of funding for national donor funding in NGOs of Northern Uganda. The results show that the average mean of the responses was with low. The Non government organizations were seen to be influenced the funding in the instances where the prevailing stakes are fundamental.

Pearson linear correlation analysis shows that there is a relationship between national donor funding and performance of NGOS in Northern Uganda, the level of significance. The value indicates that there is a close relationship between national donor funding and performance of NGOS since the level of significance is less than 0.05.

The findings are related to those of National NGO Policy, 2010 who argued that the Ministry of Internal Affairs of Uganda in a recent policy document sets out a framework to strengthen the relationship between the NGO sector and the Government through enhancing capacities and effectiveness in areas of service delivery, advocacy and community empowerment. In particular, the NGO Board within the MOIA notes it will be responsible for registration, regulation, monitoring and overseeing activities of NGOs. In addition, the Local Government Councils will also be given the responsibility of monitoring and coordinating activities of NGOs. According to these reports and statements, both types of institutional donors are calling for more monitoring.

The findings are also related to those of UNDP (1993 cited in Lotsmart 2007) noted that one-third of NGOs funding come from governments through varied degrees such as subsidies, government grants, and contracting. Exemptions from taxation can be considered a government subsidy. During the last term of Clinton (United States President, 1993 -2000) administration for example, the White House support to NGOs increased from 13 percent to 50 percent through USAID assistance. In addition, most embassies of developed countries residing in the developing countries fund local NGOs (Lotsmart, 2007).

5.1.3 Relationship between local donor funding and performance of NGOs in Northern Uganda

The level of local donor funding in NGOs of Northern Uganda. The results provide an average mean of analysis for the responses implying that local donations for NGOs are poor. The state of the NGOs in the country is sufficient but local funding is not so appropriate for organizations.

Pearson linear correlation analysis shows that there is a relationship between local donor funding and performance of NGOS in Northern Uganda, level of significance. The value indicates that there is a close relationship between local donor funding and performance of NGOS since the level of significance is less than 0.05.

The study findings are in line with those of Barr *et al.*, (2005) who argued that in their study of local NGOs in Uganda identified that the NGO sector grants received from international NGOs accounted for nearly half of the total funding in 2001 in Uganda. Grants from bilateral donors are the next most important source with grants from the local government being the third.

Again Barr et al (2005) observed a high concentration, with a small number of NGOs accounting for most of these businesses. The types of business run by Ugandan NGOs according to the authors are extremely varied, with farming, restaurants and retail outlets being most common.

The results are further relate to Keck, Margaret and Kathryn Sikkink (2014)) cite contemporary advocacy networks in human rights, the environment, and violence against women, noting such networks have existed for over two centuries, including the women's suffrage and anti-slavery movements in the nineteenth century

5.2 Conclusion

The purpose of the study is to evaluate the relationship between donor funding and performance of selected NGOs in northern Uganda. The study based on the objectives of assessing the effect of international donor funding on the performance of NGos in Northern Uganda, examine the influence of national donor funding on performance of Nongovernmental organizations. To establish the effect of local donor funding on performance of NGos in Northern Uganda.

On the first research objective that sought to establish the effect of international donor funding on the performance of NGOs, the researcher established that donor funding for the Non government organizations is low with the international funding accounting for the highest level of appearance as many NGOs argued that major funding was from the international nature and the organizations receive little from the International community as that is not so effective alone.

On the second research objective, the results from the national accounting for a mean of below 2.5 implying poor donor funding for the NGOs, though information reveal that the nature of donor findings affected performance of NGOs in Northern Uganda for national donor funding in NGOs of Northern Uganda. The results show that the average mean of the responses was with 3.35. it implies that the NGOs receive low funding from the national organizations and some funding from the government bodies.

Concerning the local donor funding, the researcher reveal that the state of local donor funding in the NGOs of Northern Uganda are not adequate though seem to be sufficient, the researcher therefore conclude that there is a strong positive relationship between donor funding and the performance of NGOs in northern Uganda given that most of the NGO activities are conducted by the funds that are received by the donor that are international, national and local.

5.3 Recommendations

5.3.1 Relationship between international donor funding and performance of NGOS in Northern Uganda

There is need to improve the state of donor funding through improving international lobbying as a means to improve the finances for the NGOs in the country.

Monitoring must be achieved at the lowest possible cost to society that is compatible with a satisfactory level of protection. Complete elimination of fraud is impossible. What must be aimed for is a level of safety sufficient for donors and the public to feel confident in the sector.

There is need for improving the lobbying by establishing bilateral supports with specific regards that guide the improvement of the funding stakes amongst the people in the organizations.

5.3.2 Relationship between national donor funding and performance NGOS in Northern Uganda

Line ministries also have an interest in ensuring a minimum of coordination between the activities of multiple NGOs in their sector of interest. To ensure a more equitable geographical

coverage and to avoid duplication of efforts. It is the responsibility of line ministries to pursue this objective as they see fit, depending on the perceived most pressing needs.

