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NON GOVERNMENTAL ORGANIZATIONS IN ENHANCING POSITIVE SOCIAL CHANGE: THE CASE OF GULU DISTRICT, UGANDA

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ABSTRACT

For nearly three decades, Northern Uganda and particularly Gulu district were affected by a protracted war and conflicts. This war caused untold sufferings and devastating effects which has left the local people still living with fear and trauma. It was because of such earlier experiences that drew the attention and influenced both local and international Non Governmental Organizations to respond to the plight of the suffering people in the area. This study was therefore carried out to examine the extent of positive social change that NGOs have brought to the people of Gulu district. The study used Descriptive Correlation design and employed Non Probability Sampling to reach the selected NGOs staffs and their active respondents. The result found out a limitation in resources affected performance of NGOs in the district. These were reflected on planning, policy formulation, implementation and funding of the projects/programs specifically on the expected positive social change. In the final conclusion, the study revealed NGOs contributions were generally moderate with remarkable scores in the fields of peace building, health and resettlement of the people.

KEY WORDS: *Non Governmental Organizations, Enhancing, Positive Social Change*

I. INTRODUCTION

Non Governmental Organizations (NGOs) are not new in the making. They have been in existence and operations for many decades. Today, several hundreds of thousand NGOs are promoting human rights and humanitarian goals around the world (Mihir, Philips and Duyvesteyn, 2011). Even in times of disasters, NGOs are usually the first respondents after the occurrence of disasters (Peters and McDonald, 2010). Post-disaster reconstruction (PDR) is a complex

and highly demanding process that involves a number of different and well coordinated courses of action (Ismail, Majid, Roosli and Samah, 2014). The last decades have witnessed NGOs extraordinary growth in all spheres of human activities worldwide, especially in developing countries (Bromideh, 2011). Since the late 1970s, NGOs have played an increasingly prominent role in the development sector, widely praised for their strengths as innovative and grassroots driven organizations to bring development to the local people

(Banks and Hulme, 2012). As development changes towards developing skills and tools for empowering society, NGOs have also shown much response. There is an increasing involvement of government agencies and international organizations on a common cause for sustainable development (Ulleberg, 2009) which is widely observed across all parts of the world.

NGOs are bodies formed by laws and they operate independently from any kind of government interference. The term originated from the United Nations (UN) referring to organizations that are not part of a government and are not conventional for-profit businesses (Stankowska, 2014). But they can only sustain their efforts and succeed with public support (Ritvo, Berdzenishvili, Khazalia, Khidesheli, Liqokeli and Samkharadze, 2013). In their role which they play at local, national, regional and global levels, NGOs promote decentralization and inclusive governance (Cheema, 2011). However, majorly NGOs play three roles of service delivery, advocacy on behalf of the poor, and empowering the poor to become advocates for them. As organizations deliver services, NGOs cater for the welfare of the people; provide technical, legal and financial services to many vulnerable people in communities (Desai and Potter, 2014).

Governments have been increasingly collaborating with aid agencies on developmental matters with the democratization of policies as one of the key areas of concern (Desai and Potter, 2014). On a recommendation by Hope (2008), he emphasized that NGOs and the private sector should develop the capacity that improve their respective productions, analytical, strategic, goods and services delivery, policy advocacy and partnership capabilities. Wild, Chambers, King and Harris (2012) expressed that with the growing recognition, despite significant increases in resourcing, delivery of public services in many developing nations were notably failing. But the majority of NGOs has shown much efficiency and effectiveness in their work for the people. In their role of complementing the state, NGOs act as implementers of development activities. In this case as mentioned by Lekorwe and Mpabanga

(2007), NGOs complement the state by filling the existing gaps in public services. While sharing the same view with a different perception, Ulleberg (2009) stated that almost performing more roles than government, especially in remote rural areas, NGOs have exhibited a gap-filling role that had sometimes created conflicting relations with governments. However, Lekorwe and Mpabanga (2007) commented that the role of the state becomes more of an enabler rather than a provider of services.

Thus, the general objective of the study was to examine the roles played by NGOs in the enhancement of positive social change in Gulu district. Specifically, it seeks to achieve the following specific objectives:

- i) To examine the extent of program management of NGOs as perceived by the respondents
- ii) To evaluate the program implementation of NGOs in enhancing positive social change
- iii) To measure the extent of NGOs program management on program implementation in enhancing positive social change

The rest of the paper is structured as follows: the second part presents the conceptual framework; the third part summarized the review of related literature; the fourth part describes the research methodology; the fifth part presents and discusses the results; and the sixth part concludes.

II. CONCEPTUAL FRAMEWORK OF THE STUDY

There are many factors that impact positive social change. The factors related to this study were backed by the theory that supported the conduct of this research study. Therefore, the conceptual framework formed the basis for review of related literature and related studies. It should be noted that the study focused on NGOs in Gulu district and the roles they played in enhancing positive social change in the area under study.

