

The Impact of Donor Aided Projects Through  
NGOs on the Social and Economic Welfare of the  
rural poor.

“What do the donors want?”

Case study: Kabarole Research & Resource Centre

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2008-M092-20054

Uganda Martyrs University

June 2010

“Supported by the Royal Geographical Society (with IBG) with a Royal Dutch Shell plc International  
Leadership and Capacity Building Programme Bursary”

## **Acknowledgement**

I would like to extend my sincere appreciation to all those who have directly or indirectly contributed to this research including all the respondents with whom too many questions were asked and honestly responded to. Special appreciation goes to the supervisor of this research; Mr. OGWANG Tom whose invaluable guidance led this research, this far. My sincere appreciation also goes to the panel at Uganda Martyrs University that read and provided constructive and insightful comments to this research.

Mr. Maurice Barnes my mentor, I can't thank you enough for your insights and reflective thoughts on this research. Associate Prof. Devra Cohen Moehler of Cornell University, many thanks for your constructive advice and financial contribution towards my pursuance of this degree. Prof. Edward B. RUGUMAYO, very many thanks for your advice, reading and editing the dissertation. Thank you for your reflective thoughts on the research as well. To my aunt Ms. BASEMERA Esther, thank you very much for always being there for me and helping out at crucial moments of this program. To my family, thank you for bearing with me, especially for my regular weekend travels from Fort Portal to Kampala to attend lectures. Special appreciation goes to my wife, Ms. Victoria N. BUSIINGE, thank you for your encouragement and moral support. To my friend, OZOO SABIITI, many thanks for the countless lifts to Kampala and for all the revolutionary reflections that kept our spirits going.

To all the Research assistants; ISINGOMA Tom, Ms. KALIISA Maureen, Ms. TUSIIME Rose and MWIKIRIZA Tadeo, very many thanks to you, for the commitment, reflective thoughts from the field and for trekking through the ragged and remote villages of the Rwenzori region.

Last but not the least, my sincere appreciation goes to the Management of Kabarole Research and Resource Centre, for the support given to me, and enabling me to reach the groups and communities where their projects are implemented across the Rwenzori region.

More special appreciation goes to Royal Geographic Society- International Leadership and Capacity Building, whose grant support made it possible to undertake this research.

## List of Acronyms and Abbreviations

AIDS	Acquired Immune Deficiency Syndrome
CABS	Community Agri Business Services
CBO	Community Based Organisation
DANIDA	Danish Development Agency
GAA	German Agro Action
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
KRC	Kabarole Research & Resource Centre
LC	Local Council
MFA	Micro Finance Association
PALS	Participatory Action Learning Systems
PRMT	Poverty Resource Monitoring and Tracking
RFPJ	Rwenzori Forum for Peace and Justice
RYNCA	Rwenzori Youth Network to Combat Aids
SAPS	Structural Adjustment Programs
SATNET	Sustainable Agricultural Trainers Network
UNDP	United Nations Development Program
UNICEF	United Nations International Children's Education Fund
UNIDO	United Nations Industrial Development Organisation

## Abstract

This study set out to assess the Impact of donor-Aided Projects Through NGOs on the social and Economic welfare of the rural poor in the Rwenzori Sub region of Uganda. This was a case study research was based on an indigenous organisation, Kabarole Research and Resource Centre, located and operating in the Rwenzori sub-region of Uganda. The choice to study this organisation was based on the fact that, compared with other organisations in the region, Kabarole Research and Resource Centre had longest donor relations of over 10 years and implementing a variety of donor aided projects across the region.

This research set out to ask the following questions, what is the nature, and origin of projects being implemented by Kabarole Research and Resource Centre in the region? What is the impact of donor aided projects through Kabarole Research and Resource Centre on the social and economic wellbeing of the grassroots communities in the region? How sustainable are the donor aided projects implemented by Kabarole Research and Resource Centre in the region? Is it possible for KRC (also other NGO projects) projects to be implemented without donor aid? What constraints have grass roots NGOs like Kabarole Research and Resource Centre encountered during the implementation of donor-aided projects?

To answer to the above questions, a number of qualitative methods and techniques were used to collect and analyse data. Among other techniques that were used and they included; Focus Group discussions with project beneficiaries, observations of projects, activities and individual project participants, Key Informant Interviews with different categories of respondents depending on their roles and level of involvement in the implementation of projects but also their experience in the implementation of donor aided programs. These discussions were guided by different interview schedules with respective respondents. Random and snowball sampling methods were used to chose the respondents as well as groups that participated in the study.

This research found an interesting array of evidence indicating that by and large, some social and economic welfare effects had accrued to their project beneficiaries although to a very minimal extent. 1) This research established that on average, 5 out of 15 project beneficiaries had been economically and socially impacted up on by the donor-funded projects. 2) The larger proportion (10 out of 15) of project beneficiaries continued to struggle to realise economic and social effects mainly due to the structural approach favoured by both the NGO and the donors. 3) Largely, more social and economic effects occurred at the non primary target level, that is NGO workers, and the private sector.4) A significant proportion of community members had been pushed to the periphery of the 'Very poor' including those that had been targeted by the projects due to; imposition of project ideas by the donors through the local counter part NGO, failure to critically assess the local contexts on the part of the NGO and the donors and limited individual capabilities among the targeted active poor to fully participate and benefit from projects that were given to them. 5) These donor-aided projects accelerated the donor dependency syndrome and a consumption mentality among their beneficiaries. 6) Finally, most of the projects were unlikely to be sustained, as they were purely dependent and tagged to the NGO and the donors and not to their beneficiaries or government.

This research among others recommends that local NGOs need to disengage and sort out donors that could support organically generated projects/programs and these programs should be able to strengthen local entrepreneurialship capacity and economic tenacity.

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# Chapter one

## GENERAL INTRODUCTION

### 1.0 Introduction

This chapter presents background information on subject of research and covers the following aspects, the problem of maldevelopment in Sub Saharan Africa, poverty status, donor interventions and support provided to both the state and NGOs in African, and finally the continuous poverty challenge especially in Sub Saharan Africa despite all the donor support.

### 1.1 Area of study

The study area, the Rwenzori region, by the 2003 had a population of 1,780,732, current data by UBOs shows that the population has since grown to over 2 million people. According to a survey carried by KRC, the region in 2003 had 323,952 households and 5.5 persons per households. The Rwenzori region located at the foothills of Mountain Rwenzori is made up of five districts, namely; Kabarole, Kasese, Kyenjojo, Kamwenge, and Bundibugyo. Two new districts were in 2010 created by government, Ntoro curved out of Bundibugyo and Kyegegwa was curved out of Kyenjojo district. The case study organisation operates in all these districts.

### 1.3 Background of the study

Scholars and practitioners around the world have used various words to describe the development conditions of developing countries including underdevelopment and most recently, maldevelopment. The later has been borrowed from the field of medicine and is used to describe a rather dire condition of deficiency in functioning such as; brain malfunction or a malnourished child. Thus, to describe development of mostly Sub-Saharan African countries as maldevelopment, is more or

less comparing it with a malnourished child. Indeed there are many malnourished children on the African continent and yet a huge amount of development aid continues to flow. Every year, the aid business spends \$100 billion dollars of money, seeking to help the world's poorest people. The west has spent 2.3 trillion on foreign aid over the last five decades and had not managed to get twelve-cent medicines to children to prevent half of all malaria deaths. A typical African country received more than 15% of its income from foreign donors in the 1990s (William Easterly, 2006: p 45.).

In addition, the past 2 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, Firoze Manji et al, (2002: p.11), 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 programme 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.

Unfortunately, in many post colonial countries real per capita GDP has fallen and welfare gains achieved since independence in areas like food consumption, health and education have reversed. While quoting the UNDP Reports of, (1996, pp. 2-10, 1998, and 2001, pp.1-8), Firoze Manji and Carl O'Coil, (2002:p.2), recorded important and overwhelming statistics. Sub- Saharan Africa as a whole per-capita income dropped by 21%, in real terms between 1981 and 1989. Madagascar and Mali now have per capita incomes of \$ 799 and 753 down from \$ 1,258 and \$ 898 25 years ago. In 16 other Sub-

Saharan African countries per capita incomes were also lower in 1999 than in 1975. Nearly one quarter of the world's population, but nearly 42% of the population of Sub-Saharan Africa, live on less than \$ 1 a day.

According to World Bank, real per capita growth for Sub Saharan Africa countries by the 1990s was recorded at its lowest, 0.5%, and since the 1980s, the functioning of some of the African governments had only been possible by external aid. By 1990 for example, per capita aid for Mozambique was estimated at 60%, and 70% for Uganda and little government revenue could be drawn from the Ugandan economy whence causing recurrent expenditure on the part of government (Alan Fowler, 1992:p.19). Interestingly, the trend for Uganda changed quite significantly. Of the 2008/09 Uganda budget estimated at UGX 6.15 Trillions, UGX 4.29 trillions was financed using domestic revenue and only UGX 1.87 trillion was financed with donor funds (GOU, MoFPE: Budget speech, 2009,p.10).

While introducing a book entitled, Development, NGOs and civil society, Penny Pearce quotes the 1997 UNDP Report that paints a grim image of poverty in developing countries. "Between 1987 and 1993, the number of people with income less than 1 US \$ a day increased by 100 Million to 1.3 billion people, one third of the population in the developing world. He further goes on to add that, during the period 1989 and 1996, the number of billionaires increased from 152 to 447 and the value of their combined assets exceeded the combined income of half of the poorest of the worlds poor". The 2002/03 Uganda house hold survey indicated that the percentage of people living below the poverty line in Uganda was 38% in 2003. The number of people in the rural areas was slightly higher, 34.2% and above 60% in conflict prone Northern Uganda (UHDR, 2007, P.25).

Thus, continued impoverishment, growing conflicts, the state reneging on its social responsibilities, create the arena that development NGOs have been plying their trade and Africa's

decline contributes to the continued justification of their work. Official aid agencies have come to expect NGOs to act as a substitute for state welfare programmes, a solution to welfare deficiencies at a time when structural adjustment was hugely increasing the extent of welfare needs (Firoze Manji et al, *ibid*). This is the context in which both Western and local NGOs have explosively grown in Africa yet poverty is on the increase.

## **1.2 Problem statement**

Despite the increase in donor funding to government and NGOs towards poverty reduction programs, the state of poverty in Uganda and the Rwenzori region in particular is on the increase. The 2002/03 Uganda house hold survey recorded the percentage of people living below the poverty line in Uganda at 38% in 2003. Income poverty is currently recorded at 31% (UHDR, 2007: p. 19). Both reports and state that the percentage of income poverty in the rural areas is much higher, 34.2% and more so in conflict infested areas that include the Rwenzori region. To this end, a number of projects and programs through NGOs have been implemented and financed by various donors to improve social and economic welfare conditions for mostly the rural poor in this region.

Documentary evidence at Kabarole Research and Resource Centre, one of oldest organisations in the region indicated that, since its inception in 1996, the organisation received over UGX 5 billions towards the implementation of poverty reduction related programs and projects yet there exists uncertainty about the impact of these projects. Initial Focus Group discussions with KRC staff including senior management expressed uncertainty about the impact of their projects, and further generating the question of whether development aid, and particularly through NGOs like KRC is effective? At the global and local level, donor-funded programmes continue to be criticised for being less effective. Part of the problem lay in different implementation designs of these donor supported projects and programmes (Freddie Ssengooba et al, n.d).

## 1.3 General objective

To assess the Impact of donor aided projects Through NGOs on the Social and Economic Welfare of the rural poor in the Rwenzori sub region of Uganda.

### 1.3.1 Specific Research objectives

- (i) To find out the nature and origin of projects being implemented by Kabarole Research and Resource Centre in the Rwenzori region.
- (ii) To examine the social and economic effects of donor aided projects through KRC on their intended beneficiaries.
- (iii) To examine the long-term sustainability of donor aided projects through Kabarole Research and Resource Centre.
- (iv) To examine the constraints encountered by Kabarole Research and Resource Centre in implementing donor aided projects at grassroots level.

### 1.3.2 Research Questions

- (i) What is the nature, and origin of projects being implemented by Kabarole Research and Resource Centre in the region?
- (ii) What is the impact of donor aided projects through Kabarole Research and Resource Centre on the social and economic wellbeing of the grassroots communities in the region?
- (iii) How sustainable are the donor aided projects implemented by Kabarole Research and Resource Centre in the region? Is it possible for KRC (also other NGO projects) projects to be implemented without donor aid?
- (iv) What constraints have grass roots NGOs like Kabarole Research and Resource Centre encountered during the implementation of donor-aided projects?

### **1.3 Significance of the study**

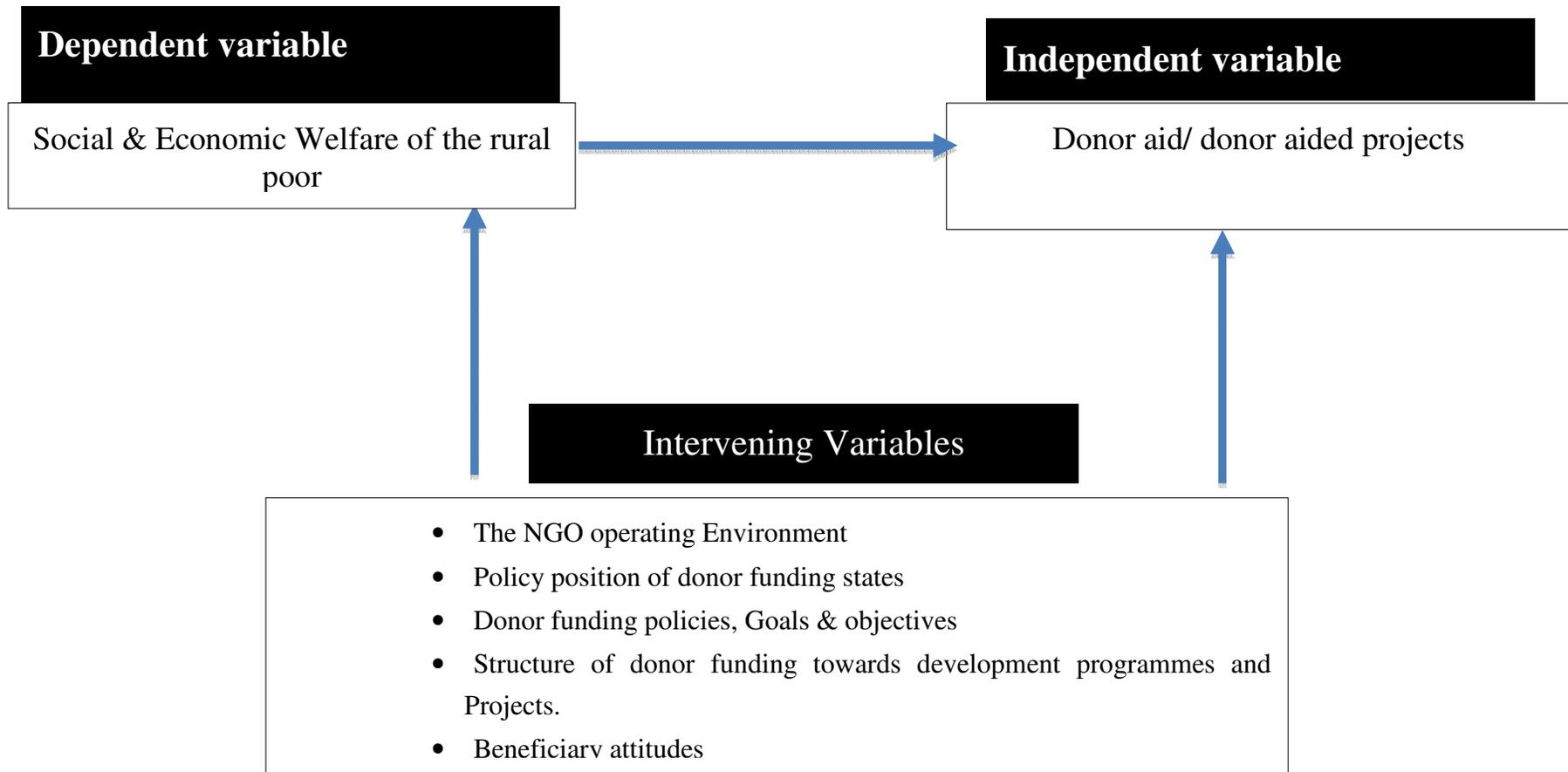
This study sought to critique donor-funded projects of NGOs, their contribution towards social and economic development of the ordinary citizens and later suggesting practical ways forward on how the NGOs implement donor-aided projects. The study will bring to the fore critical issues concerning donor aided projects of NGOs and development in general and will probably facilitate a new development perspective towards donor aided projects in Africa and Rwenzori region in particular. The study will remain a useful self-examination tool for reflection among Non-governmental Organisations, used a reference in academia and the donor community.

