

**SUSTAINABILITY OF THE CHILD AND YOUTH MINISTRY AMONG CHURCH
PARTNERSHIPS FOR COMPASSION INTERNATIONAL UGANDA**

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**UGANDA CHRISTIAN
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DECLARATION

I hereby declare that this dissertation is my original work. It has not been plagiarized nor submitted for any other degree.

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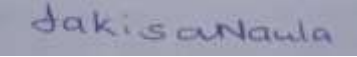
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APPROVAL

I confirm that this dissertation has been prepared and presented with my approval as research supervisor.

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Date: 19th February, 2025

DEDICATION

I dedicate this work to God, whose grace and wisdom have guided me throughout this journey, for His glory and honor. I also extend my deepest gratitude to my beloved family for their unwavering support and encouragement, and to the Ministry of Compassion International for its inspiration and dedication to service.

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ACRONYMS

AYAC:	Australian Youth Affairs Coalition
CMACS:	Coalition Ministries and Congregations Study
EKD:	Evangelical Church in Germany
FBOs:	Faith-Based Organizations
INGOs:	International Non-Government Organizations
NGOs:	Non-Government Organizations
RBV:	Resource-Based View
UN:	United Nations
UNDP:	United Nations Development Programme
UNICEF:	United Nations International Children's Emergency Fund
WFP:	World Food Programme

ABSTRACT

Church partnerships play a crucial role in sustaining child and youth ministries in Uganda. This study examined the sustainability of child and youth ministry among church partnerships, focusing on Compassion International Uganda. The objectives were to: (i) evaluate the impact of church partnerships on child and youth ministry outcomes, (ii) assess factors affecting partnership sustainability, (iii) analyze measures to enhance sustainability, and (iv) investigate beneficiary perceptions of these partnerships.

A mixed-methods research approach was used, involving surveys, interviews, and focus group discussions. The study included 7 staff and 102 church leaders and beneficiaries.

Findings revealed that church partnerships significantly improved child and youth ministry outcomes. Key activities included continuous training (45.4%), church ownership of the vision (22.2%), and capacity building (15%). Most respondents (84.9%) rated the impact as high, with educational partnerships (45.4%) enhancing academic performance despite resource challenges. However, sustainability was hindered by financial constraints (40.4%), insufficient training (25.3%), poor communication (15.2%), limited community involvement (10.1%), and weak leadership (9%).

To enhance sustainability, churches prioritized child ministry (22.1%), invested in staff growth (19%), and generated sustainable income (18.9%). Strong leadership (15%) and strategies such as local resource mobilization and community empowerment were recommended to improve effectiveness and reduce donor dependency. Beneficiaries viewed partnerships positively, with 51% rating them as “very effective” and 43.4% as “effective,” citing empowerment through skills development and improved livelihoods. Concerns included the need for better church leader training and financial management.

The study concluded that church partnerships significantly enhance the effectiveness and sustainability of child and youth ministry programs. Recommendations included strengthening training, promoting church ownership, expanding economic initiatives, and improving financial management to ensure long-term sustainability and greater community impact.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter presents an overview of the research on the sustainability of child and youth ministry among church partnerships in Uganda, specifically within the context of Compassion International Uganda. It includes the background to the study, problem statement, research aim, objectives, research questions, scope, justification, and the conceptual framework guiding the study

1.1 Background to the study

Church partnerships have become instrumental in promoting sustainable development, particularly in the context of child and youth ministry. According to Abumoghli (2020), they are uniquely positioned to mobilize communities due to their extensive networks and moral authority. They can leverage their resources to address critical issues affecting children and youth, such as education, health, and social justice. This mobilization is crucial in regions where governmental and non-governmental efforts may be limited. Moreover, the integration of sustainability principles into ministry practices is essential for fostering resilience among youth. DeVries and Safstrom (2020) argue that sustainable children's ministry involves implementing foundational systems that prioritize long-term planning over reactive measures. Their work highlights the importance of establishing clear objectives and resource allocation to ensure that ministries can adapt to changing circumstances while maintaining their core mission.

Globally, faith-based organizations (FBOs) such as churches have taken an active role in child and youth ministry through employing different initiatives. In the United States, churches have been instrumental in providing support services such as education, mentorship, and counseling for at-risk youth. According to a report by the Pew Research Center (2021), nearly 70% of Americans believe that churches and religious organizations have a positive impact on their communities, particularly in supporting youth initiatives. For example, the United Methodist Church has implemented various youth empowerment programs aimed at equipping young people with skills for economic independence. These programs focus on vocational training,

entrepreneurship, and leadership development, fostering a sense of responsibility and community engagement among participants (Miller & Thompson, 2021). The church's commitment to sustainability is evident in its efforts to create long-lasting impact through mentorship and support networks. In Canada, the Catholic Church has successfully engaged young people in sustainable development projects, focusing on social justice and environmental stewardship.