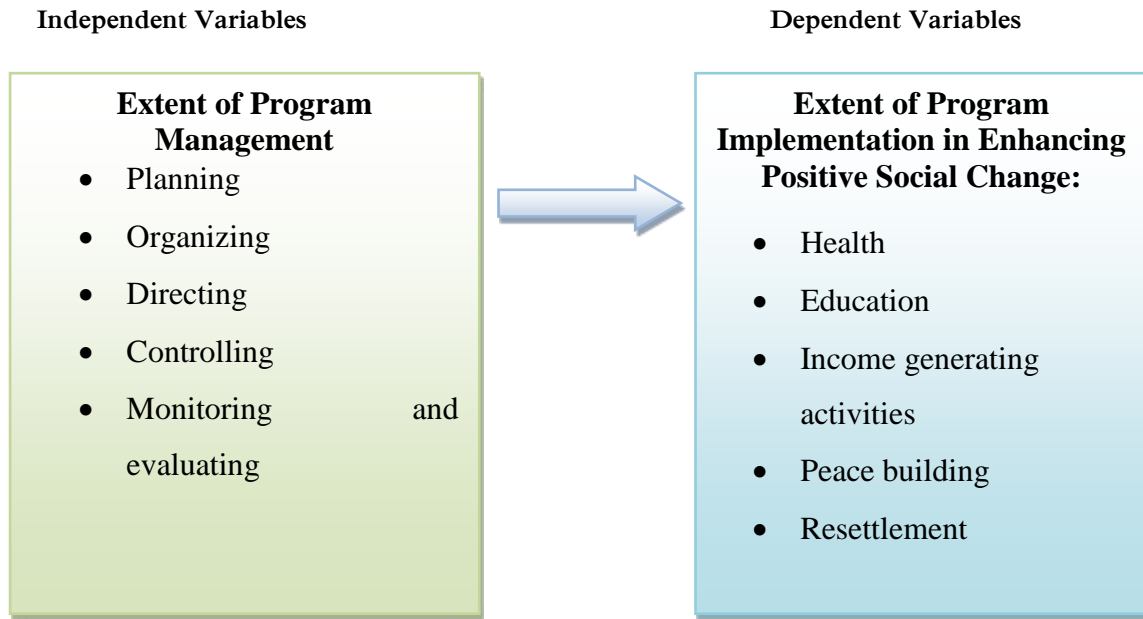


Figure 1: Conceptual framework

The research study was guided by the theory of Social Development that helped in understanding social change and analyzing research data collected for concrete generalization of the study results.

The Theory of Social Development

The social development theory attempts to explain qualitative changes in the structure and framework of societies that help societies to better realize their aims and objectives. In social development, development is defined in a manner applicable to all society at all historical periods as an upward ascending movement featuring greater levels. This encompasses, among others efficiency, quality, productivity, creativity, mastery, enjoyment and accomplishment of intended goals. It is further a process of social change, not merely a set of policies and programs instituted for some specific results.

The basic driving force for social change is increasing awareness which leads to better organization. When society senses new and better opportunities for progress, their area will develop new forms of organization giving ground for successful exploitation of resources. When this is realized, skills and resources will help to achieve the intended results. Development is governed by a number of factors which influence development efforts. This theory emphasizes that there must be a motive that drives the social change and essential preconditions for that change to occur. Further, the motives should have more influence on obstacles that obstruct or impedes change. For

development to occur, it requires resources such as capital, technology with available supporting infrastructure.

The theory states that society can attain development when they have the capacity to organize resources to meet their challenges and opportunities. Society passes through well defined stages in the course of its development.

The theory of Social Development supports the study in many aspects. The core value of this theory is embedded on enhancement of social integration, especially for the marginalized or vulnerable groups of people, poverty alleviation and its reduction in the societies. Furthermore, variables such as program management, education and health are the concerns of social organizations and were the basic considerations in this theory.

III. REVIEW OF RELATED LITERATURE

A. Growth of NGOs in Uganda

For many decades that have passed now, NGOs have been established and are still operating in different parts of the world. NGO refers to an association of individuals who voluntarily agree to pursue specific purposes and goals and who carry out the mandate without aiming for direct profit or gains (Magliveras, 2016). These organizations (NGOs) play different roles in society like providers of services,

promoting social capital and representatives of the poor and vulnerable groups (Dipendra, 2016).

According to Lewis and Kanji (2009), NGOs are self governing, private, not for profit organizations that aims at improving the quality of life for disadvantaged people. Similarly, Rahman describes NGOs as any organizations provided they are independent from government control. Whereas to Uzuegbunam (2013), the most important attribute of NGOs is that even in cases where they are funded totally or partially by governments, NGOs still maintain their non-governmental status by excluding government representatives from their membership. This helps in avoiding dependence and distracting influence by governments as they (NGOs) are not extension of government departments or agencies, but are oriented towards achieving the overall goal of development in any country.