### **1.4 Justification of the Study**

The struggle to attain sustainable development especially in Africa has for a very long time now been associated with donor aid. Donors have over the years increased donations to development programs in the developing countries the aim to improve their livelihoods. Many Non Governmental Organisations have created donor dependent programs/projects in the effort to attain these goals. It is anticipated that these programs will sustainably elevate the social and economic welfare of the grassroots citizens, whence improving their standards of living. Thus, one of the assumptions of donor aid through NGOs/CSOs would be to pursue poverty reduction as a goal and sustainability of donor aided programs as a major development value and principle.

Globally, development assistance is increasingly being criticised for not realising real impact on the target beneficiaries of programs. For Africa, the question of why development is not working has not been answered for along time, and the search for a solution continues. The NGOs in Uganda, the right hand counterpart of donors, have been awarded significant amounts of money with the aim to fight poverty, yet the situation doesn't seem to change for the better.

## Conceptual Framework illustrated



**Explanation:** The above conceptual framework illustrates dependent, independent and the intervening variables in this research. The social and economic welfare of the rural poor is the dependent variable and the independent variable is donor aided projects. Therefore, the interpretation is, that improvement in social and economic welfare among the rural poor directly depends on the availability of donor funds or donor aided projects. However, this also depends on a number of other intervening variables, namely; the objectives of the donors financing particular projects and programmes, the policy environment and the beneficiary attitude towards donor aided projects.

## 1.5 Definition of Key terms used

### Introduction

What follows below are the definitions of some of the key terminologies used in this research.

#### Civil society

Borrowing the definition of Mary Kaldor (2007/08) in the Global civil society publication by Oxford University Press, civil society is defined as “the medium through which social contracts or bargains are negotiated between the individual and the centres of political and economic authority”. In this work, NGOs/CSOs shall be treated as representatives of civil society. Therefore the terms CSO/NGOs shall be interchangeably used throughout this research.

#### Grassroots NGO

Gerald M. Steinber (2003) defined NGOs as autonomous non-profit and non-party/politically affiliated organisations that advance a particular cause or set of causes in public interest. Deborah Eade (2007) further calls NGOs as sub species of civil society, as civil society is much older, dating to back to the ancient philosophers of Greece. For this study, NGOs will include big organisations that often play an intermediary role because of their institutional capacity. The researcher has also included cooperative societies such as the micro credit associations, and those in the category of community-based organisations. Also, grassroots organisations are defined as NGOs established by intents, and purpose to address development challenges in a given community.

#### Donor aided projects

In this research donor-aided projects are defined as those projects sponsored by purely external donations (normally provided by international aid agencies through local organisations

as intermediaries), excluding those supported by locally generated resources including resources from government.

### **Development**

Todaro and Smith (2006), defined development as a multidimensional process involving major changes in social structures, popular attitudes and national institutions as well as the acceleration of economic growth, the reduction of inequality and eradication of poverty. For the purpose of this research, the rural citizen in the selected sub counties of this study defines development as the qualitative positive change from a bad to a better state in the quality of life, and the enjoyment of basic needs of life.

### **Sustainability**

Dempster (1998) in David W. Chapman et al (2006) define sustainability as the ability of an activity or system to persist. For the purpose of this research, sustainability is defined as the ability of donor aided programs to create systems that continue to connect and impact on the beneficiaries even after the programs are wound up.

### **Grassroots**

The term grassroots in this research is defined to mean the lowest level of administration and normally this is at the village level, presumably targeted by donor projects to cause social and economic change.

### **Empowerment**

For this research empowerment is defined as the progressive ability by an individual or community through external assistance to advance in skills development and in the quality of services provided cross social, cultural, political and economic indicators of development.

**Active poor and the very poor**

Term used by Kabarole Research and Resource Centre (KRC), to mean poor people but those involved in some activity- trying to help themselves. The term very poor is defined by the same organisation to refer to a category of people who are not able to meet their own basic needs.

# Chapter Two

## LITERATURE REVIEW

### 2.1 Introduction

This study is not about NGOs per say, but about the impact of donor aided project programs through NGOs in enhancing social and economic development of the rural poor. Literature reviewed in preparation for this research found limited literature on assessing the impact of donor aided projects more on the role of NGOs community development using donor money. This section attempts to present a critical review of the available literature on the subject of research. It presents the historical element of donor support NGOs but also government, it looks at the influencing factors, but also reviews the impact of donor funds both at state and NGO level, and also point out some of the impact of donor funds through NGOs.

#### **Historical perspectives of donor aid**

While the idea and practice of community development existed within the colonial period, voluntary bodies did not present themselves or their work in terms of development until much later when the US Government and international agencies began to distinguish half the world as “underdeveloped” and to describe development as a universal goal.

The post independence Africa economy did at least sustain a social infrastructure that, while not comparable to the conditions in the west nevertheless served a wide population. The impact of these interventions was reflected in the subsequent dramatic changes in average life expectancy, infant and child mortality rates, improvements in nutritional status of the young,

literacy levels and educational enrolment. These achievements were observed up to the 1970s as a result of these social programmes ( Manji & Carl O'Coil, 2002, p.3).

Consequently, the role of NGOs in the early post independence period remained marginal as the state provided most of the social services. With most developing countries increasingly becoming indebted to the west, the neo-liberal policies became the political –economic ideology by the west over the developing countries demanding a minimalist role of the state in delivering social services, and rather concentrate on providing the enabling environment for growth and waste time in providing social services (Firoze Manji & Carl O'Coil, *ibid*).

These policies that were implemented by the Breton Woods institutions like the WB, resulted in a raise in unemployment and decline in real incomes of the majority, the social basis and structure was restructured and transformed thus strengthening the forces or alliances that would be sympathetic to the situation. Externally imposed constraints on health, education and welfare measures and social programmes, liberalisation of price controls and the dismantling of state owned enterprises contributed to widening of internal disparities. SAPS were linked to the deteriorating health conditions in Africa and Latin America, leading to increases in the incidence of child malnutrition, growth in infectious diseases and in infant and maternal mortality rates. The bilateral and multilateral institutions set aside significant volumes of the funds aimed at mitigating the social dimensions of the adjustments. These acted as palliatives to minimise the more glaring inequalities that their policies had perpetuated. These funds went to the NGO sector (Firoze Manji et al, *ibid*).

The history of development aid dates to the period after World War II, 1945-1960, a period when some of the African countries were emerging from colonialism and World War II.

At this time, the west decided to show compassion in support of recovery programs from the damage of war. There was also a feeling of guilt by Europe for colonialism and the conditions in which their colonial masters had released countries into independence. More so, there was the motive to maintain the grip to pursue capitalistic Vs communist ideologies after the cold war (Frithjof Kuhnen, n.d). During this period, most known UN agencies like UNESCO, UNICEF were formed and organisations such as Oxfam and Save the Children appear in 1960 and 1970s as development focused NGOs. The advent of NGOs is also a result of SAPS that came to fill the space created as private agencies and they were encouraged to present themselves as appropriate channels for aid to the poorest, especially those falling through the neo-liberal policies like SAPs. Many organisations emerged with the collapse of the Soviet bloc as an avenue for opposition of the prevailing political agenda (Deborah Eade, 2007).

Ziya Onis and Fikret Senses (n.d), point to the Neo-liberal policies of the 1970 and 1990 are in the context of development processes and strategies. The neo-liberal revolution repressed a major assault on national developmentalism. It called for governments to concentrate on providing social overheads, and promoted individualism, market liberalisation and outward orientation. Generally, the neo-liberal revolution encouraged private sector growth and that's how Nongovernmental organisations come to fill the gap created by neo-liberal policies and strategies of the Briton-Woods institutions.

Unfortunately, real development was only visible in the “golden decade” (1960-1970), and after that, the situation for Third world countries considerably declined (Frithjof Kuhnen, *ibid*). For example East Asia GDP has grown by 800% since the 1960s and that of Sub Saharan

Africa, continues to decline in exception of some parts like post apartheid South Africa, Botswana, Lesotho, and Mauritius (Mugisha M. Mutabazi, 2008).

### **Aid expenditure**

The west has spent 2.3 trillion on foreign aid over the last five decades and had not managed to get twelve-cent medicines to children to prevent half of all malaria deaths. A typical African country received more than 15% of its income from foreign donors in the 1990s (William Easterly, 2006: p 45.). The aid business spends \$100 billion dollars of money seeking to help the world's poorest people, however most of this aid goes to countries with poor accountability mechanisms (William Easterly and Tobias Pfitze, 2008:p.24).

In addition, the past 2 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. Support to NGOs was as a result of the Washington consensus that focused on good governance and democratisation and donors uncritically embraced anything calling it self-civil society, NGOs inclusive (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 and between 1980 to 1988, and the amount of aid allocated to NGOs rose from US\$1.04 to 2.13 billion. However, this official aid to NGOs also presents a number of negative quality aspects, namely; the project mode of funding and NGO autonomy, and project aid relies on a mechanical cause and effect paradigm that many observers argue not to be fully participatory (Alan Fowler, 1992:p.17)

Across the globe, civil society and NGOs in particular have been perceived as vehicles for the promotion of democracy. In the early 1990s, key policy makers such as Ambassador Mark Palmer while addressing the US senate foreign relations committee he assertively stated that “achieving 100% democracy is possible only with radical strengthening of primary front line fighters of freedom- NGOs, (Armine Ishkanian, 2007/08: p.58). (Gerald M. Steinberg, *ibid*) is critical of this suggestion by Armine, and states that NGOs aren’t democratic institutions and have no democratic accountability.

### **The Impact of aid expenditure**

Nevertheless, aid has a positive impact on growth in developing countries with good fiscal, monetary and trade policies but has little impact on countries where such policies are poor. Aid itself has small and insignificant impact on growth but aid interacting with good policy has a positive impact on growth. Policy seems more important on aid effectiveness in lower income countries (Vu Minh Duc, 2002). On the contrary, Gong and Zou (2001), Quoted in Vu Minh Duc (*ibid*) stated that foreign aid depresses domestic savings, and mostly channels it into consumption and has no relationship with investment and growth in developing countries. Aided projects are likely to have little or no substantial impact in poor sector-policy environment and where projects are not well integrated. Unfortunately, a donor is more likely to ignore the potential negative externalities on recipient country systems (Stephen Knack, 2006).

Part of the problem of aid ineffectiveness has a lot to do with the fragmentation of donor program/projects. The real effects of donor fragmentation among others include; each recipient must contend with many small projects from many different donors which breeds duplication,

take much time of government ministers in aid intensive countries (William Easterly and Tobias Pfitze, 2008:p.12).

Accordingly, the enhanced role of NGOs in the development process is their presumed efficiency and effectiveness in terms of program delivery and meeting the needs of the poor. This is compared favourably with the failures of the state, the private sector and multilateral efforts to promote development. Arguably, NGOs possess development capacities and capabilities that states and governments lack and are acceptable as a necessary part of the development process (Iain Attack, 1999:p.6). Although scholars like,(Gerald M. Steinberg, *ibid*) argue that NGOs aren't democratic institutions and have no democratic accountability, literature also suggests, NGOs have a comparative advantage in; local accountability, independent assessment of issues and problems, expertise and advise-reaching important constituencies, provision and dissemination of information, awareness raising and proximity to their clients (African Recovery, 1999).

The challenge that stands in the way for most of these organisations is the fact that, their legitimacy is being questioned. The cost of development services they provide is not met by the incomes from the clients they serve- the poor, marginalised, oppressed and deprived inhabitants of the South (Alan Fowler, 1992). Iain Attack (1999) will no doubt question the legitimacy and the interventions of such dependent NGOs.

Nevertheless, NGO involvement in development reflects private initiative and voluntary action and it also follows an increase in popularity of NGOs with government official aid agencies and the willingness of donors to make funds available to them. There are two main reasons to explain why funds to NGOs; one is that official funding agencies support NGOs in

providing welfare services because of their cost effectiveness in reaching the poor, and secondly, they are seen as representatives of the poor and most vulnerable and their relationship with the people gives them greater public legitimacy than some governments (Gilles Nancy et al, 2006). Ravi Kanbur (2000, p.5) would disagree with this argument of effectiveness, and counter argue that, “representatives of aid agencies in Africa, those who “parachute in” for missions of a few days and those who are resident are symbols of power of donor agencies, they stay in big hotels, big houses and are driven around in big cars and demand to see policy makers at the drop of the hat. As they travel in conveyers of four wheel drives to inspect projects funded by their agencies and as they mingle on the diplomatic cocktail, the resentment they evoke shouldn't be underestimated”.

The NGOs/donor aided programs do reduce some of the worst forms of poverty, although a modest achievement, for the people helped it can be very significant. Donor aided programs focused on credit and agriculture in Latin America have led to an increase in employment, growth in income, and production (Alan Fowler and Rick James, 1994). There have been modest improvements in the economic status of those reached by NGOs and their programs, however, there is little evidence that beneficiaries had managed to break out of self reproducing spirals of impoverishment. Even people helped by successful projects still remain poor (Alan Fowler & Rick James, *ibid*).

Globally, development assistance has increased but lacks ability to reach out to the poor. Concerns have been voiced about the impact of donor funding to NGOs. Although their funding has increased enormously, their visibility with the general public has never been higher. Their legitimacy and relationship with funding agencies is in question. There is increasing debate that

NGOs have become implementers of donor policies and their relationship with donor's compromises the work of Civil Society Organisations (Gilles Nancy et al, 2006). An NGO is only accountable to its particular funding organisations or its members (Gerald M. Steinberg, 2003).

Schneider (1985) quoted in Alan Fowler and Rick James (1994); says that, "NGOs play a unique and largely a successful role in assisting and strengthening local groups and associations. Referring to a UNDP report (n.d), Schneider points to a number of cases where projects strengthen the capacity of communities to improve their bargaining positions with government as well as having a significant impact in empowering the poor, especially women". It is further argued that the mobilisation aspect of development in the sense of forming strong groups and civic associations appears successful but there is little in sight as to their durability or impact in altering the power structures of society. More so, Alan Fowler and Rick James, (ibid) have suggested a growing role for NGOs in monitoring government adherence to its own policies and the implementation of international agreements

Credit programs by NGOs in Bangladesh and in India successfully shifted productive resources into poor women's hands and they in turn were demonstrating how women's enhanced incomes were applied to raise household nutrition levels and improve the health and education status of their children. The borrowers from these organisations were mostly women. However, the women are also victims of loan failures used by their husbands and groups created by the NGOS are used to recover the loans and this some times results in selling of property or any other valuable item of the family (Lamia Karim n.d.). William Muhumuza (2005,p.395) research on Credit organisations in Uganda found out that, credit organisations targeting mostly women

focused on the active poor and discriminated against those in the absolute poor state because they considered them risky and a threat to future access to credit.

On the one hand, literature has shown that NGO interventions do not reach the bottom. Some times the percentage reached is between 5-10 % of the population, although some scholars quote it higher than this. In a number of cases, it has been concluded that the not so poor have benefited from NGO programs (Alan Fowler & Rick James 1994). Mary Kaldor ( 2007/08) in the Global civil Society further argues that Aid Money may lead to the formation of artificial NGOs, which squeeze the space for genuine grassroots initiatives and may foster corruption or train people who then use their new skills to find jobs else where

For development NGOs, the cost of development services they provide are not met by the incomes from the clients they serve- the poor, marginalised, oppressed and deprived inhabitants of the South. The cost is paid by surpluses generated by the for profit capitalists, market economy that is displacing all others as it expands across the world and penetrating deeper into countries of Eastern Europe and the South. The work of NGOs is critically dependent on economic processes external to the client group (Alan Fowler, 1992).

While reviewing development partnerships in Nepal, Tumusiime Mutebile (2002) found out that, “donor dominance in Nepal’s development efforts and the impact of aid programs and over all development effort was not generating satisfactory and sustainable results on the ground. He further adds that without strong collaboration with national institutions, the sustainability and the replicability of many programs were uncertain”. Scholarly literature has shown that, when international assistance ends, the activities initiated on the ground also die with little left to show for the effort. The lack of sustainable impact is widely seen as a key threat to continued flow of

international development assistance (David W. Chapman et al, 2006). Inadvertently, there will be a move away from comparative advantage to competitive advantage between NGOs as access to external aid becomes more critical for their functioning (Alan Fowler, 1999,pp.19-20).

# **Chapter Three:**

## **Research Methodology**

### **3.1 Introduction**

This section presents key methodological issues that were followed to conduct this research. Among the areas covered include; the nature of research design, the scope of the study, the population of the study, the sample size, sampling techniques and data analysis methods used.

### **3.2 Research design**

This is a case study research, based on an indigenous organisation that drawing from a 12 years experience, the organisation implemented a series of donor-aided projects. The choice for this case study research was also based on the need to reflect deeply on the individual organisation practices, which would not be possible if so many organisations were involved and with a lesser experience. As a case study research, the organisation bore salient characteristics among others including; a long history with donor funding of over 10 years, many donor projects, hosting many donors and implementing many donor aided projects. This would no doubt provide the chance to consider impact measurement for which there were few organisations with this history. In order to collate the impact of these donor projects, a progressive analysis of projects and project beneficiaries was done.