NGOs operate at the local level, usually in one or two provinces. Many coordination issues therefore arise not only at the national level but also at the local level. It is our understanding that many local authorities take upon themselves to organize regular meetings with NGOs operating in their region. These initiatives are useful and deserve to be assisted. The Uganda government may consider setting up a small fund to which local government can bid for partial financing of the incidental costs of such meetings.

There is need to establish the national policy framework that can guide the nongovernmental organizations in establishing the financing for the national support of nongovernmental organizations

5.3.3 Relationship between local donor funding and performance of NGOs in Northern Uganda

There is need by NGOs to use donations in establishing the projects that can generate finances for the NGOs in order to improve the financial flow for the Non government organizations in the country

Cost-effective monitoring must build on existing forms of monitoring, namely by grant agencies, NGO members, trustees, and beneficiaries. It is unrealistic to expect the government alone to monitor all Ugandan NGOs at a level compatible with a sufficient level of safety. Doing so would be extremely costly to society, either directly (government monitors) or indirectly (sharply increased reporting requirements for NGOs).

To improve the efficiency of the NGO sector, grant agencies should encourage a transparent grant allocation process based purely on merit. To facilitate the emergence of a mature, high performance NGO sector in Uganda, grant agencies should consider setting up a shared NGO rating scheme

5.4 Areas of further study

Because of time and resources, the researcher recommends for the adoption and further study on the following areas.

- NGO funding and constraints in operations
- NGOs management structures and performance
- Management information systems and NGO performance

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Appendix A: Research questionnaire

Dear Respondent;

I am by the names Nawal Jama Mohammed a student of Kampala International University conducting a study title: *'Donor funding and performance of selected Non-governmental organizations in Northern Uganda., I am a student of Masters of Business administration- NGOs management.* You are kindly requested to respond to this questionnaire that has been sent to you. Information given shall be treated with ultimate confidentiality. Thank You!

Section A: Profile of Respondents

Please fill and use a tick (✓) to indicate your responses, (where applicable)

1. Gender

Male	Female

2. Your Age

18-27	28-37	38-47	48

3. Position in the Company

Top Mgt Position	Middle Mgt Position	Lower Mgt Position

4. Highest Education Qualification

PhD	Masters	Bachelors	Diploma	Certificate	others

5. Marital Status

Single	Married	divorced	Separated	Widowed

6. Level of Experience in Current Field of Work

1 -4 Years	5 -9 Years	10 – 14 Years	15 – 19 Years	20 & above

Section B: Donor funding in the selected NGOs

This section aims at assessing the extent of Donor funding in the selected NGOs. The donor funding is dimensioned into three major constructs namely; international, national and local donor funding

Please rate /indicate/ tick (✓) appropriately your response with respect to the importance of the statements below:

1. <i>Strongly Disagree</i>	2. <i>Disagree</i>	3. <i>Agree</i>	4. <i>Strongly Agree</i>
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Donor funding				
	International donor funding			
IDF1	We receive frequent funding from developed countries to support our activities	1	2	3
IDF2	We receive funding from the established international bodies World bank for supporting our operations			
IDF3	We receive funding from the umbrella Ngos located in abroad			
IDF4	The international aid is sufficient in facilitating our day to day operations			
IDF5	We always lobby to attain many international donor funding organizations			
IDF6	Government support us in attaining international donor funding			
	National Donor funding			
NDF1	We receive donations from the government institutions like ministries			
NDF2	Our donations come from the government high profile persons			
NDF3	The funding from national donors is far more than international funding			
NDF4	We receive funding from developed businesses located in Kampala			
NDF5	The different national bodies and individuals provide funding to our NGOs			
NDF6	We receive funding from the national budgetary allocations as funding for NGOs			
	Local donor funding			
LDF1	The local communities support our operations always			
LDF2	The local communities provide technical funding to our operations			
LDF3	Locals donate different assets for facilitation of day to day operations			
LDF4	We receive scholastic materials from the community members			
LDF5	The locals donate money for the operation of this NGOs			
LDF6	The local community is supportive of the existence of the NGOs			

Appendix ii: Interview Guide

- 1) What is the level of international donor funding in NGOs in Northern Uganda
- 2) What are the challenges affiliated to the international donor funding in NGos in Northern Uganda?
- 3) How does international donor funding affect the performance of NGOs in Northern Uganda?
- 4) What is the level of national donor funding and the performance of NGos in Northern Uganda
- 5) What are the challenges of national donor funding in NGos in Northern Uganda?
- 6) What are the relationship between national donor funding and performance of Nongovernmental organizations in northern Uganda?
- 7) What is the level local donor funding for Non Government organizations in Northern Uganda?
- 8) What are the challenges of local donor funding for Non Government organizations in Northern Uganda?
- 9) What is the relationship between local donor funding and performance of NGos in Northern Uganda.