The remarkable growth in NGOs over the last several decades is a result of interactions between secular trends, ideas and technology (Werker and Ahmed, 2007). The relationship between NGOs sector and government in Uganda has changed considerably over the past years. Prior to 1986, most nonprofit organizations were either self-help grass root associations or missionary organizations (Burger, 2012). In Uganda still, NGOs have operated for many decades, especially in health and education sectors. Beyond the aforementioned sectors, their activities were focused largely on relief and charity activities (Policy Document, 2010).

Within the country, NGOs are inclusively under the membership of the National NGO Forum. This body provides a national platform for NGOs in their diversity, contributing to governance and development processes. The Forum has a unified mission to provide sharing and reflection for NGOs in enhancing their operating environment (Uganda National NGO Forum (UNNGOF, 2009). Their activities have been characterized by advocacy, analysis and raising awareness, brokerage, conflict resolution, capacity building, delivery of services and evaluation and monitoring work (Nelson, 2007).

B. Program Management Functions

Since a project comprises sets of related activities planned and aiming at change for the peoples' benefit, there is a need to ensure that those activities are properly managed to meet the stated objectives. Management according to Angus and Gundersen (1997) refers to the role of guiding and coordinating the activities of a project team.

People known to be managers plan projects, organize them, encourage workers and control projects to ensure quality performance within the allotted time and budget. In most organizations, Baporikar (2009) presents that the process of maintaining normal

operations to meet the corporate objective is the primary responsibility of the functional management.

Planning

Planning is a core element in the management of a project or program. Managers of any project or program have to ensure that they move smoothly and in their proper direction by planning the work to be accomplished and selecting the appropriate personnel to perform those works (Angus and Gundersen, 1997). A useful way to avoid losing focus is to prepare a detailed project delivery plan which sets out the key tasks to be completed and highlights the practicalities (Chatterjee and Sharma, 2011). Through effective planning Morgeson, DeRue and Karam, (2010) and also Chatterjee and Sharma (2011), elaborate that team leaders along with project teams and key stakeholders such as partners and project participants agree on what will be done, who will do it, when and how. Furthermore, a good plan maximally allows the utilization of project resources within the given time of the project period which leads to better implementation.

Organizing

Organizing involves coming up with roles aimed at effectiveness in the performance of an organization. For efficient working, Misra (2009) reiterated that the structure of roles and principles must be clearly understood and be put into practice. As he quotes Urwick, "the lack of design in the organization is illogical, cruel, wasteful and inefficient". Transparency is needed to help employees gain a sense of being fully aware of how the organization promulgates employment practices (Schraeder, Self, Jordan and Portis, 2014).

Basing on the facts above, without proper organization, resources cannot be aligned to meet the stated objectives intended to be achieved, which can even lead to inefficiency and failure at the end of the project period. Thus, organizing involves putting in order of priority and preference the resources which are available. It is about providing capital, personnel and raw materials for the day to day running, and building a structure to match the work (Musingafi, Zebron, Kaseke and Chaminuka, 2014).

Directing

Directing involves channeling resources to meet the stated aims and objectives. It is action oriented where plans are set to be realized through initiations in a well coordinated manner by the personnel who are involved in the implementation process. Directing in project management require good leadership, communication and motivation of personnel. Spector (2010) perceives allowing employee participation is a form of motivation that supports change implementation. As he suggested further, this will improve decision making, enhance commitment, opens

an avenue for communication and encourages self supervision and good relations among members. In the research findings that was concluded, Nizam and Shah (2015) agree with Manzoor (2012), that empowerment and recognition have a positive effect on employee motivation. On the other hand, communication is the fuel that drives project success (Horine, 2009).

Controlling

Control encourages efficiency and effectiveness within the time frame of project implementation. In a remark by Wart (2012), control is a fundamental managerial function or process which measures current performance and guides it towards predetermined objectives. Schraeder *et al.*, (2014) revealed that the control strategy such as use of systems and exercise of authority has been deployed by managers attempting to reduce risk or uncertainty within an organization. Musingafi *et al.*, (2014) viewed controlling as the process that ensures whether resources are obtained and used efficiently in achieving the organizational objectives.. Hence, without controlling resources, organizational objectives and goals cannot be achieved effectively.

Monitoring and Evaluating

An organization requires a monitoring and evaluation system which allows it to assess project progress towards its objectives that in turn provide the basis for any necessary adjustments (ILO, 2010). The processes of monitoring include reviewing financial and performance reports, performing project site visits, maintaining regular contacts and arranging for agreed upon procedures and engagements. This helps identify trends and patterns, adapt strategies and informs decisions for project/program management (IFRC & RCS, 2011). It generally involves tracking progress with respect to previously identified plans or objectives, using data easily captured and measured on an ongoing basis (Perrin, 2012).

C. Social Change

Historically, social change has been driven by cultural, religious, economic, scientific or technological forces. It is alterations in the thought processes of individuals that drives social progress (Sharma and Monteiro, 2016) and for quite long NGOs have been coming up with projects and programs to effect social change to the people. In the current global situation, issues that matter concern for the people include economic uncertainties, climate change, political conflicts and health issues among members of the societies (Social Change Impact Report, 2011). In order to achieve positive social change, there is a need to develop capacity to improve respective productive, analytical, strategic, goods and services delivery, policy advocacy and partnership capabilities (Hope, 2008).