### **3.3 Scope of the study**

The study covered three districts, namely; Bundibugyo, Kasese and Kabarole out of the five districts that make up the Rwenzori region of Uganda where the case study organisation operates its projects. In terms of content, the groups and the respondents in the study were chosen from those that were directly and indirectly affected by the projects of the case study organisation.

In terms of time space, this research examined project impact of projects that were implemented by the case study organisation for over the last 10 years since 1996 the organisation started implementing donor aided projects up to 2006.

### **3.4 Population of the study**

The population of the study was drawn from the following groups and communities; members of Kabarole Research and Resource centre (KRC), other Non government organisations directly supported and collaborating with KRC, members of direct beneficiary groups from the KRC implemented projects, community members, local leaders, local government technocrats like Community development officers, households in the respective areas where projects have been implemented, civil society activists, and civic leaders as well as the local leadership at district and respective sub counties.

### **3.5 Sample size**

During the study, 24 leaders and technocrats including CAOs, community development officers, political councillors, heads of education and health departments were interviewed as key

informants. More so, 27 community groups with direct support by the case study NGO participated in the research and Focus Group Discussions were held with each group. The research team also interviewed Eight Community Process Facilitators drawn from the three districts of Kasese, Kabarole and Bundibugyo. Also, 90 households in the districts of both beneficiary and non-project beneficiary members were interviewed. In quantitative terms, the calculated number of respondents, that participated in the research, including Focus Group discussions, and Key Informant interviews across the three districts where this study was 382 respondents. .

### **3.6 Sampling procedures and techniques**

A list of sub counties, and groups was obtained from the case study organisation and it is this list that was used to randomly sample, the sub counties, community groups and community-based organisations were chosen. The random sampling method was used to avoid bias and reduce the chances of error.

The research also asked the study organisation staff and individuals guide on key community groups of success, where names were provided to the researcher and screened on the parameter of sustainability and Bukonzo Joint Microfinance was purposively selected as a the most successful and sustainable group and was included in the research. It was also critical that some groups were purposively selected in order to explore most of the research questions. Snowball sampling was used in not only identifying group a group that had registered significant success but it was used to indentify key informants that had a wide knowledge and experience in the implementation of donor aided projects.

### **3.6 Data collection methods**

This research employed qualitative methods of data collection, among others included; Focus Group Discussions, Key Informant interviews, Observation and Documentary review. For the FGDs and Key Informant interviews were guided by interview schedules that were specifically designed according to the category of respondents in the research.

#### **Focus Group Discussions**

The Researcher conducted Focus Group discussions with group and community members where the projects were implemented. FGDs were chosen and conducted. This method was treated as the most suitable while discussing with members who had directly and indirectly participated in the projects. The researcher also chose this method because of its ability to capture many responses from many respondents and in a short time.

#### **Key Informant Interviews**

The researcher also conducted individual interviews with Key informants and these were in the category of local leaders, civic leaders, project officers and board members and project advisors. The choice for key informant interviews was based on the fact that, this category of respondents had different perspectives on the topic of research because of the different roles that they played in the project implementation.

#### **Observation**

This method was chosen in order to; get hands on experience in the design and the delivery of donor-aided projects. Therefore, this researcher passively and actively participated in the project activities, and data was generated to inform this research. This researcher for example actively participation in the designing of some of the projects during the time the research was being

conducted. This experience gave the researcher hand son experience of what the local NGO staffs go through and the feeling of how the whole process is done. This researcher can attest to the pressure of designing proposals based on field experiences and without going to the field to consult on the project being designed. The researcher was an inactive observer at the selection meetings for groups that were being presented to benefit from donor aided projects. Further observation was done at the beneficiary level; where this researcher had to physically look out for the actual impact among project beneficiaries.

### **Documentary Review**

This researcher also reviewed literature obtained from the case study organisation. This literature included project documents, project and annual reports, project review reports and research reports that had been conducted by the case study organisation on the projects that they implement. This method was chosen because; it was vital in providing background information and facts about projects implemented by the case study organisation before primary data could be collected. Indeed, before field data was collected, a wide collection of data had been collected and this was used to cross check with the primary data that was obtained by the field.

### **3.7 Data analysis techniques:**

This research purely relied on qualitative analysis techniques where all the data collected coded and arranged according to the research themes. The Qualitative analysis techniques were complemented with some statistics that were mainly obtained from the secondary data that was obtained through documentary analysis from the case study organisation. A few statistics were obtained from the primary data and have been included in this research. The quantitative data included in this research constitutes less approximately less than 1% of this research.

### **3.8 Ethical considerations**

This research took into consideration a number of ethical considerations namely here;

- (i) Permission was asked and obtained from relevant authorities in the districts before the researcher was allowed to conduct interviews with groups from the respective districts.
- (ii) Secondly, throughout the research, the research sought consent from the respondents for the interviews and where they were not comfortable to be quoted or recorded in the research an agreement was reached not to be recorded or their personal information captured. For example, names of the organisation staff have not been used in this research but the words ‘the staff’ have been used.
- (iii) All secondary materials in this research, their sources have been provided and Quotes from individuals respondents, their names have been concealed for confidential reasons.

### **3.9 Constraints encountered**

1) One of the key constraints to this impact study was the lack of adequate statistical data to serve as evidence to some of the changes that have taken place especially in economically related projects. For example, in as much as some households in Kabarole and Kasese reported increased production, it was not possible to get actual increases in statistical terms and baseline data was absent and all that could capture were statements that production had increased but without comparative figures. The researcher endeavored to capture some statistical data both from the primary and secondary source and these have been used to bridge this gap.

2) Some group members whose projects failed, initially refused to talk about themselves and it took the research a lot of time to ask for an interview, they later agreed to based on the fact that the research would help establish problem and suggest some solutions to the case study organization.

3) Remoteness; some of the households were distant and in hilly areas, this caused exhaustion on the data collectors and most likely affected the quality of data returned. The research psychologically prepared the research assistants about what to expect in the field but more so, occasionally allocated them areas based on the conditions of their fitness and some times Boba-Boda transport was provided to travel deep into the villages.

4) Interviews were conducted during the weekdays when some of the respondents especially households were tending to their gardens. In Kasese, it was harvesting time for groundnuts and the farmers had limited time to attend to the researcher and this required appointments with the affected respondents had to be adjusted. Although this affected the research budget, additional time was got to discuss the research questions with those respondents.

5) Public holiday and cultural ceremony: in Kasese, the data collection exercised coincided with the visitation of Omusinga (King) where the data was being collected. Responses and questions were rushed, as respondents were involved in the preparation for the arrival of the King in one of the sub counties. As in point 5), new appointments were made with the respondents and substantial data collected from those areas although the research budget was affected significantly.

## **Chapter Four**

# **PRESENTATION, DISCUSSION AND ANALYSIS OF FINDINGS**

### **4.0 Introduction**

This chapter presents the key findings of this research according to research objectives and the research questions. The findings in this chapter have been arranged according to the following research themes, nature of projects by the case study NGO, the origin and the source of funding for projects, and the social and economic impact of these projects onto their intended primary beneficiaries.

### **4.1 Nature and origin of projects**

This section presents findings according to research objective one, that is, to find out the nature and origin of projects being implemented by Kabarole Research and Resource Centre in the Rwenzori region. The key research question that was asked under this objective was what is the nature, and origin of projects being implemented by Kabarole Research and Resource Centre in the region? What follows below is a discussion and analysis of key findings to this question.

It emerged from this research that the case study organisation implemented many projects in the following thematic areas; production, marketing and microfinance targeting smallholder farmers across the Rwenzori region. The other projects were in the area of; peace building, human rights (Women, children and political rights) and Governance. The later had a wider

regional target, including local government structures, and most of them had a component of capacity building. It was also found out that most of these projects shared a common aspect that is their names were similar to those of their funding agencies.

The Civil Peace Service Program at the case study organisation shared their name with the Civil Peace Service Program of the German Development Service, the deepening democracy program, shared their name with the Deepening democracy program at DANIDA, and the Sustainable Production Program, shared a name with their donor HIVOs to mention but a few. A part from the fact that these projects had a short time span, on the average, the projects lasted for 24months, the case study organisation experienced regular project or program name changes that in the view of project staff was very confusing. There is no doubt that the project name changes resonated with policy objectives of the funding agency, a suggestion that the case study organisation often tried to match it self with the donor's policy objectives. At the time of the study, for example, the name for the Sustainable Production Program had changed to Small Holder Farmers Project. When some members of staff at the case study NGO were asked why names of projects keep on changing, no clear cut answer was provided and one senior member of staff said, "some times the projects just acquire names from the goals of a given donor". There is no doubt that, the social and economic goals of the organisation will be questioned, just like Edward and Hulme, (1996, p.14 in Iain Attack, 1999, p.859)", would ask,

"If NGOs are becoming more responsive to external concerns, what is happening to the links, - to their values and mission, and to their supporters and others through which they claim their right to intervene?".

It was also observed that the case study organization interchangeably used the words project and program in a confusing way. This finding indicates a lack of clarity on the part of the NGO and would certainly affect the effectiveness to meet its social and economic goals. On the

one hand, although the case study organization aimed at setting up a common program of action, called Sustainable Civil Society Empowerment Program, many of these “projects” or “programs” implemented by the case study NGO appeared disjointed and isolated from each other without linking to the program. These projects were designed at different times and in interest of different donors. It was further observed that in the period of 2002/2006, the case study organisation was funded by a fleet of donors, at least more than 10 donors, each one of them pursuing different interests in the projects that they funded. Interviews with the finance department revealed that many of these donors had different reporting and accountability requirements. Literature available at the case study organisation suggests the organisation well aware of the dangers of implementing externally driven agendas as is stated;

“The civil society in Uganda is founded on very weak and vulnerable structures that don’t derive their strength from grassroots communities. Interventions by different actors in development have been done with little or no consultation of the grassroots communities. This approach makes communities as recipients rather than active players in development (KRC: 2003/06: Program strategy: P.17).”

This research found out that indeed the practice of the case study organisation was on the contrary to this self-awareness. One of the key questions asked in this research sought to find out, where the ideas of projects came from? In response to this question, more than half of the case study NGO staff said that, the staff based on their field experiences to designs the projects. It also emerged from this research that, many a time, it has not been possible for communities to be consulted on the kind of projects that are submitted to donors for funding by the case study NGO. This was further re-echoed by community members and local leaders in Bubandi Sub County, “the plans are made by KRC and the local members are not involved in the planning but only during implementation especially during sensitization activities. For example we don’t know the grade of meat goats provided to members, at least we know that World harvest mission

gave milk goats and provided details and KRC did not”. Most community members interviewed in this research said that projects like Poverty Resource Monitoring and Tracking, Peace and human rights were designed from outside by the case study organisation, in exception of Microfinance and agricultural projects, the most beneficiaries said that, the case study organisation built on already established initiatives.

Interviews revealed that both the community and the local leaders were only involved at implementation stages. In the case of microfinance, the members of groups interviewed said that, “KRC found when we had already started on these projects like we had started our own savings to help with our problems, but KRC trained us and helped us to register with ministry of cooperatives”. For some reason, most members participating in the economic related projects said that these were mostly their own ideas and that the case study organisation only gave them a hand, and they were not projects of the case study organisation. Some of the house hold members who were interviewed and don’t belong to any group, felt left out left out of the projects that the case study organisation supported. One house hold member from Nduguto Sub County said that, “ the case study organisation does not come on the ground to see the real needs and at least put more effort on production that according to them was neglected by the organisation that should be given more emphasis instead of focusing on mostly microfinance”. There is no doubt that the concern by the respondents stir up the debate on the importance of participation as Brohman notes;

A participatory methodology is the key to ensuring that people become actively involved at all levels of decision-making. Participation must be seen as an end in itself because of its crucial contributions to the empowerment of local communities and not merely a means for completing projects more efficiently (Brohman, 1996:P265) in Iain Attack (1999:p.861)

The findings of this research question the practical realities of participation despite its good attributes as stated by Brohman. This research came across extensive literature at the case study organisation showing empirical evidence of the different participatory practices and models like Poverty Resource Monitoring and Tracking that had been developed by the organisation, but the practice at project design level appeared rather contrary to the beliefs and ideologies of participation by the organisation. Both the junior and senior members of staff alluded to this, that “at the design stage, there hasn’t been so much participation. People in the offices are the ones thinking for those in the communities with the hope that projects will work well, “the projects are mostly KRC ideas and either the assumptions are too big or too narrow and on translating them on the ground, things are different”.

When asked about their thought on involving project beneficiaries in the design process, the case study NGO staff said “there is very little time to consult and yet project submission schedules by donors normally have a limited time frame besides the cost involved to carry out the consultations. One of the case study NGO senior manager said, “some times the organisation is not sure that it will qualify for the funding and therefore not in position to carryout extensive consultations on the project”.

Most donors interviewed in this research said that they have given the case study NGO the chance to do the needs identification for the projects they support. One of the donor official interviewed said, “HIVOs has policies in place and chooses to collaborate with organizations that match with HIVOs’ objectives and strategies in poverty alleviation without being prescriptive as we believe the organisation is more knowledgeable of the local context”. One of the NGO senior advisor and board member interviewed in this research draws the point home based on the power imbalance between the donor and the NGO. “Although the donor works in partnership, in reality

the power imbalance is such a big thing and you end up with people lying. The potential beneficiaries know that if they tell the truth they won't get the money- it is a game that can cause one to lie, stop reflecting, cause one to do things that are wrong and distorts the ability of people to achieve what they planned to achieve! "However, it also emerges, that even though the donors can provide the green light for the NGO to conduct its own needs assessment, this is theoretical as the case study organisation requires funds to carry out consultations and in the end relied on field experiences to design proposal. The results are projects that bear the label of the donors involved, with very little chance to see through the consultation gaps.

Even though the donors distance themselves from imposing projects on communities, - the donors know that they reserve a right to reject or accept a given NGO project based on whether it "fits in" or does not fit in the donor's policy objective. This also means that, because the local organisation needs the money to survive, it has no choice but fit in the donor's policy objectives even when they disagree with those objectives. When asked why an organisation that believes in the principal of participation would not involve beneficiaries in project designing and planning. Interviews with the case study NGO staff and observations revealed that the organisation is mostly driven by donor pressure to submit projects within a short time line and therefore not able to extensively consult with the target beneficiaries. This researcher's own experience while actively participating in preparing project funding documents revealed how difficult it can be, to involve communities in project design due to time pressures.

Directly related to the question of whose ideas are the projects, was the question on who initiated the relationship of the stakeholders involved in the projects? Most donors interviewed said that the initial contact was made by the case study NGO to a donor in search of funding for a given project. In this relationship, it clearly emerged that, the case study NGO went to a donor in

search for funding, and the donor would outline to them what they can be supported and what can not be supported. When asked about their role in project identification, most donors interviewed in this research said that, “ our role is to assess whether the project strategies and activities addressed the needs adequately and if they are in line with the donor’s policy objectives”.

It has been established in this research that the case study NGO has on many occasions not been able to involve the communities in the project design processes, the project remains a piece of work imposed from outside and mostly pre-determined by the donor’s themselves. For this reason, a number of projects are designed and inclined to the donors’ policy objectives and therefore unlikely to reflect the development priorities of communities where they are implemented let alone local programs of action. It appears that, the organization is interested in gathering whatever monies it can get, no matter whether these monies will help it achieve the laid out goals in the strategic plan.

## 4.2 Project funding

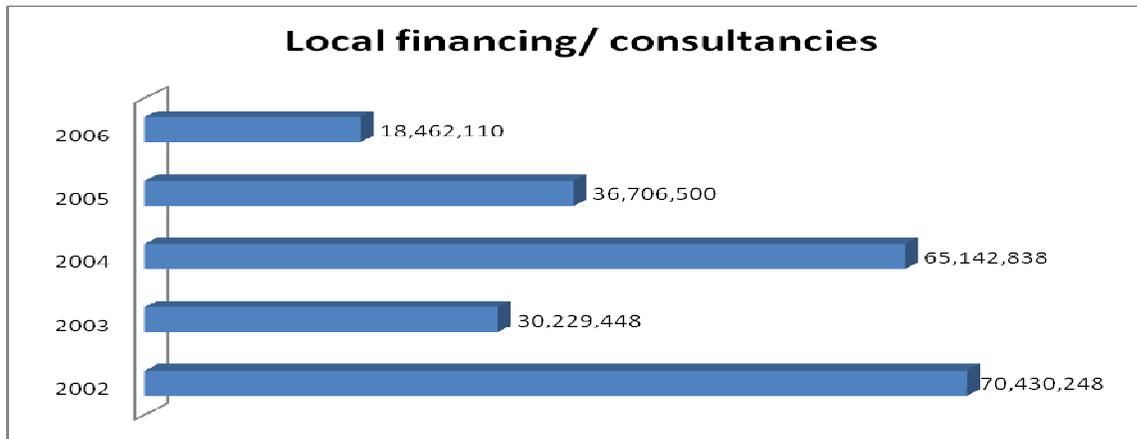
Analysis done on financial data obtained at the case study NGO vividly revealed the NGO and projects were 96% financed using donations. Figure 1 shows the attempts made by the NGO to raise its own resources to finance some of the projects’ running cost. This data was obtained from authentic case study NGO documents including audited and stamped reports, a list of reviewed documents is listed in the bibliography of this research.