Although most NGOs engage in multiple projects, some do implement particular activities a common feature of specialization. Silva and Burger (2015) pointed out that NGOs pursue wide ranging and very diverse projects and have become more vital for developing countries than ever. In the case of Uganda, the phenomenal growth in the NGOs sector has been accompanied by the growth in influence at different levels of society (Policy Document, 2010).

D. NGOs Contributions to Positive Social Change

Positive social change can refer to involvement and engagement of individual and groups of people in activities to improve their lives (Social Change Impact Report, 2011). In their quest for a habitable society, NGOs initiate projects and programs. NGOs' major aim is to improve the lives of people in many fields. Their contributions in various aspects of human lives are associated with improving health, education, income generation and employment, relief work and poverty alleviation (Hasnain, 2014).

In areas where majority people are affected by extreme poverty, NGOs have been praised for rescuing situation and asserting their importance to the communities being served (Hassan and Forhad, 2013). Through micro-finance, NGOs help members of the community to access jobs, generate income and improve their economic situation.

Further, they develop the capacity of community members through skills training. This is a motivating factor which increases the level of participation of community members in projects for improving the quality of lives (Nikkah and Redzuan, 2010). While referring to the roles of NGOs in northern Uganda, Okello (2013) found out that NGOs facilitated rebuilding social structures. Whereas in a study of 2012, Enyioko concluded that NGOs are prominent and effective towards sustainability of rural development through activities in education, health, agriculture, community development among others. In fact, a greater number of vulnerable people are located in the rural areas where they desire to be assisted and most NGOs have focused on them.

Health

Health is one of the priority sectors that contribute to the well being of the nation (National Health Strategic Plan 2011-2015). Good health and wellbeing brings many benefits as it plays an active role and contribute to the society and the economy (Department of Health, 2010). NGOs have been engaged world over in preventing health related problems and promoting health of communities. There are already many successful public health programs implemented in collaboration with NGOs for the

prevention and control of non-communicable diseases and health promotion (Ejaz, Shaikh and Rizvi, 2011). Nanjunda and Dinesha (2011) describe health as one of the vital indicators reflecting the quality of human life.

In areas of health, NGOs are involved in advocacy, partnership and research with other stakeholders for a better and healthy society. Recognizing NGOs in their findings, Delisle, Roberts, Munro, Jones and Gyorkos (2005), pointed out that governments depend on NGOs' health research for needs assessments, formulation of policy options and implementation of interventions and evaluation of action plans.

In reference to the Annual Health Sector Performance Report for Financial Year 2014/15 of Uganda, the government recognized the contribution of Health Development Partners in which NGOs are among the key actors in the country. This explains the value governments have on NGOs on matters relating health as a fundamental need in human life.

Education

Indrani (2012) reiterated education as the vehicle of knowledge, self-preservation and success. It does not only give a platform to succeed, but also the knowledge of social conduct, strength, self-respect, unconditional love and a set of values (Iqbal, 2010). Gulen (2012) looks at it as being vital for both societies and individuals. Therefore, investment in basic education contributes immense benefits and further perpetuates the benefits into the future generations (Rani, 2004). NGOs influences have been through educational funding, offering scholarships, policy making and trainings organized through workshops and seminars by their experts. In 2010, Pillay found out that NGOs work within the context of taking up the challenge to educate the uneducated and free them from their subordination, initially intervening as educational service providers.

Income Generating Activities

Income generation is an intervention attempt to address poverty, unemployment and lack of economic opportunities to increase participants' ability to generate income and secure livelihood (Abdulrahman and Abdelmalik, 2015). In a means to revitalize livelihood after conflicts and war, NGOs focus on vocational skills training as a way of forging life for the people for income generation and are usually in small scale (Hajdu, Ansell, Robson, Blerk and Chipeta, 2011).

In a report of 2015 on northern Uganda, UNDP revealed that uneven progress in income poverty reduction remains a challenge in the region. There are many ways through which NGOs empower the local people in generating income. Microfinance services provide small credits and encourage savings,

facilitate trainings, helps in availing access to information (in market prices) of commodities for exposure and attitudinal change of the local people (Biswas and Rao, 2014).

Peace Building

In post war situations, NGOs feature highly in peace building processes in their capacities as both representatives of civil society and as grassroots agents employed in reconstruction and transformation of society (Veronika, 2010). NGOs play a critical problem solving role in peacekeeping and peace building and complement the role of state actors (Bah, 2013).

NGOs are in an excellent position to engage in a wide variety of peace building activities. Added to the process of providing humanitarian aid and mediation, they are also well positioned to engage in empowerment and capacity building among local population (Uzuegbunam, 2013). From their point of view as it is pursued by NGOs, Parver and Wolf (2008), and Wyeth (2011) acknowledged that peace building involves establishing a sense of order in the society, support to people, organization and conduct of trainings, provision of basic service and support to economic revitalization among others.

Resettlement

Internally Displaced Persons (IDPs) and their resettlement are not new phenomena among post war countries. Conflict-induced internal displacement has become a major obstacle in developing the nations due to the massive number and prolonged cycle of protracted conflicts (Shamini, 2012). During resettlement, NGOs are engaged in raising awareness for consensus building, analyzing policies, providing basic service delivery to the needy or affected people, giving financial support for development projects and to the returnees (Power, 2012). Similarly, Nawyn (2010) mentioned that NGOs provide feeding, housing, medical care and clothing to affected people during their resettlement.

IV. METHODOLOGY

The study conducted used Descriptive Correlation Design. Both primary and secondary data were used in this study. The primary data constituted questionnaires that formed the bulk of response and also interviews were conducted with a few selected key respondents. Secondary data comprised journals, reports, academic books, working papers and also unpublished documents of other scholars. For a deeper analysis, the researchers also engaged in FGD and interviews.

The respondents in the research study were drawn from selected staff members chosen from among the various NGOs and also from the local beneficiaries

in the area of study. The researcher used Non Probability Sampling particularly purposive and snow bowl sampling techniques. From the provided revised list of 57 NGOs in the area of study, the researchers purposively chose 33 NGOs on the basis of homogeneity. To determine the sample size of the respondents, the researcher used Sloven formula stated as:

Therefore, to arrive at the sample size for the study, from the population of 4858 respondents (both selected NGO staff and their active beneficiaries) with an acceptable margin of error of 5%, 364 was determined to take part in the research study. Further, out of 364 questionnaires administered, 329 were returned back to the researcher constituting 90%.representation of respondents upon which the

researcher based on for generalization of the study. Cronbach’s Alpha statistical formula was used to determine the reliability of the questionnaire. The data were analyzed using **Pearson’s Correlation** and **Regression** methods.

V. RESULTS AND DISCUSSIONS

In this section, we present and discuss the findings with respect to the mechanisms and outcome under the three themes: program management functions, program implementation and extent of NGOs program management on program implementation to enhance positive social change.

A. Program Management Functions

Table 1
Mean Perception of Respondents in NGos Planning

#	Items	Mean	Interpretation
1	NGOs plans, programs and activities are ahead of time	3.7	Seldom
2	Employees participate in the decision making process	3.4	Seldom
3	NGOs objectives are clear, attainable and achievable to the members	3.5	Seldom
4	NGOs strategies and policies are clearly understood by the persons concerned	3.5	Seldom
Grand Total		3.5	Seldom

Source: Research Data, (2017)

The findings showed that NGOs objectives were seldom clear, attainable and achievable to the members. In addition, NGOs strategies and policies were also seldom clearly understood by the person concerned and less participation by employees in the decision making process. It could be attributed to fewer employees who participated in the decision making process and yet participation is one of the core principles when making decision. This also explained why, although plans, programs and activities of NGOs in Gulu district were ahead of time (3.7), the less involvement of the employees in decision making had to affect the general result. The above result was backed by expression of an interviewee who narrated that:

“Planning ahead and involving employees (staffs) and beneficiaries where their interest are

captured, has a positive impact on realization of goals of the organization but it seldom happens.”

It is on this account that Wart (2012) maintained that in planning, one is prepared for the future to meet it in the best possible manner and this involves deciding in advance what to do, when to do, where to do and how to do it. But when deciding in advance, there should be an involvement in the decision making which seemed lacking with NGOs in the district. This further meant planning was done with less consultation and involvement of stakeholders. Had it been that there was involvement and participation in the planning process, this could have improved implementation and allowed people ownership in different project activities.

Table 2
Mean Perception of Respondents in NGOs Organizing

#	Items	Mean	Interpretation
1	NGOs tasks are delegated to the concerned and responsible persons	3.7	Seldom
2	NGOs orients staff on the functions and duties to be able to deliver the best service	3.6	Seldom
3	The organizational structure facilitates the accomplishment of goals	3.6	Seldom
4	There is a clear and specific division of responsibility and authority	3.8	Seldom
Grand Total		3.7	Seldom

Source: Research Data, (2017)

The general result discovered NGOs seldom cherished delegation of tasks to concerned and responsible persons

which helped in easy mobilization of resources utilized by organizations. There was also seldom clear and specific division of responsibility and authority in the organizations. It was found out that NGOs performance was less below average on staff orientation pertaining their functions and duties, and this was also experienced with organizational structure in facilitating the accomplishment of goals.

The above finding goes in line with the views of Stretton (2015) who reiterated that in organizing as a management function, it involves developing structure, management delegation and establishing relationships

which impacts positively on implementation of work. This meant NGOs staffs lacked awareness on their functions and duties as revealed by limitation in orientation. Limited orientation of staffs with delegation of responsibilities seemed to have affected decision making. In shedding more light on the findings above, perception of respondents who supported the views in the interviews stated:

“NGOs seldom encourage delegation based on team arrangements and groups as they give consideration to orientation as first priority”.