With most of the funding provided by the donors, it is unlikely that the case study NGO could have entirely decided on its own set of projects to be implemented other than those whose

funding was available from the donors. The chances for compromise by the local NGO that is entirely dependent on donations are much higher compared to an economically dependent NGO.

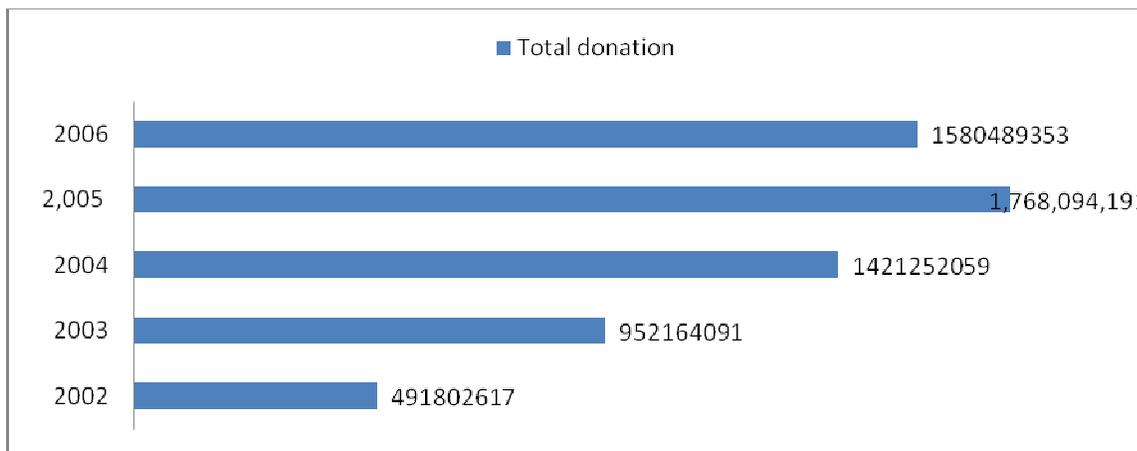
Interviews conducted with other NGOs in the region revealed that NGOs fear to do business and once the funded projects run out, they close business and the staff laid off. During the interviews, this researcher was also told of some organisations in the region that were considering laying off staff because donor money was running out. At the time of this research, two organisations, RFPJ and RYNCA had officially closed because they did not have funds of their own to continue implementing their projects. When asked why the NGOs are not raising own funds? They said, “[...] NGOs are not supposed to make profits and they have therefore kept away from engaging into business, a perception that needs to be demystified”. It can be argued therefore that, the case study organisation in this research had weakly made attempts to conduct consultancies from which some significant amount of finances was raised and were used to finance some of the organisation’s running costs. The finding presented here was also predicted by Alan Fowler (1992:p.20) who argued that, “ unless the capacity of Southern NGOs are substantially increased, through institutional development, they will collapse under the weight of the projected growth of NGO funds available to them”.

**Figure 1: Local Financing of implemented Projects**



Source: KRC (2002-2006) Audited Reports

**Figure 2: Total Donations in UGX to KRC between 2002/06**



Source: KRC 2002/06 Audit reports

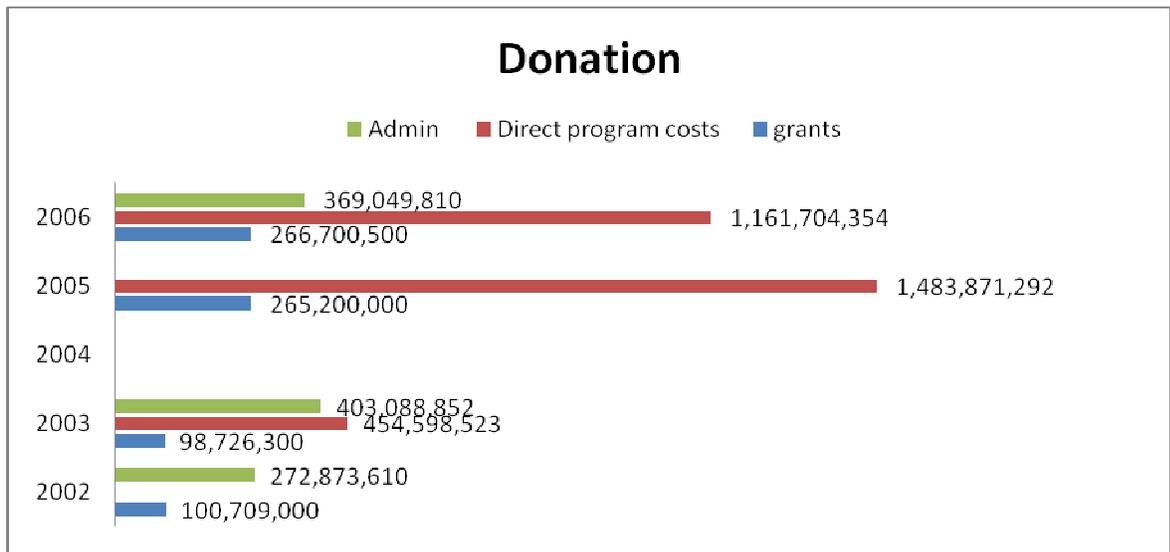
Figure 2 shows total donations that were awarded to the case organisation between 2002/06. In comparison with Figure 1 above, the two graphs show significant efforts made by this organisation to raise own funds through consultancies and from the donors. The figures show that the monies from the donors increased quite significantly in favor of the case organisation, however at a declining rate for internally generated funds. The interesting point is that, local

fundraising decreased with an increase in donor funding, except in 2004 where there was 100% increase in locally generated funds but later reduced to significant levels in 2006. This research has also revealed that, more than 4 Million US dollars have since the last 10 years been provided by donors to finance various projects through the case NGO.

As shown in the earlier analysis, it seems that the more donors an NGO has, the more dependent that organization will be and it is likely that, through handouts, this dependency is transferred on the communities that are the direct beneficiaries of donor funds. According to Stephen Knack (2006), he argues that, collective theory models have shown that there can be many consequences of too many small donors and increasing aid fragmentation as it takes toll on the over all success of aid.

This research has therefore established that there is a correlation in increase in donor funds and dependency both on the part of the NGO and the communities they serve.

**Figure 1: Graph showing donor contributions and specifically the grants**



Source: KRC (2002-2006), Audit Reports

This research further revealed the existing potentials for NGOs to be self-sustaining and self-reliant to support its own projects based on the communities' needs. This researcher had the opportunity to interact and conduct interviews with one of the most successful community based organisation, Bukonzo Joint Microfinance, found in Kyarumba Sub County in Kasese district. This organisation was initiated with donor funds from Rabbobank through the case study organisation and progressively became self-sustaining by engaging in economic projects and acquisition of loans to support their projects instead of grants as compared to many other community based organisations that were supported by case study organisation in the region. Founded in 1997, the organisation has since accumulated more than UGX 1 billion of their own money with minimal donor support and influence. It was mentioned during field interviews that the organisation started off with its own survival plan and saved its own money to address social and economic problems that affected the community in the area. The donor funds were used to finance training in microfinance and agriculture. With coaching and mentoring support provided by the case study organisation, the group members were said to have improved their production through marketing of their produce.

Interestingly, the training and coaching support was only given to the group by the case organisation only when it was wanted and asked for by the group. Interviews also revealed that the group refused to be conscripted into a contract by the case study organisation, a condition that applied across all other groups that worked with the case study NGO. The group argued that they didn't need a contract to achieve their goals. Presently, Bukonzo Joint has grown with minimal donor support and is currently exporting coffee to America. All this has taken it 13 years to achieve. This research was told that, Bunkonzo Joint was the only group in the Rwenzori region involved in processing coffee and currently in the process of completing servicing

UGX37Million loan from Robbobank and are locally seeking a bank loan and government assistance to extend grid power to support their coffee processing project in Kyarumba Sub County. This move to self –reliance by Bukonzo Joint Microfinance is what Alan Fowler (1999, p.21) called for, “ as in the North, NGOs in the South must be enabled to engage in the market based and generate own incomes. Northern NGOs need to devise strategies allowing this to happen- because official aid will not be allowable for this to happen- without this, Northern NGOs are destined to see their Southern NGO counterparts become adjuncts and tools in donor-directed development”. It can be argued here therefore that, Rabbobank and Bukonzo joint have moved in the path to the right direction.

Members of this organisation who participated in this research said, the effort of the organisation has uplifted their financial status by engaging in small business, including coffee trade and they had used profits from their business to meet social and economic needs of their household. Most of the members of Bukonzo joint said that they had managed to educate their children while others had acquired new assets like land while others had improved their housing. The members to this organisation attributed their success to good leadership that had played a key role to mobilize members to fight poverty. Arguably, without strong economic autonomy on the part of the Local NGO, the results of such a community-based organisation will not be sustained for long.

#### 4.3 The Social and Economic Impact of donor aided projects

This section presents a discussion of the key findings under objective two of this research that sought to examine the social and economic effects of donor aided projects through Kabarole Research and Resource Centre on their intended beneficiaries. The key research question investigated under this research objective was what is the impact of donor-aided projects through

Kabarole Research and Resource Centre on the social and economic wellbeing of the grassroots communities in the region? This question sought to examine both positive and negative impacts of donor-aided projects and these have been presented and discussed in the proceeding sections.

#### **4.3.1 Improvement in production, Food Security and house hold incomes of project beneficiaries**

This research found out that donor-aided projects had to some limited extent impacted on the production on some of their project beneficiaries. The production impact was found in isolated households, and groups and the effect hardly spread to the neighboring non- group members. In some of the groups that had improved on their production like Bamugisa Farmers in Kabarole district and Bukonzo joint in Kasese, they attributed the success in production to hard work, effective planning and quick decision-making on the investments that they made.

This researcher also observed elements of; success occurred where there was good leadership and individual-household ownership of given projects as was the case with Bamugisa farmers and Bukonzo joint in Kabarole and Kasese districts respectively. The later was influenced by direct benefits to the member (s) and these among others included; food for the house hold and immediate income from the sale of crops and farm animals that had direct social and economic effects on the household like in a case where income is used to finance their children's education or paid for medical care for the household. To a large extent, members of beneficiary groups participating in the micro projects had been directly affected on their household basic needs such as improving on their nutrition and food security. The increase in food production in the region was also attested to by other NGO actors, "there was a significant increase in food available to families, especially those that had been directly affected by the

projects”. However, due to lack of statistical data at the case study NGO level, it was difficult to collate the increase in food production.

In Bundibugyo district, members of the middle level farmers’ groups and the Microfinance associations supported by the case study NGO said that donor aided projects had done little to increase production in their homes because the projects were biased to the microfinance other than production that in their own view would inevitably stimulate increased savings. In Ndugutu Sub County where production and microfinance related projects were implemented, 9 in 10 households said, the project had not impacted much on production even though the case study organisation had provided exotic breeds of boar goats and pigs that many members said had died because they couldn’t adapt to the local climate, and farmers failed to manage them. The introduction of exotic breeds is in tandem with the perception that development in the South must come about with the introduction of Western science and technologies and expertise that undermined indigenous knowledge just like (Escobar 1995; Pretty 1994; Nustad, 2001) quoted in John Briggs and Joan sharp (2004,p.481) have argued;

“There is greater evidence of continuity in the preservation of western centered attitudes, as well as an arrogant confidence in almost unquestioned validity of science and western knowledge. Just like in the colonial period an assumption dominates that either Western science or rationality are more advanced or refined than other positions or more simply, they are the norms-knowledge in the singular form-from which others deviate in their fallibility”.

This research found out that the case study organisation approached development in the Rwenzori following the modernist perspective, where local knowledge was less considered. There is no doubt that the introduction of exotic breeds meant that the local breeds were considered inferior yet most of the exotic breeds of animals died because farmers had to learn about new management practices that were new compared to what they knew.

Literature from internal research studies conducted by the case study NGO showed that, members of Microfinance Associations have had an improvement in the number of meals consumed per day as compared to before joining the associations. However, these studies didn't provide information on the quality of meals available to households that had improved in the number of meals a day. This researcher also observed that some household members that had participated in the projects had planted kitchen gardens from which they said that they collect vegetables to supplement their meals. According to the Microfinance Impact study by KRC, it suggest the number of families having 3 meals a day increased by 16% (61.2- 82%) between 2001 and 2009 after they had joined and those having 2 meals a day reduced from 35.5 % to 21.9%.

When asked about the impact of projects, some of the group members in Kabarole and Bundibugyo were angry and responded with emotion. In other places like Kibiito, little production had taken place; members of the Microfinance Association wanted to only talk about their problems in the microfinance whose contract with the case study NGO had been terminated due poor performance. In Bundibugyo, one of the members of Busaru Middle level Farmers Association lamented, "As I have told you, I lost all the pigs that were given to me, so where do I get the monthly savings to put in the microfinance association?" Some of the local leaders who were interviewed also said, the impact on the members was meager. The LC III Chairperson of Bubandi said, "I know five members of Nduguto Microfinance Association, and I have an idea of their incomes, they are not yet there because there are still many poverty signs in their homes. They can not be used as models to attract others to join the Association".

Interviews with the case study NGO staff and beneficiary groups revealed that incomes of farmers had increased at the primary targets level, although this research

couldn't establish comparative figures. The KRC impact study also established that because of the increased savings at the Microfinance Associations, more than 80% of the microfinance members, mostly women had had access to credit. More than 40% of those who borrowed from the microfinance used the money to finance education of their children. According to this research, a number of beneficiaries of the projects were accessing medical services due to increase in their household incomes. According to this research, before the members joined the microfinance project, affordability of medical services was rated at 28.5% and by 2009; this had increased to 57.1 %. Additional documents reviewed at the case organization also revealed that primary beneficiaries in the groups could now afford to meet their medical needs. However, interviews with members of Ndugutu MFA for example said, because of limited savings a significant number of members are not able to access the loans.

Although the case study NGO studies paint a picture of project success, some of the donors interviewed in this research expressed doubt about the impact of their projects, especially projects that aimed at improving economic livelihoods of their targets in exception of the project that directly targeted the very poor category. One of the donors and the case study NGO staff said that the very poor project was most successful. Although the very Poor project had at the time of this research targeted very few beneficiaries, 205, it was considered by both donors and case study NGO staff as very successful compared to other projects, despite the fact that other projects targeted more beneficiaries. The case study NGO staff said, "this was because the very poor project directly targeted the very poor households and its impact could be seen as the grants provided to them had been used to start small business in addition to meeting their basic needs such as shelter, and acquisition of utensils and had increased their access to meals". It was difficult in this research to establish actual statistics that show the changes that have taken place

and this researcher was told this is the a big challenge and indeed both the case study organisation and the donors had a hazy image of the impact of their work. Literature suggests that, quite often, donors find difficulty in measuring project impact and in the context of democracy promotion; they are fond of counting numbers of how many NGOs have been formed as impact out of their support (Armine Ishkanian, 2007/08, p.64)

Two of the major, big, and long serving donors to the case study NGO expressed optimism about the impact of their economic projects. One of the donors interviewed said, “the projects in the area of human rights and democracy seem to be very successful; the economic empowerment including microfinance is mixed”. This response by the donors resounds the policy objectives of most donors in the early 1990s, including the US that they were interested in financing projects inclined to promoting democracy. Quoting USAID (1999), Armine Ishkania (2007/08,p.61), “and US- funded civil society assistance has largely been directed at NGOs, because USAID position in the early 1990s was to provide vigorous support to local NGOs, which would a critical element of civil society strengthening”. There is no doubt that such support also included economically oriented project support to local NGOs.

#### **4.3.2 Created Employment and increased access to social services**

This research found out that, donor aided projects had widely created employment opportunities to farmers who didn't attain formal education, and those that attained formal education including both semi-literate and literate community members. The later category included; the case study NGO workers, workers of supported groups, Community process facilitators and farmers who are members of supported groups. The case study NGO staff interviewed in this research strongly argued that donor aided projects had provided them with employment opportunities but also to hotel and restaurant owners, and Community Process

Facilitators. They said that, “the incomes earned, especially for the NGO workers, and CPFs, had been used to meet social and basic needs for their families including upgrading their education and that of their children including the youth who used their music or drama talents to participate in the projects”. The local leaders that were interviewed in this research further alluded to the contribution of donor-aided projects to the youth. The LC II chairperson of Lyamabwa said, “Our children that do drama have changed their behavior and others have gone back to school like Nda (not real name) who has along history of his education and you can not imagine how far he has reached”

Improvement of incomes and employment was also found at group level, especially to members of beneficiary groups. This researcher came across evidence to show that incomes of members of progressive groups had improved and that they had used these incomes to provide for their social needs at the household level. Literature and interviews with direct beneficiaries such as those in the microfinance program, sounded excited about the changes that had occurred in their lives. One member of Mahango microfinance in Mahango Sub County in Kasese district said, “The projects have improved my economic status, I bought land, and I improved my education, from S.4 to a diploma level”.