Table 3
Mean Perception of Respondents in NGOs Directing

#	Items	Mean	Interpretation
1	NGOs leadership styles show concern to the members of the organization	3.7	Seldom
2	NGOs department heads motivate well the personnel to take their part in plans and program implementation	3.5	Seldom
3	The communication is primarily from the top to bottom	3.7	Seldom
4	The head acts as the facilitator and group member in all undertakings	3.5	Seldom
Grand Total		3.6	Seldom

Source: Research Data, (2017)

From the general finding on perception of respondents on directing, NGOs leadership styles had seldom concern for the members of organizations and their communications were generated primarily from the top managers of organizations. The result further discovered that NGOs heads were less facilitating (even in group membership) in all undertakings and NGOs department heads less motivated personnel in plans and program implementation. It was on the basis

of these results that the overall finding was determined as average and interpreted as seldom.

In relation to the analysis of this finding, Riaz, Tahir and Noor, (2012) argued the fundamental function of leadership is meant to produce change and set direction to cope with change and this was expressed by NGOs in the district. Additionally Horine (2009), also supported the finding that communication is a key determinant factor to the overall success of a project. However, the overall finding on directing was

existent because of less motivation and role play of personnel in group work, planning and implementing of various project activities meant to cause positive social change in the district.

Table 4
Mean Perception of Respondents in NGOs Controlling

#	Items	Mean	Interpretation
1	NGOs establishes control system on the plan of their duties and responsibilities	3.6	Seldom
2	Tasks are controlled to ensure that goals are achieved	3.6	Seldom
3	NGOs operations/implementations are mainly controlled by the superior	3.6	Seldom
4	NGOs personnel are kept informed of their duties and responsibilities from time to time	3.8	Seldom
Grand Total		3.6	Seldom

Source: Research Data, (2017)

From the observations in the result presented, it was evident to note that NGOs seldom valued keeping information of their personnel regarding their duties and responsibilities. It was not only tasks controlled to ensure goals are achievable and implemented; NGOs also seldom established control system on plan of duties and responsibilities with their superiors overseeing implementation of work. The overall result

indicated this might be due to lack of delegation to lower levels since most control over operations and implementations were mainly by superiors. In addition, communication seemed not very effective and this is why Forsberg, Mooz and Cotterman (2005) reasoned that communication problems affect success of some projects.

Table 5
Mean Perception of Respondents in Monitoring and Evaluating

#	Items	Mean	Interpretation
1	NGOs monitors the activities while program/ projects are in force	3.7	Seldom
2	NGOs prepare reports for examination and further study	3.6	Seldom
3	Respective offices use a monitoring/evaluation guide in evaluating the projects to make it orderly and systematic	3.6	Seldom
4	NGOs conduct regular project site inspection	3.5	Seldom
Grand Total		3.6	Seldom

The general finding showed NGOs in Gulu district were seldom involved in monitoring of activities, keeping reports for examination and further study. In addition, their respective offices seldom used monitoring/evaluation guides in evaluating their projects. However the sampled NGOs were likely not strongly working on project site inspection. Such result can be derived from the necessity to improve NGOs to keep the staffs well motivated while monitoring different activities of organizations. This could also be

explained by limited facilitation, involvement of personnel, particularly in decision making and assessment of progress which affected monitoring and evaluation of project activities. In support of the above results the response obtained from the conduct of interview stated:

“Follow up is seldom done on all progress of the activities of the organization”.

B. Extent of NGOs Program Implementation in Enhancing Positive Social Change

Table 6
Mean Perception of Respondents in Health provided by NGOs

#	Items	Mean	Interpretation
1	To improve the health of the people NGOs partners with other stakeholders	3.8	Moderate Extent
2	Research are being conducted on health needs and interventions	3.6	Moderate Extent
3	Policy formulations and dialogue are being encouraged by NGOs with the government	3.6	Moderate Extent
4	To strengthen health sector, NGOs avail fund and trainings conducted	3.6	Moderate Extent
Grand Total		3.6	Moderate Extent

Source: Research Data, (2017)

The overall reflection of the result indicated that the health programs implemented by NGOs in Gulu enhanced positive social change to a moderate extent only. Generally, NGOs in Gulu district encouraged policy formulations and dialogue, availed funds and conducted trainings on health, partnered with other stakeholders to improve health of the people and also conducted research on the health needs and interventions. However, it should be noted that the result could be attributed to limited health service provision by NGOs partners for service delivery and also limited funding to address health needs and concerns of the people.

In as much as challenges were existent, the finding above is supported by expression made in the Annual Health Sector Performance Report for Financial Year 2014/15 of Uganda, where the government recognized the Health Development Partners in which NGOs are among the key stakeholders and actors in the country for their contributions to the health sector in the country. The numerous contributions made by NGOs in

the health sector are particularly through partnership with many health stakeholders in the district. Some of the achievements witnessed during data gathering included testimonies on HIV/AIDS awareness campaigns, encouragement of people on voluntary counseling and testing (VCT), sexually transmitted infection (STI) diagnosis, condom and mosquito net distribution to youth and expectant mothers (maternal and child health care), behavioral change management and referral linkages with major hospitals. This has elevated the level of health and provided assistance to many people who face financial challenges on medical help in the district. The analysis was supported by a response from an interviewee who confirmed that:

“Our NGO tries to carry out training and awareness campaign in the community. For instance, awareness and trainings are organized on the prevention of sexually transmitted diseases a problem that has become more than the insurgency that affected the people in our area”.

Table 7
Mean Perception of Respondents in Education Provided by NGOs

#	Items	Mean	Interpretation
1	NGOs organize adult literacy learning to improve societal awareness and literacy	3.6	Moderate Extent
2	To help the children of the poor and orphans access education NGOs gives scholarships	3.4	Moderate Extent
3	To respond to lack of educational resource, donations and funding are made to some schools	3.3	Moderate Extent
4	NGOs carry out analysis of policies and research to improve the curriculum and its relevance to the society	3.3	Moderate Extent
Grand Total		3.4	Moderate Extent

Source: Research Data, (2017)

This finding meant NGOs organized to a moderate extent adult literacy learning to improve societal awareness and literacy and also gave scholarships to help children of the poor and orphans access to education. On the other hand, NGOs had less contribution on donations and funding to some schools and similarly on policy analysis and research on curriculum.

The result of this study is significantly related to that of Nalere, Yago and Oriol, (2015) who stated that given the lack of resources and absence of support to resolve strains experienced by education sector in rural areas of Uganda, NGOs helped in improving the level of adult literacy and societal awareness. However the sampled NGOs could have done more if there was

more funding to schools and proper selection in the award of scholarships to children of the poor and orphans. In support of basic education and to improve the quality of education in the district, NGOs also constructed permanent school structures to facilitate learning in some selected schools. Many teachers were trained to boost literacy and equip them with general teaching skills, follow education curriculum and professional ethics of teaching. Furthermore, their contribution was extended to the adolescent girl child through the provision of sanitary towels to cope up with changes, particularly during the period of human growth and development aimed at overcoming irregular attendance that affects learning in schools.

Table 8
Mean Perception of Respondents in NGOs Income Generating Activities

	Items	Mean	Interpretation
1	To improve human capital and increase productivity, the NGOs provide pre-employment training to the youth	3.4	Moderate Extent
2	To preserve and update the human capital, the NGOs provide/give employment retraining and skills upgrading	3.4	Moderate Extent
3	To augment income, poor job seekers are temporarily employed in voluntary works	3.0	Moderate Extent
4	To foster economic opportunities and develop small business, micro-financing assistance is given to the self employed and unemployed	3.2	Moderate Extent
5	To protect human rights and labor standards, policies are continuously monitored to see to it that stakeholders are adhering to these standards	3.3	Moderate Extent
Grand Total		3.3	Moderate Extent

Source: Research Data, (2017)

The result from the table indicated an average score of 3.3 interpreted as moderate extent. The result meant NGOs provided pre-employment training to youth to improve human capital and increase productivity, provided employment retraining and skills upgrading to preserve and update human capital and also protected human rights and labor standards through continuous monitoring of the stakeholders for their adherence. On the other hand the result found that NGOs less contributed to fostering economic opportunities and developing small business through micro-finance assistance to the self employed and unemployed. Furthermore, the result also found that poor job seekers were less temporarily employed in voluntary work as a way of augmenting their income. Such findings implied NGOs faced inadequate funding to boost economic the opportunities, including the

conduct of trainings and micro financing assistance to small business development.

In support of the above finding on income generating activities by NGOs in Gulu district, Hajdu *et al.*, (2011) found that in a means to revitalize livelihood after conflicts and war, NGOs focus on vocational skills training as a way of forging life for the people for income generation and are usually in small scale. Some of the initiatives included the village scheme and loan association, animal traction for land opening (agriculture), provision of seeds, animal rearing (goats, cattle and pigs), poultry keeping and support in small business operations for positive change in the villages. This contribution could have been more had it been that funding was adequately provided for income generating activities in the district.

Table 9
Mean Perception Profile of Respondents in Terms of Peace Building

#	Items	Mean	Interpretation
1	NGOs are involved in the reconstruction and transformation of society	3.8	Moderate Extent
2	To empower people, trainings and awareness campaigns on peace building is organized	3.7	Moderate Extent
3	In addition to providing humanitarian aid and mediation, NGOs engage people in capacity building	3.5	Moderate Extent
4	People are involved and actively participate in peace building activities	3.6	Moderate Extent
Grand Total		3.7	Moderate Extent

Source: Research Data, (2017)

As the table indicated, NGOs contribution in Gulu district was found to be at a moderate extent. The finding implied that NGOs were on the average involved in the reconstruction and transformation of the society and also empowered people through organizing trainings and awareness campaigns on peace building.