In some communities like Kyarumba, and Mahango where there were active and vibrant microfinance groups created with the support of donations, some of the members had greatly benefited by way of paying school fees for their children up to University level. The improvement in beneficiary incomes enabled members, especially women to acquire valuable assets like land, and in some areas like Mahango and Bukonzo Joint in Kasese, some of the members had constructed commercial buildings. This was also alluded to by the local

leaderships, such as in the case in Mahango where the chairperson LC I said, “the projects have led to increased incomes and improved education and farming in the area”.

This researcher further found out that, economic related projects like Microfinance had indeed increased loans access to the rural women farmers located in hard to reach areas. Document review and interviews with project beneficiaries confirmed loans borrowed were partly used to finance small businesses and education for their children. In Nduguto Sub County a community member said, “I know Jenifer (not real name) got a loan from of UGX500, 000 from the Microfinance association and she started a coffee business and from this business, she is able to support her children to go to school”. An impact study conducted by the case study Organisation conducted in 2009 on group centered approach found out that, “ 62.2% of the farmers in the groups had built houses, 35.4% had bought land, 17.1% started rearing livestock, 62.9% had spent their income on the education of their children and 14.6 had increased their live stocks and some of the farmers interviewed in the impact study sought that they now have a choice, either to go to a government hospital or a private health care facility for treatment.

Therefore, it could be argued that amidst the neo-liberal policies imposed by the multilaterals, such as the minimalist role of the state in the provision of social services, the case study NGO, with the support of donors has to a certain extent managed to facilitated the process for poor communities to provide for their own social and economic welfare needs to some of the poor people in the region.

On the one hand, it was observed in this research that the effects of donor aided projects through the case study organisation; especially economic projects hardly affected the community members outside groups. Non-group members interviewed sounded resigned about the activities of the groups and demand for the NGOs to come to their rescue. This researcher on several

occasions interacted with non-group members that lived in the neighborhoods of group members, and found their poverty situation rather appalling, and some had their children dropped out of school simply because they didn't have scholastic materials. One of members interviewed in Bundibugyo said, "I'm poor and I can not access support from the microfinance association". This researcher observed that 2 of her primary school going age children were not in school. The second aspect that was observed in this research was that, a lot more economic and social effects occurred more on the non-primary target, that is, the NGO workers, workers of groups or community based organisations that received donor support through the case study NGO, and the CPFs.

The other category mentioned here were the business owners that provided project supplies such as farm implements, exotic breeds of goats, cows, pigs and shops that provided construction materials and other supplies needed to implement the projects. Indeed, interviews with the NGO workers and some of the Community Process Facilitators, revealed that they had used the incomes earned through their involvement with donor aided projects to provide for their social needs, and many said that they had used the income to either up grade their education or paid school fees for their siblings and children including health care support.

This researcher noted that, this second level on incomes improvement was never mentioned in the project documents as one of the project targets and yet it was directly impacted upon by donor funds more than the primary target, (very poor and active poor). This finding is in contradiction with what Iain Attack (1999, p.6) sees as "the enhanced role of NGOs in the development process, their presumed efficiency and effectiveness in terms of program delivery and meeting the needs of the poor". Unfortunately, the poor who should have the been primary target by the case study NGO appear to have struggled to benefit from the NGO projects because

they are not initially organized to tap into the donor resources at the local NGO and the process of organizing them could only benefit a few active poor people individuals.

Table 1: Sample of Project effects on direct beneficiaries (2001- 20010)

<b>Sampled beneficiaries</b>	<b>District</b>	<b>What do they have?</b>	<b>Estimated incomes in 6 months</b>	<b>Social and Economic investments</b>
<b>4 out of 15 members in an MFA/Middle Level Farmers' Group</b>	Bundibugyo - Nduguto - Busaru - Bubandi	a garden of coffee, cassava, beans - Trading in general commodities.	UGX 150,000 – 200,000	- Paying school fees for their children in primary and secondary schools
<b>6 out of 15 members of an MFA</b>	Kabarole /Kisomoro and Kibiito	- Brewing beer - Have a garden of maize/banana	Minimum of UGX 200,000	- Paying school fees for primary and secondary - Meeting some medical dues - Have adequate food at home and selling some
<b>6 out of 15 members of a groups/Microfinance</b>	Bwera and Nyakiyumbu in Kasese	- Coffee trade/g-nuts - Trading in general merchandise	Minimum of UGX 200,000 UGX	- Paying school fees - Built a house -Children in vocational institutions/University/Vocational

				institutions
<b>25/30 members of Bukonzo Joint microfinance</b>	Kyarumba in Kasese	<ul style="list-style-type: none"> <li>- Have a retail shop</li> <li>- 5 goats</li> <li>- Have a cotton garden</li> </ul>	Minimum of UGX 600,000	<ul style="list-style-type: none"> <li>- Permanent house</li> <li>- Pay school fees in private schools</li> <li>- have a child in a boarding school</li> <li>- Meeting medical bills in private hospitals</li> </ul>

Source: Field data, 2010

### **4.3.3 Raised awareness, and developed grassroots skills through training and exposure**

Group members, community leaders and community members interviewed in this research strongly felt that donor aided projects had accelerated awareness among community members on; the savings culture, need for education, production and human rights, especially women and children's rights. The local leaders interviewed in Bundibugyo, Kasese and Kabarole testified about the increased awareness especially about women and children's rights among community members. The leaders specifically pointed to reduced domestic violence, and the growing proactive response of women in reporting domestic violence related cases to local courts for redress. The chairpersons LC III of Nduguto and Sidila sub counties in Bundibugyo and the district Vice Chairperson LC IV, Bundibugyo said that, "the projects had raised the community consciousness and strongly encouraged community members to educate their children. Parents now know the importance of taking their children to school especially the girl child". The LC II Chairperson of Kisomoro said, these projects carried out sensitizations in schools and the community, "like you can not beat women and children or refuse to care about them or you will be taken to the LC courts, so such cases have reduced and some children have returned to school".

Interviews with the case study organisation showed that it valued the skills and exposure that come with donor-aided projects and that the projects had significantly contributed to the development of human resources within communities. This research found out that, these skills were spread over different categories of beneficiaries, namely; workers of groups, group members, community process facilitators, the NGO staff and local leaders.

On the side of the NGO workers, a significant number of staff had gained skills through both local and international exposures. A senior member of the case NGO said, "some times, donor aid has helped people do certain things and gain certain experiences that would not have been possible without it. By the very fact that some money came into people's pockets, they may be able to go for an exchange visit and be able to see what other people have done- I mean just like the KRC director has

been able to go overseas, that has helped him to grow as he has seen what other people have achieved”. Some of the group members interviewed in this research said that they had gained new skills in animal rearing, and agronomic practices like kitchen gardening from which they have provided for their households.

Interviews with all these categories indicated some of the skills gained were in; agronomic practices, conflict resolution at household level and the community, animal management practices and advocacy skills. This research found out a wide array of individuals, and most dominant of these were the group of Community Process Facilitators who have multiple problem solving skills developed as a result of direct involvement in the implementation of donor-aided projects.

This finding asserts to the view that, “donor money may lead to the formation of artificial NGOs which squeeze the space for genuine grassroots initiatives. It may foster corruption or train people who then use their new skills to find jobs abroad (Mary Kaldor, 2007/08, p.40)”. It was found out in this research that, the case study organization had experienced intermittent staff turn over, and indeed this researcher was told that some of the former staff had joined international agencies both in Uganda and out side Uganda. The strength of this organization is the fact that it created and trained a team of Community Process Facilitators that have since been retained and utilized at the community level. It can therefore be concluded that donor aided projects contributed to the creation of human resources at the grassroots level and in addition provided employment opportunities especially for Community Process Facilitators, more so in a country short of skilled labor and with a limited supply of jobs. In comparative terms, the situation in Rwenzori could be compared to that of Latin America, as stated by Alan Fowler and Rick James, (1994), “ Donor aided programs focused on credit and agriculture in Latin America have led to an increase in employment, growth in income, and production”. This research found out for example that the skills attained by the CPFs in the Rwenzori region are being utilized to supplement government civil servants in the implementation of government projects like NAADS. One of the CPFs interviewed said, “I have acquired knowledge and skills on

farming and financial management practices, today the government is able to approach me to provide similar services in some of their programs”. Therefore skills development could be considered as one of the most indelible mark on beneficiary communities as a result of donor aided projects.

#### **4.3.4 Harnessed social networks and expanded beneficiary horizons**

This research found out that even though, social networks existed before donor projects were introduced; donor aid increased their cohesion by attracting members to come together into groups. It was revealed by KRC staff that, community members have accelerated their connectivity and this has increased the opportunity for them to address other community problems beyond their group. In a study conducted by KRC MFA program, it found out that 38% of the members that joined the microfinance groups, wanted to share ideas with other community members. The case NGO staff interviewed in this study said that members of groups had started to address problems beyond those at their groups and households but also those problems that generally affected their community including gender based violence conflicts where members benefited from peer counseling.

#### **3.3.5 Reduced domestic violence and Improved gender relations**

It also emerged from this research that, donor aided projects have facilitated the improvement in domestic relations. Gender specific trainings by the case NGO projects positively affected 20% in the projects of the male perceptions about gender roles in most agricultural groups. This has resulted in role distribution at household level where cash crops and food crops are now managed by both men and women (KRC, 2006/08). Deborah Kasente and Gerry Hofstede (2003) noted that women in some of the Microfinance Associations are able to purchase and own high value assets like houses and land without conflicting with their spouses. They also add that, families are gaining social and economic stability arising out of the realization especially by men that women empowerment is crucial in the development of their homes and the community.

Interviews with some of the local leaders of Bubandi, Bwera and Nyakiyumbu revealed that some of the projects have significantly improved gender relations especially at the household level. The LC III chairperson of Bubandi said, “people leave peacefully in their homes because domestic violence reduced in the homes”. The research team obtained statistical evidence from the sub counties of Bwera and Nyakiyumbu indicating a reduction in domestic related cases. In Bwera Sub County, domestic violence cases reduced by 38% per month from 24 to 15 cases received, and it reduced by 67% in Nyankiyumbu Sub County from 30 to 10 cases per month. This was attributed to the sensitisation efforts by the peace and human rights projects implemented in the area by the case study organisation.

#### **4.3.6 Accelerated poverty among the poor**

Unlike projects that directly targeted the very poor, donor aided projects seem in this research to have targeted and benefited those above the very poor and active poor bracket but the one that this research has chosen to call **“the well to do”** and instead accelerated poverty among those below this group. Interviews pointed to the case where the case NGO implemented a livestock project that targeted the “active poor”. This category of people was given exotic goats, cows and pigs to improve their livelihoods. It emerges from this research that, the project was not successful, only a few of the animals that were given survived. The dilemma emerges from the fact that the exotic breeds required regular treatment and feeding that was not thought through at the project design stage and the poor farmers could not afford the cost and eventually let go. It seems that this project, made the active poor people fall back to the very poor category by taking away their meager resources and that the well do category benefited more, by selling their products as project in puts targeting the poor.

In a number of cases, it has been concluded that the not so poor have benefited from NGO programs (Alan Fowler & Rick James 1994). This find was also noted by William Muhumuza (2005), who while researching about credit organisations in Uganda, found out that, “Credit organisations targeted the active poor while they discriminated against those in the absolute poor category. They were not accommodated because of their propensity to default and others considered them risky and a threat to future access to credit”. In the case of this research, it emerges that the very poor category that were targeted by these projects spent more resources in the process of learning how to manage knew technologies that didn’t work for them. According the case study NGO advisor, “People hoped that they will succeed, the beneficiaries thought the project was going to make them richer and this never happened”. Responses from some of the case NGO staff, agreed that this among others was one of the most disappointing projects that was implemented with no real impact on the ground.

Additionally, this research found out that some of the monies saved at the MFA for example often get stolen. For example, 4/5 microfinance associations that participated in this research had had their funds stolen by the male leaders. Document review and interviews with the NGO staff revealed, the microfinance aims at empowerment of women through participation in leadership and making economic decisions. However, this research found out that, those in the leadership position are often the men and it is these men that were often said to have stolen the money and crippling the microfinance groups. The end result was that this had resulted into frustration of members; saving less in their groups as was the case with Nduguto and Kibiito Microfinance Associations, the members had lost interest to save in the group. Some of the community members interviewed in Bundibugyo said, we have lost interest in the Microfinance Association, like one of the members said, “We save in the association but when we come to for a loan, they tell us that the money is not there”. Some of the members seemed to have lost trust in the microfinance initiatives because they felt cheated. The fact that men who make up a small percentage in the membership of the groups are participating in the defrauding of groups, it means that the women have not taken up the decision-making role of their groups and ideally not empowered enough to manage their groups. It would appear that, male patriarchy was transferred from the households to the groups thus continuing the subjugation of women outside their homes.

#### 4.3.7 Created dependency

“Many Ugandans believe that a donor, the government or a family member/village will and should take care of them “People have the culture of spending to show their wealth. This belief has led to general apathy about development (Evan. A. Gill, 2003, p.14).

Donors, local leaders and case study NGO staff interviewed in this research agree that projects and handouts given to groups are responsible for creating dependency especially among the community and project beneficiaries. It was also found out that community members through the groups that are created for funding purposes tell lies for the sake of getting donations. A member of staff at the case NGO sounded frustrated when she said, “some of the groups we have funded and we think have progressed well, will always find a reason to come back with a new proposal asking for more money”. One of the donors interviewed in this research said that, [...] too much handouts to Middle Level Farmers groups create expectations and give false impression to the farmers that without handouts they cannot improve their farms”.

It was further revealed that dependency had taken away the inner motivation by community members to do things by themselves but wait for donations. This concern was shared across NGO members, the donors and the local leaders like the vice chairperson of Bundibugyo district noted “that projects create a lot of dependence once they are in place and communities in them tend to depend on them entirely, only if they could introduce projects called sustainability where communities could be trained to sustain themselves”. It was observed in this research that communities are obsessed by the need to consume more donor resources. As one of the project managers at the case study NGO said, “People are losing their culture and are now more dependent on the outside to solve their problems” .Gong and Zou (2001) once noted that, “foreign aid depresses domestic savings and mostly channels it into consumption and has no relationship with investment and growth in developing countries”. The above conditions obviously appear to provide the necessary environment to demand for help even

where it is not needed and therefore hampers the ability of the local community to produce their own resources. According to the case study NGO staff interviewed in this research, they said that dependency was more experienced in the human rights groups. One of the program managers said, “If you don’t have money to refund their transport, they will not turn up. I also understand their situation, when ever we invite them to participate or ask them to monitor the implementation of government programs like the construction of a pit latrine or a health centre, they would want to do that but they also have domestic needs such as putting food on table and monitoring of the road will not solve their immediate need and they would rather work on their gardens”.

According to the works of Luis Araujo (2003) on societal norms and money, he says that, “in modern economics, societal norms don’t have a place but money does and more so, when the population is increasing”. Indeed, it is difficult in a monetary economy to expect communities to volunteer time to monitor projects when most of the communities’ needs require cash to survive. Donor projects seems to have made this reality in the face of the poor communities more visible and yet the communities especially in Africa have not been accustomed to the art of making money and donor money seems to have failed to provide the necessary entrepreneurial tools and when suppressing further their potentials.. The community seems to see that it is easier to make money from donor projects by attending meetings and signing for allowances than working on their own farms that have virtually become invisible because of “free” donor available to them, thus suppressing further the societal norms that existed before the advent of a monetary economy.

This research also revealed that, the case study NGO staffs are spending a lot of time writing proposals and preparing project accountabilities and spending less time on strategic issues and providing leadership to their organisation.

#### **4.3.8 The NGO compromised**

It clearly emerged from this research that NGO beliefs such as participation were compromised by dependency on external assistance. Donors get the front sit as compared to the communities that are targeted by donor projects. The case NGO senior Advisor said “the NGOs are constantly working for some one else’s agenda. Most of the time you serve the interest of the donor and thinking about what the donor wants, how you will account, how you will report and how you could please the donor, in the end they lose capacity to think about what they are doing. For some Ugandans working for donors, they can’t even step aside and see what is good for Uganda, they are concerned about keeping their jobs to meet their immediate needs and are not able to challenge the donors and end up reducing the chances for change. Alan Fowler, (1992:p.17), argues that, “If a donor inter working conditions/methods remain unmodified; the interface between official aid agencies and NGOs can almost hamper an NGO ability to follow participatory practices that they have already power to be effective”. The situation, could be worsened further by the NGO drive to survive, other than resolving problems in the community, just like one of the KRC senior staff said, “we hang on to bad donors because we need the money to survive, even when we know things are very difficult but because you must keep afloat, we accept bad donors”.

#### **4.3.9 Funding Expectations and Deception**

Interviews with project beneficiaries revealed that, the case study NGO and other NGOs alike were found to be responsible for raising community funding expectations by promising farm in puts, and funding activities of community groups. In most cases, this was not available to all the groups that asked for it whence affecting their morale to volunteer in community projects. The case study organisation deliberately embarked on a campaign to form groups both in the area of microfinance and agricultural production. A case in point is the KRC microfinance program that deliberately stimulated the formation of groups. Documentation review and interviews with the NGO staff revealed that, KRC initiated sensitisation activities that resulted in the creation of many groups including microfinance

groups. This research found out that, most groups were formed as a result of the community's excitement to get external support on the basis of what they were told by the case study organisation.