However, it also meant that NGOs less contributed to the provision of humanitarian aid and mediation and engaging people in capacity building. Such findings were attributed to less involvement and participation of the people in trainings, awareness campaigns and also limited funds for peace building activities.

This research finding is related to that of Bah, (2013) who found that NGOs play a critical problem solving role in peacekeeping and peace building but specifically complement the role of state actors. This also meant that NGOs add more value to the existing effort made by state actors. The contribution of NGOs in Gulu was evident with their effort on capacity building through organized trainings of local people

and their leaders for enhancement of skills and behavioral change aimed at achieving positive living in the society. In 2016, NGOs were among other stakeholders that played a great role of influencing the passing of the Alcohol Control Ordinance by the District Local Council. This ordinance has helped in regulating the manufacture, distribution, sale and consumption of alcohol that was eroding the lives of the people in the district. Additionally, NGOs have also been applauded for helping communities in reaching conclusions to pertinent issues that affect them through dialogue and referrals to the relevant authorities in the district. The above results were substantiated with expression made through an interview where it was stated:

“On peace building, we organize drama for sensitization and attitudinal change so that people learn from what happened in the pasts and live a better life. Remember the war and conflicts that occurred in our area made our people traumatized”.

Table 10
Mean Perception of Respondents in Terms of Resettlement provided by NGOs

#	Items	Mean	Interpretation
1	To assist the affected people, NGOs provides basic services such as medical care, feeding and shelter	3.5	Moderate Extent
2	To avoid recurrence of conflicts, NGOs are actively involved in raising awareness and policy analysis	3.6	Moderate Extent
3	NGOs encourage and support people through income generating projects as a means to cope with life	3.5	Moderate Extent
4	Policy framework and mechanism to monitor compliance of resettlement are put in place	3.3	Moderate Extent
Grand Total		3.5	Moderate Extent

Source: Research Data, (2017)

The finding meant NGOs in Gulu provided basic services to affected people, were also actively involved in raising awareness and policy analysis to avoid recurrence of conflicts and further supported people through income generating projects though on a moderate extent. On the other hand, NGOs contributions were notably less on policy framework and mechanism for monitoring compliance for resettlement.

Although the study found a moderate extent, there is some significant relationship with the finding of Power in 2012 where it was found that NGOs engaged in raising awareness for consensus building

and policy analysis. The state of the affairs of NGOs on resettlement meant there was a need for streamlining key priority needs and adopting measures of implementation especially on war affected victims. In order to improve the lives of the people in Gulu district, many NGOs under partnership with Amnesty International were involved in resettlement projects for the war affected victims. Their major area of focus include assisting the victims to receive medical support, especially those with bullets still stuck in their bodies, fracture and broken bones for artificial limbs. Some little capital was also given as a resettlement package.

C. Program Management and Positive Social Change

**Table 11
Correlation**

		Program management	Positive social change
Program management	Pearson Correlation	1	-.447
	Sig. (2-tailed)		.450
	N	329	329
Positive social change	Pearson Correlation	-.447	1
	Sig. (2-tailed)	.450	
	N	329	329

As the table shows, the correlation coefficient (-0.447) indicated a negative association between NGO program management and positive social change at 0.450 level of significance which meant a moderately low correlation.

This finding indicates that NGOs program management affected the enhancement of positive social change in Gulu district. Most importantly, planning seemed to be inadequately done. There was less involvement of the stakeholders in the planning process. Limited funding affected program implementation. There seem to be a low level of resource mobilization. Effective communication was likely a challenge. Resources were not properly controlled which might have led to inefficiency. There could have been laxity with monitoring and evaluation of the projects /programs.

CONCLUSIONS AND RECOMMENDATIONS

The extent of program management in Gulu district was found to be at moderately high extent. Planning as it is mostly known is the core in most project success and most projects fail because of not planning well. This generally affected project management of NGOs in Gulu district a thing considered a bedrock or foundation of the organization. NGOs have played major roles in containing the suffering of the people in these areas. Based on the evaluation of program implementation of the sampled NGOs in Gulu district, it can be conclusively

summarized that NGOs moderately contributed to peace building, health and resettlement of the people who have suffered the long consequences of the war. In concluding the extent of program management of NGOs in contributing to positive social change in Gulu district, it revealed that their contribution was moderate. Many factors accounted for this finding relating to inadequate planning, insufficient funding, low level of resource mobilization and more as noted earlier on.

Thus, the following recommendations were drawn. There is a need to improve the policy implementation through involvement of all stakeholders and ensuring policies are translated into actions. This should be extended to decision making, participation and planning processes. The need for NGOs to diversify means of resource mobilization to avoid over reliance on foreign donations and funding of many projects/programs. There ia a need for improvement on communication, delegation and supervision of personnel and project activities. Lastly, more funding should be directed to income generating activities/projects to uplift and strengthen the status of the people through small business development, vocational trainings and microfinance services among others.

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