It however emerged in this research that, only a few of these groups that were formed after the sensitisation were functional as many had fallen out because their funding expectations were either not met or had misused funds given to them by the case study Organisation. The NGO staff interviewed in this research said that, a number of groups had lied about their financial positions in the interest of attracting funding support from the case study organization. Available data at the case study NGO revealed that, out of the 37-microfinance groups that were facilitated to form since 2001, 17/37 either had their contracts terminated, or had been suspended because they had faltered the contracting conditions. Interviews with the NGO staff revealed that, the groups had been mismanaged, and some of them had lied about their financial status and always submitted inflated figures of funds that they didn't have.

This finding is further supported by (Svensson, 1998) quoted in an article by Vu Minh Duc, and argues that, "there is no evidence that donors take corruption into account seriously while providing aid". This would imply that continued funding of such projects without questioning these deception tendencies would most likely to aggravate the corruption problem already affecting developing countries, like Uganda.

This research also found out that because of the stringent donor conditionality, the community have adapted to new tactics to attract funding. Some started telling lies in their proposals and plans while requesting for funding. Interviews revealed that, a number of the groups that were funded under the sustainable production program forged their local contributions that eventually counted on the resources at their disposal to implement projects. In some cases, this researcher heard that, group members presented land that they had acquired on credit and when they received the money, they used part of it to pay for the land whence affecting the group plans to implement the agreed projects. One of the project beneficiaries, interviewed said, "donor conditions make people tell lies, like they say a

group must be gender balanced, so you find if you were only men, you will not get the money, so you end up making false conditions to suit their needs and the people you bring to make it gender balanced and they may not have your vision and this makes implementation very difficult”. According to the case study NGO advisor interviewed in this research “often the donors don’t understand any of these things, but continue pressing for the implementation of projects according to the set plans and yet such social issues play against the effective implementation of the project that requires both the local NGO and the donor to take some time to learn”.

#### **4.3.10 Limited action learning for the poor**

From observations, this research found out that, before farmers are given grants for their projects, they have to go through donor interrogations where also the case study NGO plays the role of the donor. During a tea break session at one of the selection meeting for prospecting project beneficiaries, this researcher heard the case study organisation director say, “This kind of interrogation of locals for donor money does not take farmers very far- it leaves very little room for learning”. This was after the case study organisation staff started reflecting on the treatment that they were giving to the project beneficiaries, some of whom throughout the selection struggled to convince the panel, more so a panel that was asking for business plan and bills of quantities without reflecting on the actual realities of preparing them and who prepares them. For some of the groups they did not qualify for lack of business plans and bills of quantities not because that this is what the case study organisation wanted but what the donor who was always present at the selection meeting. Some of the staff that were interviewed at the case study organisation said that because, the capacities to prepare this plans and bills of quantities may not exist, the same groups will keep appearing for the selection until they have presented the right documents for them to qualify for the funding.

#### **4.3.11 Re-ignited old wounds of Conflict**

Donor aided projects in the Rwenzori region to have re-ignited old wounds tribal conflicts, among local tribesmen and women. It was revealed that, the case study organization has for a long time struggled to partner with local organisations particularly those in Kasese district. Members of the case study NGO staff revealed that some of their activities in Kasese district both in the past and the present seem to have been deliberately sabotaged by some individuals. Documents reviewed at the case NGO revealed a conflict of roles that existed between the case study NGO and KADDNET, a network of NGOs in Kasese district. Interviews revealed that these conflicts started way back in 2004,

when one of the donors, DED canceled a contract with the network over concerns of project mismanagement and instead awarded it to the case study NGO based in Fort Portal to implement similar activities in Kasese. The research team was informed that, the donor's decision was perceived to have been influenced by the case study NGO to fight the district network. It appears in this research that most projects seem to underestimate the factor of history and how these factors play against the success of donor aided projects.

Section 4.5.3 of this research discusses the impact that tribal pressure had on the implementation of donor aided projects. These donor projects are associated with political and economic power, and these have been the source of conflicts in the Rwenzori region donors and their representatives have exacerbated these conflicts by concentrating donor funds in particular regions without taking into consideration historical and social relations factors among the local tribes.

During one of the meetings between the case study NGO and one of the NGOs, a regional network of Information Centers, one of the NGO leaders said that the cause of differences between the two Organisations is that the case study NGO staffs are bossy and disrespectful. He said, "If KRC staff don't stop feeling bossy and respect others that will cost your organization a lot". Whether what this NGO leader says is true or a perception due to inner conflict and how he feels about the other tribe, the research can conclude that donor aided projects have not been conflict sensitive and this would most likely affect their ability to attain greater impact on their intended beneficiaries because of the power imbalance among some NGO and tribes in the region. It was observed in this research that these conflicts play among the elites- the ones who get donor funds on behalf of the poor. These differences were likely to affect resources transfer at the grassroots level and therefore significantly negatively impact projects being implemented. There is no doubt that donor aided projects have re-awakened historical struggles for power, and they are replaying scenarios similar to the colonial days where the colonial master's power bestowed on one group caused resentment by another.

#### **4.3.12 Alienated local culture and knowledge**

The projects especially in the area of economic empowerment programming seem to have alienated what communities know. The sustainable production program at KRC supplied exotic goats, pigs to communities and neglected the indigenous breeds that the communities knew how to manage. During the Focus group discussion in Bubandi Sub County, community members including project beneficiaries said, “We have improved our production in different varieties of crops and animal keeping such as goats and poultry. The problem is that animals die of strange diseases and we don’t have drugs for them”.

A significant number of respondents, especially in Bundibugyo said that they were not familiar with the diseases that attacked their livestock and they argued that these came from outside. Some also said, the livestock had failed to adapt to the local climate and this impacted on them and some of them died. This was further alluded to by the LC III Chairperson of Sidila Sub County in Bundibugyo district, he said that, “the NGOs bring improved breeds that are not adapted to the local climate and end up dying. It is like the NGOs have not assessed which breed can adapt to the local climate. In addition, the NGOs don’t consult us, they are giving people income generating activities like coffee, yet they have consulted us to know which varieties suit best in the area”. The introduction of exotic breeds and other species outside the local knowledge is in continuity of the preservation of Western centered attitudes, as well as an arrogant confidence in almost unquestioned validity of science and Western knowledge (Escobar, 1995; Pretty 1994, Nustad, 2001). This research found out that, imposition of such knowledge and science outside what the local communities know, doesn’t work, but instead wastes local resources, including the most invaluable resource, time.

It could be argued that some of these projects were diversionary from the local knowledge of what works, and a significant amount of time, energy on the part of the farmer and financial resources were lost due to the fact that donor projects disregarded what local people were familiar with.

#### 4.3.13 Beneficiary Stress

Interviews with beneficiary groups and individuals revealed that some members especially in the microfinance projects have to a certain extent suffered stress especially members have difficulties to pay back their loans. The research team was informed that, when even the individual members fail to pay back their loans, the group members have to cover for them, and where money is not available, the members have to struggle to find the money to pay back. One of the household member interviewed in Mahango in Kasese district said that, “members are harassed where my mum is mostly affected, when a member fails to clear their loan, the others are in for it!”

#### 4.3.14 Projectisation, Work load, & activity fatigue

Africa spends much of the time of its policy making and implementation energies on interacting with external donor agencies- more often simply doing routine business of reporting to donors, servicing donor consultants and keeping things normal. The current aid system wastes so much national energy and political capital in interacting with donor agencies and diverts attention from domestic debate and consensus building. The process leading to aid flow is debilitating and undermines domestic political economy and represents a long and tedious destruction and leaves the impression that governments dance to the tune of donors (Ravi Kanbur, 2000,p.8-9).

Some of the respondents interviewed, especially Community Process Facilitators and some of the community members said that, the case study NGO had provided many trainings to its target groups, but many of these trainings are short lived before the cycle is complete. Some of the CPF said that they are involved in too many activities and they have less time for their homes. Some of the beneficiaries and members of the group said that they spend a lot of time in-group meetings and less time at home. A member of Mahango microfinance association said, “my homework is some how affected when I’m in project meetings which might go on for 6 hours or more”.

At the NGO level, the staff pointed to activity stress and too many reports to write to different Donors. In section 4.2 of this research, it clearly emerged that, the organisation is a classical example of donor fatigue, and was no doubt associated with activity and accountability stress for the workers. While analyzing the effects of fragmented aid, Stephen Knack (2006) noted that, fragmented aid

implies higher transaction costs as the number of donor mission and required reports to donors increase along with greater diversity in donor rules and procedures for managing projects and programs. There is no doubt that this situation directly applies to the case study NGO that had too many donors and each with different rules and accountability procedures. A senior financing officer as the case NGO said, that “..... in fact, the department has suffered from frequent staff turn over, partly because of a heavy workload and the difficulty to deal with different accounting requirements for all these donors”.

There general consensus among community members, and some of the case study NGO staff was that, the project approach by the donors was a big problem and hardly provided room to reflect and adjust. The community members particularly in Bundibugyo argued against the segmented nature of the projects implemented by the case study NGO, and criticized the fact that most of the projects were isolated from each other and they argued for holistic development- development in the whole and not in parts. This argument is in agreement with the fact that, the case study organization implemented many projects and by different donors, and indeed they were translated as such on the ground. David Booth (2003, p.13) has argued that, “the dominance acquired by the project modality in recent decades is a response to a deep-seated imperative. Donors have resorted to building parallel management structures and separate accounting arrangements for their aid as a means of avoiding the inefficiency and unreliability of mainstream government procedures”. While it could be argued that this applies to the government institution, it would also apply to the NGO institutions since the project approach has remained the same. The donors seem to worry about efficiency questions; and the project approach assumes a solution this problem.

#### 4.3.15 Undermined Local Leadership

Interview with the local leadership at the lower local governments, especially the local council III revealed that in many cases that case study NGO went directly to the communities without informing the local council office. Accordingly, most of the local leaders interviewed at this level felt

that other than being involved in the mobilization for some of the activities, they are often left out in the planning and implementation of activities and this was making it difficult for them to follow up on the projects. This situation is similar with donor projects through governments, where lack of trust in government systems leads to building of parallel systems which undermines incentives at the centre while doing nothing to build up systems that might inspire greater trust ( David Both, 2003,pp.12-13).

It was further observed that, in many cases, some of the projects collapsed or groups got problems and the lower local government was not interested in intervening because they felt it was not their responsibility even when they had the capacity to do so. Case in point was that where the group leader stole UGX 4 Million from the microfinance association of Nyankiyumbu and the sub county council leadership ignored it. They argued that, they felt that they were not involved in the affairs of the group and therefore were not interested to follow up.

Most of the lower local government leaders especially LCIIIs, interviewed in this research said that they had not gotten any official documentation of the work being done by the NGO. The interpretation of this is that, projects have created the mentality that NGOs can do without government. As Alan Fowler (1999) says, “NGOs receive foreign aid directly and can operate independently of the state and the states right as gatekeeper can be undermined. NGOs may feel that they don’t have to be accountable to host governments but donors”,

This research found out that leaders knew about and were conversant with projects of international NGOs like UNICEF, Save the Children and SVN. Interviews with local government officials revealed that these NGOs provided information about their projects and some like UNICEF that provided direct support to local governments had allocated staff in the local governments to oversee the projects. The LC III chairperson of Sidila Sub County in Bundibugyo said, “the NGOs like KRC don’t share their reports with us, we just hear but some times we don’t know where to start to

intervene in the case of a problem. For this reason, there is a lot of project duplication by government because we don't have information about projects of most of these NGOs".

It could be concluded that, even though the case study NGO staff argued that the NGO projects complemented government plans, the NGO implementation design, apart from involving the leaders in mobilization activities, ignored and isolated the structures of government and the case study organization does not for example involve them in the planning let alone provide them with project working documents. Yet, this seems to be the source of contention and neglect by the government to play the oversight role in the course of implementation of these projects thus creating power struggles between government and the NGOs, the very reason why the government fails to monitor NGO projects or even intervene where they are failing and instead wait for the donor and the NGO to come and sort out their problems.

#### **4.3.16 Women reaped off their hard earned money**

In more than half of the microfinance groups that were visited, members alleged that the male members to the Microfinance association had stolen their savings. In one of the group, Nyakiyumbu Microfinance Association, a male member had run away with UGX 4 million savings from the group and this money had not been recovered. Members of the sub county local council that were interviewed were aware of this incident but because they were not involved in the project activities, they didn't intervene because they didn't know where to start from. This would mean that women's hard earned money is going back to the men who are taking it through corruption.

This research has also revealed that corruption perpetuated by men has been a major contributor to the non-functionality of many of the microfinance associations initiated with donor support. One of the community development officer interviewed in this research said that, "there are still many cultural challenges, and there is a saying that women don't own homes and decision making is for men". This

researcher observed that, even though more than 60 % of the targeted members in the microfinance are women, the leadership for these structures is still dominated by men.

#### **4.4 Sustainability of donor aided projects**

This section attempts to answer objective Three of this Research that is to examine the long-term sustainability elements of donor aided projects through Kabarole Research and Resource Centre. The key research question under this objective was, how sustainable are the donor aided projects implemented by Kabarole Research and Resource Centre in the region? Is it possible for KRC (also other NGO projects) projects to be implemented without donor aid?

While investigating the question of sustainability, the research took into consideration a number of elements including but not limited to; financial sustainability, beneficiary ownership of projects, relevance of projects, involvement of key target in the planning process, community and government perceptions of donor aided projects transparency and accountability.

KRC has learnt that working with people's own initiatives makes interventions efforts more sustainable. The local people have the potential to nurture their own ideas. People start own initiatives and develop greater sense to monitor their progress. KRC has overtime learnt that development programs fail because they are introduced into the communities from outside using a top down approach. Then the communities perceive such programs as short term and extractive and not addressing their critical needs. The approaches and methodologies place the communities in the recipient position and render them dependent on external handouts and suffocating their own innovation in addressing their development challenges. KRC believes that people themselves have to take the lead in identifying their own needs and finding solutions to their problems (KRC: 2003/06, P.11)

Literature and interviews with KRC staff about the subject of project sustainability revealed a number of dimensions through which sustainability has been perceived. Accordingly, this research found out that KRC as an NGO implementing donor aided projects, its concerns to attain project sustainability is in the following areas namely; programming level, the use of community based structures like CBOs and Peace Committees, KRC Financial sustainability, and the ideological

sustainability. Indeed, most of the donor aided projects visited in this research, the members there were certainly aware of how unsustainable donor funding can be but only a limited number of these NGO had created sustainability mechanism. One of farmers interviewed in Kabarole said, “I no longer want donor money and its conditionalities, but give me loans. The over dependency of NGOs on foreign funding has been the biggest factor for our un-sustainability”.

#### **4.4.1 Project Ownership**

Interviews with project beneficiaries expressed and exhibited more ownership with economic related projects such as microfinance and agriculture projects because of their immediate benefits unlike socially inclined projects like peace and human rights. For the economically related projects, the project beneficiaries said that, the case study NGO found the communities already doing something unlike socially inclined projects that they said were always introduced from outside.

#### **4.4.2 Beneficiary Involvement**

This research found out that, project ownership is affected by how the projects were designed and introduced in the community by the case NGO with little involvement of the primary actors and more so, the local leaders. It emerged that often a time, the projects were only introduced to the community at the time of implementation, with little involvement of the community members and the leadership. It was found out that the leaders have little control of the projects and where they are implemented. For this reason, the leadership didn't bother to follow up on the projects, and at the same time, the community felt that it is the role of the donors and the case study NGO to regularly be there to follow up 'their' projects. As if to enhance ownership, this research found out that case NGO provided incentives like Bicycles, and transport refund for the community members to participate and the absence of which meant low participation of community members. In addition, where incentives like

bicycles were provided, beneficiaries failed to maintain them, and waited for the case NGO to repair them. This finding raises relevancy questions of projects implemented in communities and whether these projects address real community needs. The fact that the NGOs have accustomed communities to participation incentives like money, it is likely that communities will participate for money and not the results the projects are designed to achieve.

#### 4.4.3 Demand for financial rewards

Some of the leaders and donors interviewed in this research agreed that donor aided projects were not sustainable. For the donors, the results were more likely to carry on but they said that projects were unlikely to survive. Some of the leaders argued, in order for the projects to be sustained, they should be given more funding for them to continue without which they will collapse. Some of the leaders also said they should be provided with finance and transport support in order for them to participate actively in the projects. The LC III Bubandi said, “the NGOs should provide some allowances and transport to the local leaders to encourage them to work hard in the different activities”. This argument implied that the leaders could only be compelled to follow through NGO projects only with the provision of allowances without which, the leaders will continue to remain at bay, and because the NGOs come from outside and unlikely to regularly monitor the projects, the potential for most projects to collapse was much higher. In section 4.3.15 of this research, it is argued that, the NGO undermined the role played by government, and this created power struggles between the NGO and the lower local governments that were likely to affect the sustainability of donor aided projects.

On the contrary, there were mixed views among leaders interviewed in this research about financial rewards as demanded by some of the local leaders. Some of the leaders argued that allowances failed the successful implementation of government programs that according to the leaders did not have allowances compared to NGO projects. During interviews, the vice chairperson of the Bundibugyo district said “facilitation shouldn’t be given to participants attending meetings; instead the

money should be channeled to something else. When project implementers call for meetings, some community members attend because they are facilitated and when government calls for meetings, people don't attend because they are not facilitated". This seemed to be the source of resentment and the cause for leaders to demand payment in order to participate, and where this didn't happen, the leaders kept a distance from NGO supported projects. It was revealed for example, that the leadership of Nyankiyumbu microfinance kept a blind eye to the loss of UGX 4 Million by a group member and the leadership said that they didn't know how to come in since they were not involved in the group's activities.

#### **4.4.4 The feeling that we cant do without the donors**

This research found significant attachment of the community to donors. At the time this research was conducted, three international NGOs, Save the children, GOAL, and Action Aid were winding up their activities in Bundibugyo district. Some of the community members interviewed in this research were extremely worried about the future and suggested that, "if you KRC are still here, you should go to the grassroots; there are still many problems there to solve". Some of the community members and project beneficiaries interviewed felt that in order for the projects to perform better; they need the donors and the case study NGO to monitor them more regularly, the lack of which, they said resulted in some of the projects to fail. In Bundibugyo, the community attachment to donors was found to be immense to the extent that, communities threw their hands in the air on hearing that Organisation was closing business in the area. The case of Bundibugyo is a rather unique one the district recovering from the effects of armed conflict, and because of the emergency situation, there were very many organizations that came to help the internally displaced people, and out their handouts, the created a dependency problem that curtailed the entrepreneurship capabilities.

#### **4.4.5 Creation of Community Based Structures**

It was found out in this research that, the case NGO viewed community involvement and enhancing sustainability of donor aided projects through the creation of structures. For this reason, in either case, the case study NGO created or chose to work with community-based structures and as a result, a string of organisations were formed with the case study NGO's financial support. This research also found out that most of the structures, some of which became Community Based Organisations and groups, increasingly became dependent on the case study NGO for financing and where projects ceased, a number of them collapsed.

Literature suggests that the case organisation believed that by working at the meso level, it would sustain the projects being implemented. Indeed, it emerges that nearly all the case study NGO projects have been implemented through groups both existing and new ones were created to serve that purpose. Robert Kintu and Willem Overbeke (2004) acknowledged the fact that KRC has played a donor role and led to the sprouting of other NGOs in the region. Schneider (1985), quoted in Alan Fowler and Rick James (1994) argues that, "NGOs play a unique and largely a successful role in assisting and strengthening local groups and associations. Referring to a UNDP report (n.d), he points to a number of cases where projects strengthen the capacity of communities to improve their bargaining positions with government as well as having a significant impact in empowering the poor, especially women". However, he further counter argues that, "the mobilisation aspect of development in the sense of forming strong groups and civic associations appears successful but there is little in sight as to their durability or impact in altering the power structures of society".

Interviews with some of the leaders in the in the districts where interviews were conducted, perceived these structures as KRC structures. Both the community and the local leaders interviewed demanded that the donors and KRC should regularly monitor "their" projects, a number of which were identified through such organized groups. During one of the interviews with the LC III Chairperson from Nduguto Sub County, he said, "KRC is not regularly monitoring "their" projects – without clear monitoring, some of your funded projects you will find them in a sorry state". Whereas this might

appear a genuine demand on the part of the local leaders, it is clear in the language used by the local leaders that these structures and projects are viewed as belonging to NGOs, partly due to the way they were designed and implemented in the communities. Without a clear role for the local leaders in these projects, it is unlikely that the local governments will follow through some of the structures and some of the project activities when the donor funds finally run out. At the time of this research, two organisations that were created with the support of the case study NGO, RYNCA and RFPJ had closed shop because, officially donor money had run out. According to interviews, several organisations were laying off staff because donor incomes were declining.

On the one hand, this research found out that the case study NGO is largely donor dependent and so were many of the structures created by it and therefore questioning the future for most of these structures and their associated projects, without donor funding, the sustainability approach of focusing on such structures is unviable.

#### 4.4.6 Accountability

In addition to the ownership of projects, this research considerably posed the question; to who is the case NGO is accountable to? Most respondents interviewed, especially community members thought that the NGO was accountable to the groups it supports; when members of groups were interviewed, they didn't seem to be aware of where the case study NGO made its accountability, while others said that they think that it is accountable to those who give it money-the donors. Neither did the leaders know to whom the case study NGO was accountable. One of the local leaders in Nyakiumbu said, "KRC does not declare resources to the community and that makes it hard for the sub county to qualify its work and the contribution to the Sub County."

#### 4.4.7 Programming level

At programming level, documents reviewed at the case study NGO revealed that the organisation understudy combined both grants and microfinance approach to implement poverty strategies in the Rwenzori region. The grants approach was viewed as starting point to intervene in the poverty challenge of the region but as has been discussed above in section 4.3.7, grants have been responsible for the many hand outs given out by the case NGO and these have been responsible for creating a dependency mentality among their beneficiaries.

Discussions with the case study NGO staff revealed that, they later learnt that grants wouldn't take communities very far and instead created the microfinance project as a transition from grants to mobilizing own finances to support their agricultural enterprises. Literature reviewed at the case NGO, showed that the case NGO adapted a policy not to mix grants and loans, an indication that the organisation reflected on consequences of grants on their recipients. The case study NGO seemed to argue that the two approaches, grants and microfinance approaches were not compatible with each other and would most likely affect the success of each other. This research found out that, since the Organisation adapted the microfinance approach, it has mobilized over 10,000 members with over 2 billion UGX with the case NGO providing training support in financial management practices and some top up grants.

#### 4.4.8 Financial sustainability

The other sustainability element that the case study NGO was aware of and planned for was on the finances. Reviewed literature at the case study organisation showed that the organisation is more than 90% dependent on donations. The organisation implemented some strategies, including charging service fees from the microfinance project and conducting some consultancies although at a very limited scale that also declined with the increase in donor funding. Reviewed literature revealed that incomes earned from service fees and consultancies helped the organisation to pay for running expenses. However, interviews and literature at the case study NGO showed that a number of contracts

of some Microfinance Associations (MFAs) had been canceled because they had lied and fogged figures about their finances for the sake of winning over donor support. This meant a reduction in the number of MFAs that would also mean reduction in incomes and obviously earnings to the case study NGO in future. This would mean that if the NGO has to raise its own money it will have to consider investing in tenable and viable businesses that are not tied to donations as in the case with the Micro Finance Program Associations. A senior management official at the case study organisation revealed that, in addition to shares in Federation of Rwenzori Microfinance Associations, the organisation had bought more than 30% shares in the Home and Estate Magazine.

In the final analysis, the case study NGO strategy for financial sustainability of the projects is weak given that much effort is on raising donor funds other than those generated locally. It is unlikely that the KRC microfinance project is a reliable a venue for investment and raising funds, unless many of these have out grown the donor mentality. It can be argued that, a local fundraising strategy is currently over shadowed by western donations. Interviews with some of the donors revealed they were pessimistic about the continuity of projects when they pull out. Some said that most projects would fail without their support and this will no doubt wash away the results of their work.

## 4.5 Constraints in the implementation of donor aided projects

This section presents findings under objective Four, to examine the constraints encountered by Kabarole Research and Resource Centre in implementing donor aided projects at grassroots level. The key research under this objective was, what constraints have grass roots NGOs like Kabarole Research and Resource Centre encountered during the implementation of donor-aided projects? The preceding subsections below, discuss the following emerging constraints that were revealed in this research, tribal, donor and political pressures on the NGO, low ownership, NGO compromise and limited action learning.

### 4.5.1 Sector based approach

The case study NGO is emerging out of the sector based approach to development. According to some of the leaders interviewed, this approach failed to address some of the development problems from a holistic perspective. The community development officer of Sidila Sub County in Bundibugyo, for example said that, “if they are supporting microfinance, KRC should also address food security issues and income generation that will feed each other for projects to be successful”. This was also re-echoed by the NGO advisor who said, “the sector-based approach is the European way of doing things and yet Africans think holistically”. This argument implies that however good the projects are, they tackle the problem partially and are unlikely to impact on their beneficiaries because of how problems are defined and interventions designed.

#### 4.5.2 The sampling research approach- does not reach out to all the poor

NGOS can be innovative and responsible when dealing with particular conditions at the local level, because of their limited resources, they find it difficult to replicate or repeat successful projects on a wider scale to have a wider impact. They concentrate on particular areas and communities (Iain Attack, 1999,p.7)

It emerged that the case study NGO strategically chose to operate at the meso level that according to interviews with the NGO staff and community members revealed that the strategy limited the impact of projects implemented by the organisation. For this reason, they say that the impact at Group level, samples a particular group of people and this has left out many poor people from donor-aided projects. This was mainly attributed to the fact that the NGO and the donors preferred to work with Groups other than individuals. The NGO staff further revealed that “realising that impact was not forthcoming at the household level, we started a very poor project targeting households and since it was started 2 years in 2007 this project has supported approximately 205 households throughout the region.

According one of the NGO staff involved in the project, “ they say that there is more satisfaction to see where money is going and directly benefiting the poor which is difficult to see at group level”. A senior program officer at HIVOs agrees with the NGO staff, “the project targeting the very poor project is very interesting and seems to be very successful, but the scope is very limited”. Therefore, this research has found out that the case study NGO strategy to operate at meso level might have significantly affected the impact of donor-aided projects moreover in particular areas.

#### 4.5.3 Tribal, donor and political pressures

This research found out that, donor aided project suffered from both internal and external pressures from local politicians and donors. The case study Organisation was founded by a group of Batoro young men and women that started to implement projects in other districts like Kasese other than that of their founding members. Interviews revealed that leaders in Kabarole district put a lot of

pressure on the NGO to implement projects in their home district. The microfinance program was said to be one of those programs that suffered political and tribal pressure to be implemented in Kabarole, after the case study organization had implemented the program in Kasese district for some years. Interviews revealed that the organization succumbed to pressure and implemented the program in Kabarole where this research found that it had the lowest performance compared to Kasese. The low performance in Kabarole was related to the fact that the case study organization hurriedly implemented the program in Kabarole following the same approach that was used in Kasese. Literature and interviews with the NGO staff indeed showed that a number of microfinance groups had their contracts canceled because they failed to meet their obligations but more so, the NGO had implemented the program without thinking through it and assumed a homogeneous community that was not the case and it failed. In addition, it was also revealed that the donors preferred and argued the case study NGO to work near home to lower its running costs.

#### 4.5.4 Lack of ownership

Interviews with the NGO staff revealed that the communities don't own the projects that they implement, unless there is money they don't want to participate. Projects seem to have created the impression that nothing can work without money. In Bundibugyo, this researcher was informed that the case study organisation does not give sitting allowances for participants where other organisations like UNICEF and save the children do. Some of local leaders interviewed complained that people no longer attend their meetings because they don't have the allowances. As a result of this, some of the leaders and community members don't want to attend meetings of project activities and this was affecting the ownership of the projects and the work of local leaders. It also emerged from interviews with communities that projects often undermine what people know and they participate for formality reasons and not because they believe in the project.

Interviews with community members, project beneficiaries and some of the leaders indicated that donors and KRC should regularly follow up ‘their’ projects or else they collapse. Whereas this was a genuine demand to demand for regular follow up, it was observed in this research that the community seemed to separate themselves from the project by calling them ‘their’ projects, that was likely to affect their sustainability in the absence of the donor or KRC.

#### **4.5.5 Project activities spread thinly**

Interviews with project beneficiaries revealed that the case study NGO had in most cases failed to follow up on the projects that were being implemented. It was also noted that projects by the case NGO are spread across the region, and with a lean staff, it is not possible for the staff to regularly monitor these projects and provide regular mentoring support. Documents reviewed showed that the case NGO has over the years received quite a significant amount of donor financing and this could be partly responsible for spreading so thinly and this was likely to have long term effects, as resources end up scattered and not concentrated in a given area. Interviews with the NGO staff revealed that, the reason that projects were spread thinly because of political and tribal pressure on the case NGO.

#### **4.5.6 Short project spells**

Literature and discussions with the NGO staff revealed that many of the projects implemented are normally between 1-3 years, and only a few had their project period extend for 6months or 1 year to allow unspent monies to be spent. The short projects are as a result of donor time frames towards funded projects. According to the NGO staff, donors perceive projects as a one off and yet with a one year project for example, its is unlikely that tangible results will be attained because it will require learning at the beginning before actual results (intermediate) could be attained”.

Related to the constraint on NGO compromise, it was revealed that the NGO has not been able to reflect well enough on the design and implementation of projects due to short project spells. In some

of the areas where this research was conducted like in Bundibugyo, interview with community members revealed that some projects like Poverty Resource Monitoring and Tracking had done a good job to monitor service delivery but abruptly went silent and the community members don't know what happened. This notion was alluded to by the Community development officer of Bubandi Sub County in Bundibugyo, "projects close abruptly before communities can fully benefit from them". One of the examples given in this research was on the peace initiatives that started peace committees where a number of peace committees closed shop when the case study NGO withdrew its direct support. During interviews with one of the committee member, he said, "for example we had started a savings and credit scheme but failed to continue after KRC withdrew its support". Another community member said, "The projects arrive unannounced and end unannounced living communities in suspense". This researcher while interviewing communities in Kisomoro Sub County in Kisomoro, the community-expressed disgust at failed projects had constructed wells and failed to complete them.

It emerges from this research that, donors expect quicker results in comparison to Western standards that does not work in the south because of several factors such as the difference in cultures. The NGO senior advisor said "where as it is quicker to get project results in the West, in Uganda it takes a longer period, the 1-2 year project period is rather too short". In the case of short-term projects, members of the NGO stated that, more often than not, it takes more than a year before the project stabilises it self on the ground. Some times, the situation on the ground changes and whence requires that adjustments be made on the project. Other times, the groups that are funded tell "genuine lies", for the sake of getting project money, and are not able to implement the project as planned. During interviews with the NGO staff, this researcher was informed of a several Microfinance Associations whose contracts had been canceled because it was discovered that they had told lies to the NGO and faked figures.

#### 4.5.7 Donor rigidity and the Log frame approach

Interviews with some of the case study NGO staff revealed that inflexible donors could be a major bottleneck in the implementation of projects. They said that, “ these donors rarely do they ever operate outside the Log frame approach. They are boxed in the results that were put in the project log frame, and yet sometimes the situation on the ground might affect the achievement of some of the results whence requiring some aspects of the project to be changed”. Such rigid donors that were mentioned in this research include German Argo Action (GAA), that in addition to being fixated to the log frame, they hardly trust and any suggested changes by the implementing organisation have to go through prolonged to and fro communication over the changes. Because of their rigid nature, a senior project manager said “ in the case of GAA, we started to look for groups that knew how to prepare good accountabilities, for the others, we supported them with monies from a flexible donor that co-funded the project because they understood where the people were at”. One of the donors interviewed in this research agreed that, “there has not been enough time from both sides to for discussions and follow up which results in late reactions and adaptations in the project approach”. Members of staff of the case study NGO were asked why they hang on inflexible donors, in their response, they said that, they have been compelled by the need to survive as staff, and it has been difficult for them to say no to the donors conditions.

#### 4.5.8 Donor imposition of ideas

A key finding that emerges from this research is that the donors have been indirectly imposing their ideas on the NGO. GAA was further referred to as one of the donor agencies that imposed ideas on the cast study NGO. The NGO advisor said, “ when a donor says this group can not be supported because it does not have an executive, they are basically telling you what they want and believe in, yet that group has operated for a longer period without an executive”. Key informant interviews also revealed that, in some instances, donors have dictated what the agenda of an NGO should be. This research was pointed to a case of two organisations that suffered from donor imposition that is

SATNET and CABCS. The later NGO was founded by donor to focus on marketing and the former is an all round initiative established out of local needs but because the two were financed by the same donor, the donor started demanding that SATNET should keep out of Marketing issues and focus on production. Member of the NGO staff interviewed said, “yet we now realize you can not talk about production without talking about marketing and here you a donor suggesting what you should do or shouldn’t do”.

This research also found out that the donors and the NGO imposed exotic breeds of animals and crops on the local communities. Interviews with project beneficiaries in Bundibugyo revealed that members that were given exotic breeds of goats lost them to diseases, some of which they were not familiar with and failed to manage. Project beneficiaries argued that the NGO did not take into consideration of local breeds that the communities were familiar with, and knew how to manage instead of the South African Boar goats that died.

#### 4.5.9 Poor project Coordination

Field observations indicate that, a number of organisations including the case study organization are competing for space in the areas of operation. In Bwera Sub County that was visited by the research team, there was a case of 3 organisations including the case study organization that completed for space to install information notice boards in one of the sub county villages, when the community realised the confusion, they decided to install their own. It emerged that, each NGO wanted to show that they had supported the information project, and yet the community did not use the notice boards. Although this might appear the problem of poor coordination among the implementing organisations, it also emerges that a number of donors like the EU demands visibility with the individual organisations whence poor project coordination resulting into resource wastage. Stephen Knack (2006) again makes a good summary on what the interests of the donors are, “donors place no value on the success of other donor projects. The degree to which donors will care more about the success of their own activities and careless about the success of other varies”

Although government is happy with the NGO project activities in the region, most local leaders interviewed were not aware exactly what kind of activities were being implemented in their sub counties. The main reason that was given was that, the case study NGO and several other local organisations implement their activities without providing the documentation of their projects. This research found out that, because of the direct relationship with the local governments, mostly international organisations like; UNICEF, Save the Children, and SNV had provided their plans to the local governments and rarely did the case study NGO provide documentation about their projects. The leaders argued that, partly, this was responsible for the duplication of services in some of the areas where the local government implemented similar projects/activities.

In view of this finding, Alan Fowler, (1992:p.19-20), rightly speculated that, “in response to greater availability of aid to the NGO sector, the size of the NGO community will grow rapidly, but faster in the South than in the North, giving rise to problems of collaboration, self regulation and quality control. There will be a move away from the comparative advantage to competitive advantage between NGOs and Poor governments as access to external aid becomes more critical for their functioning”.

#### 4.5.10 Mistrust by donors.

This research found that a good number of donors don't fully trust the capacity of the NGO to competently and professionally implement projects that they have agreed with them. This research came across overwhelming evidence to show donor mistrust of the case NGO. The NGO staff interviewed in this research mentioned one of the donors, GAA that since added a new accountability condition in their accountability required that the counterpart NGO should in addition to air time receipts, should provide airtime scratch cards for additional verification. When this researcher consulted with a telecommunication specialist, about what the donor would do with scratch cards, he said that, the donor will have to verify whether the air time was loaded on the phone it was supposed to be loaded. The other element of mistrust that was found out in this research, was the fact that donors still have to be represented on selection committees where grants are being given to community groups and GAA was mentioned as one such classical example of a the donors who still don't trust that the local NGO can take objective decisions on the groups that should be funded by the NGO.

# Chapter Five:

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.0 Introduction

This chapter presents a summary of some of the key findings from this research, conclusions and recommendations.

### 5.1 Summary of findings

This research has found out that projects implemented by NGOs are a replica of the donors' policy objectives and programs. More often than not, these projects do not involve the primary beneficiaries in their design but tend to seek the involvement of the primary target including the local leadership at the time of implementing the project.

This research further found out that because of power imbalance caused by the financial muscle of the donor, the local NGO is unlikely to implement the agenda of the target beneficiaries. This financial imbalance is also responsible for re-awakening some of the conflicts in the region. More than 90% of the NGO projects are donor funded, and nearly all these funds are inclined to projects that will meet the donor's policy objectives. This power imbalance increases the chances for donor imposition of ideas through local counterpart NGO amidst the call for the NGO to conduct the needs identification that must by all means be fitting in the donors' policy objectives without which can not be funded. The result of this donor imposition of ideas through their financial muscle has been dependency mentality among the community members creating a feeling that they cannot do without donations.

The impact of donor-aided projects onto their primary beneficiaries is mixed and appears minimal. Although this research found out that there were some social and economic effects at the primary level these effects hardly went beyond the group members that were often targeted by donor aided projects.

Even then, among the group members, it was quite challenging to identify model households with all round impact as a result of project support. In Bundibugyo for example, 4 out of 15 members of a group seemed to have been impacted on by the projects. In these households, the members testified that their incomes had significantly improved and that they had used the money to provide for the education of their children.

Generally, project impact on their primary target is very minimal, and most it is isolated and mixed and could only be found among a few members of beneficiary groups with progressive leadership and planning capabilities. This research found out that, on average 5 out of 15 members of a group supported they case study organisation had managed to improve in their household status. These had increased their production capacity, stepped up their incomes and the members had used these incomes to provide for their social and economic needs at the household level. Human rights projects had a significant influence on the individual's behavioral change and translated into reduction in domestic violence at community level and increased recognition of the role of women in household development.

Project impact on primary beneficiaries of donor aided projects is affected by the meso level structures, the groups, that because of conflict, resources get disintegrated and lost, leaving only very little for community action. The research found out that, groups/community based organisations were strategically created to attract donations that are defrauded by the very individuals who started them. The choice by the donors and NGO to work through groups seems failed as it widened the gap and further disenfranchised the poor to retreat to the periphery. Project impact was feasible in cases where the case study organization directly targeted the very poor, who were not in groups.

Overall, project impact was difficult to trace among the primary targets, the poor, but more was seen at the level of NGO workers, including Community Process Facilitators, business owners, and service providers like Hotels, restaurants and breeder farms.

The implementation of donor aided projects presented it self with a number of challenges namely; tribal, donor and political pressures, rigid donor conditions, imposition of donor ideas, and poor coordination as a result of competition and the worst case scenario is that they have re-ignited latent tribal conflicts that are visible in terms of power struggles among the Regionally focused NGOs.

Finally, this research found out that, most of the donor-aided projects have no future without donor support and many of the project handouts had promoted dependency among community members. Inadvertently, in their current nature, donor aided projects are unlikely to survive as a significant number of them are designed and follow western standards of doing things and because they are not locally financed, there is little say on what really works in the local context.

## 5.2 Conclusions

This research by and large achieved the research objectives and the key research questions were answered and therefore make the following conclusions;

Donor aided projects designed and implemented by the local counterpart Organisation are often influenced by donor's policy objectives with less consideration of the communities' and local leaders' input in their design and implementation. This was mostly prominent with projects that had less economic orientation such as peace and human rights and these were less likely to gain local ownership and were less sustainable. By and large, both social and economic projects strongly lacked the participation of their primary target beneficiaries at the design stage, thus making most of the projects implemented to be top-down projects. More often than not, the NGO projects are a replica of the donors' policy objectives, and are unlikely to be financed if they don't reflect the donors' objectives. It can be concluded that, Dutch donors like HIVOs and Broederlyk Delen were more open to organically generated programs, compared to their counterparts, the German (case of German Agro Action) and The European commission. The latter had more strings attached to their funding.

Secondly, donor aided projects through the case study NGO had to a limited extent facilitated the process of enabling, on average 5 out of 15 project beneficiaries to improve and provide for their own social and economic welfare needs while on average 10/15 project beneficiaries are still struggling to meet their own social and economic needs. This research can also conclude that, to a large extent, the too many uncoordinated donor aided projects by the case study organization and other organizations in the region, created a dependency syndrome among their target beneficiaries and accelerated it at wider community level. This dependency syndrome has further suppressed, the entrepreneurship potentials among local communities, and instead created a regular demand to be helped just like others were helped.

Thirdly, this research can conclude that donations are the lifeline of projects and NGOs including Community based organisations, without which they are unlikely to survive. More than 90% of the projects implemented by the case study organization were entirely externally supported and driven with donor funds and there is no doubt that without donor support most of these projects and their grassroots structures will close and cease to exist.

Finally, the NGO and the donors neglected and undermined social, political and cultural circumstances of the local people, that is; the local knowledge of what they know and what worked for them. The introduction of science (exotic breeds), greatly undermined what the local people know which in effect limited the impact of projects but instead stirred tribal tensions by accelerated power imbalances amongst the local tribes.

## 5.3 Recommendations

What below are some of the recommendations drawn from the discussion and analysis of findings. The recommendation are structured and directed to; the NGO, donors, local governments, local leaders and the academia. Two new areas as a result of this research have been recommended for further research.

### 5.3.1 To the NGOs and donors

The donors and the NGO should slowly move away from giving grants to giving loans although at considerably low rates. This would mean that, the NGOs and the donors including their respective governments should revisit their financing strategies to Southern NGOs and seriously consider providing loans instead of grants. This decision will require both NGOs and the Donors to adapt a business mindset and new orientation altogether to work harder than they are currently are.

Instead of providing handouts that suppress the entrepreneurialship potential among the local in the South, donor projects need to foster entrepreneurialship skills. Donor conditions to local projects could be directed to the NGOs capacity to make its own money, and donor money should only be a supplementary fund. Grants should only be given to projects that seek to address crisis level problems as in the case of extreme poverty, the people called the very poor in this research but even in that case, it must be directed towards business development. In order for this to happen, donors could consider in their financing strategies to include start up funds for viable business projects by their counter part Southern NGO.

The NGO should also consider finding alternative sources of funding including; tapping into government funding, that will also mean that the NGO will have to step up their collaborative effort with government, otherwise in the current state, this will be hard to achieve.

Grassroots organizations like the case study organization, have accumulated an insurmountable amount of knowledge and could use this knowledge to do development consultancy including consulting for the bilateral and multilateral agencies from which it could earn money to support its community development work.

The NGO counterpart of donor agencies need to develop own realistic and sound business strategies that are not dependent on donor funds but those that explore local financing opportunities including investing in shares. These strategies will go a long way to facilitate home grown development projects and programs unlike the case where projects have to be influenced by Western powers with little influence by the project beneficiaries.

Donors need to realize that, western development models imposed on the South have failed to work and should channel their funds to locally generated priorities and programs of action. This will require that donors move away from project modalities, Log frames and time limitations but engage with process programming where the local NGO together with the communities decide on what is priority for development.

The case study NGO for example will have to take proactive action and do away with projectised donors. Such donors kill innovative action and knowledge building, and decisive action on the part of the NGO leaders might be avoidable in order to create sustainable development programs in the region. For any new donors, unless they fit into the Organisation's own plan or the criteria set by the local NGO such donors should be rejected. Initially, such a decision will strongly impact on the organizations financial resources, perhaps even constrict the organisation's budget, and inevitably impacting on the organizations human resources but for long-term sustainability it might be unavoidable.

Both donors and the local NGO need to carefully plan the involvement of project beneficiaries as well as government in the design and implementation of community development projects. This will go

a long way to achieve project ownership by both the beneficiaries and local governments. In the event that, NGO and government community development co-financing is achieved, the continuity of projects might be achieved.

Both the NGO and donors need to seriously pay attention to conflict sensitive programming and avoid the risk of giving one group economic and political power, that if over looked could undermine development especially in communities such as in the Rwenzori region with a history of tribal animosities and conflict.

### **5.3.2 Government and Local Leadership**

The local leaders have an important role to play, and can therefore not afford to sit back and watch as projects crumble. While as the NGOs in Uganda have played an active role to monitor the performance of government programs, Local governments and local leaders need to step up their efforts to monitor the implementation of NGO projects as well. The local governments create and their representativeness need to create and participate in information sharing platforms to discuss development progression in their communities, that away, either party will keep watch the performance of each others community development programs. Ideally local governments need to demand for NGO accountability.

### **5.3.3 for further research by both the academia and other development actors**

This research is recommending two separated but linked areas for further research that this research outside the scope of this research but pointed by the findings of this research.

The first one is, the beneficiary perception towards donor-aided projects/programs and how it affects their impact on the target beneficiaries and communities. The second area that emerges from this research is, how on donor-aided projects have accelerated the corruption challenges in the region and Uganda in general.

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## Appendix I: The Community Interview schedule

- 1 Which projects that a supported/implemented by Kabarole Research and Resource Centre and are implemented in this village?
- 2 How did these projects start?
- 3 How have you as individuals been directly affected (positively or negatively) by these projects?
- 4 What has been/is the level of your involvement in the designing and implementation of these projects?
- 5 How have these projects addressed the “real” needs of this community?
- 6 How do you and the rest of the community, and government perceive these projects?
- 7 What are some of the challenges that are associated with these projects in the process of their implementation in this village?
- 8 What are your suggestions that can enable the effective implementation of these projects in order to benefit you better?
- 9 Do you have any other comment in relation to the discussion we have just had?

## Appendix II: Household Interview Schedule

- 10 What projects are implemented by KRC in this village?
- 11 How were the projects started?
- 12 How were/are these projects funded?
- 13 Whose ideas are the projects that you are implemented in your village?
- 14 How have the projects contributed to social and economic welfare in your household?
- 15 What has been the negative impact of the KRC Projects on your household?
- 16 What is your perception of the projects implemented by KRC in your village (NGOs)?
- 17 How does government perceive/view these projects implemented by KRC or other NGOs in your village?
- 18 How would you describe your level of ownership of the projects implemented by KRC in your village?
- 19 To whom is KRC accountable to?
- 20 What is your opinion regarding current/future funding of projects implemented by KRC in your village?
- 21 What are some of the constraints that you know affect the implementation of KRC projects in your village?
- 22 What would you recommend in order to improve the performance of how projects are designed and implemented to benefit your household level?
- 23 Is there any thing more that you would like to add to this conversation?

### Appendix III: KRC – Groups Interview Schedule

1. Name of your Group
2. Sub county/Parish/Village
3. When did your group start?
4. Who started it?
5. Why was your group started?
6. What brings you together as members?
7. What activities do you implement?
8. Whose ideas are the activities that you implement?
9. How are these activities financed?
10. How have these activities impacted on the communities/your members?
11. How successful are the activities that you implement with the support of KRC/ or other donor support?
12. What are the factors responsible for the success or failure of your work?
13. What have been the negative effects of these activities on to your members and the communities you serve?
14. What will happen to your activities and the impact of your work if external assistance stopped coming?
15. How are you prepared for such eventualities such as reduced external financing?
16. What are some of the constraints that you face in relation to the projects that are financed by KRC or other donors (excluding government)?
17. How can these constraints be solved so that the projects can benefit their targets better?

## Appendix IV: KRC – Partner Interview Schedule

1. Your name
2. Position/Title/Role
3. Project involved in
4. Name and Nature (composition & intensions) of your Organisation\_\_\_\_\_
5. When did your organisation start\_\_\_\_\_
6. How did your organisation start?
7. What is your relationship with Kabarole Research and Resource Centre?
8. What projects do you implement?
9. What has been the KRC support towards these projects?
10. What is the origin of the projects that you are implementing?
11. What has been the social and economic impact (positive and negative) of these projects on their intended targets?
12. What are some of the donor projects that you are/have implemented with KRC and other donor support do you consider most successful and not successful?
13. What are the reasons for the successful projects and those not successful?
14. What is the perception of the community and government towards these projects?
15. What is the level of ownership of these projects by their intended targets?
16. How do you normally account?
17. To who are you accountable to?
18. Why are you accountable to a particular group and not the other?
19. What has your organisation done to attain project sustainability?
20. To what extent are you as an organisation confident that you can do without donor funding?
21. What constraints do you encounter when implementing donor aided projects?

22. What strategies do you have to address these constraints/ challenges?

## Appendix V: KRC Staff Interview Schedule

- 1 Your name:
- 2 Position/Title/Role
- 3 Project involved in
- 4 What are some of the projects that you implement?
- 5 When did the projects start?
- 6 What is the source of financing for these projects?
- 7 How much of the project finances is your own local contribution?
- 8 How much of your own ideas are the projects that you are implementing?
- 9 In your opinion, what has been the social and economic impact of these projects since they were established?
- 10 Which of the donor aided projects that you implement have been successful, partially successful and those which had little or no impact? Please point to some key examples of success, and failure.
- 11 What have been some of the factors leading to successful, partial success or failure of the implementation of these projects?
- 12 In your own view, what have been the positive and negative impacts of these donor aided projects?
- 13 How sustainable are these projects that you implement?
- 14 What would or, did happen in the event that, donor funding is/was curtailed?
- 15 What are some of the constraints/challenges that you have encountered while implementing donor dependent projects?
- 16 What are some of your strategies to address the constraints/challenges you have highlighted to attain project sustainability?

## Appendix VI: Donor Interview Schedule

1. Your name
2. Your Organisation
3. Position/Title/Role:
4. When did your partnership with KRC start?
5. What was/is this partnership about?
6. Who initiated the partnership and on what considerations was the partnership accepted?
7. If you provided/provide financial support to KRC, what kind of projects did you/are you supporting?
8. What was/is your role and that of KRC in the project needs identification?
9. How much financing did you/have you provided for this/these projects (Give estimate in US dollars since your partnership with KRC started)
10. Why did/do you support these types of projects and not others?
11. Why did you choose to support these projects through KRC and not implement them by yourself?
12. What are some of the social and economic impacts (positive & negative) that you as a donor can point to as a result of your support to these projects?
13. Which of the projects that you support/ed were successful or not successful?

14. In the projects you have mentioned, what are/were the factors that led to their success or failure?
15. How sustainable are the projects that you have supported?
16. What strategies have you put in place as a donor to attain value for money, and making sure that the project effects go beyond the project period?
17. What constraints have you encountered in the partnership and the financial support to KRC implemented projects?
18. What strategies have/did you devise to address some of the constraints that you have mentioned?
19. In your partnership with KRC, and support you have/you provide, how best can the projects gain effectiveness on their intended targets on the ground?
20. Do you have any other comment/thoughts that you would like to share?