By partnering with local organizations, this initiative empowers youth to take leadership roles in their communities, promoting sustainable practices and enhancing social equity (Canadian Council of Churches, 2020). The program exemplifies the potential for church partnerships to drive meaningful change in the lives of young people. These partnerships often focus on holistic development, integrating spiritual, emotional, and social dimensions to empower youth. In Australia, churches have embraced intergenerational mentorship programs that connect older members of the congregation with youth. These programs focus on sharing life experiences, skills, and faith, creating a supportive environment for young people to grow spiritually and socially (Australian Youth Affairs Coalition (AYAC), 2021). This approach not only strengthens community ties but also fosters a sustainable legacy of faith that can be passed down through generations. In the United Kingdom, the Church of England has launched several initiatives aimed at engaging youth in meaningful ministry. The "Growing Young" initiative, for example, focuses on empowering young people to take leadership roles within their communities and churches, fostering a sense of belonging and responsibility (Church of England, 2022).

This initiative highlights the church's commitment to sustainability by investing in the next generation of leaders. As societies evolve however, the sustainability of FBOs in addressing the needs of children and youth is being re-evaluated, particularly in the context of changing demographics, economic challenges, and social dynamics. Several challenges also hinder the sustainability of child and youth ministries in developed countries. Many church-led initiatives face funding constraints that limit their ability to implement long-term programs. In the United States, reliance on donations and short-

term grants can lead to instability and uncertainty (Miller & Thompson, 2021). Sustainable funding models, such as social enterprises or partnerships with businesses, are being explored to address this issue (Clark & Evans, 2023). Cultural shifts towards secularism in many developed countries also pose challenges for church partnerships. In the United Kingdom, as societal values change, churches are finding it increasingly difficult to engage youth and families who do not identify with religious institutions (Harris, 2022).

Adapting outreach strategies to resonate with diverse populations is essential for maintaining relevance and impact (Nguyen & Patel, 2023). To ensure sustainability, developed countries generally emphasize holistic development models that integrate various aspects of youth ministry. In Australia, the Australian Youth Affairs Coalition (AYAC) advocates for a comprehensive approach to youth services that includes education, health, and community engagement (AYAC, 2021). This model aligns with the United Nations Sustainable Development Goals (SDGs), particularly Goal 4, which aims to ensure inclusive and equitable quality education for all. Community engagement has also been adopted as a crucial component of sustainable child and youth ministry. In Germany, churches are increasingly involving parents, youth, and local stakeholders in decision-making processes. The Evangelical Church in Germany (EKD) emphasizes participatory approaches that foster a sense of ownership and accountability among community members (EKD, 2021).

This participatory approach enhances the effectiveness and longevity of initiatives, as studies show that when communities are actively involved, the impact of programs improves significantly (Schmidt & Müller, 2020). Capacity building within church partnerships is another key strategy for sustainability. Training church leaders and volunteers in best practices for child and youth ministry not only enhances program delivery but also ensures that initiatives can adapt to changing community needs (Harris, 2022). Research highlights that churches that invest in capacity building are better equipped to sustain their programs over time (Anderson, 2021).

In Africa, there are over 226 million individuals aged 15-24 in Africa, representing nearly 20% of the continent's population (United Nations, 2015). This makes the potential for impactful youth ministry immense. FBOs are also playing a pivotal role in child and youth ministry across Africa. In Nigeria, for example, churches have become essential partners in addressing social issues such as poverty, education, and health care for youth. Akinsulire (2021) emphasizes that FBOs are uniquely positioned to leverage community trust and moral authority to advocate for sustainable practices that benefit children and youth. This is particularly relevant in a country where youth unemployment rates are high, and many young people lack access to quality education. In Kenya, the church's involvement in youth ministry is similarly significant. Many churches have initiated programs that focus on holistic development, integrating spiritual, emotional, and social dimensions. These programs aim to empower youth and equip them with skills necessary for sustainable livelihoods (Karanja, 2022).

The collaboration between churches and local communities fosters a sense of ownership and accountability, essential for the sustainability of these initiatives. Despite the positive trends, several challenges impede the sustainability of child and youth ministries in African countries. In Uganda, for example, traditional beliefs and practices sometimes conflict with modern approaches to youth ministry. Churches must navigate these cultural dynamics carefully to engage effectively with youth and their families (United Nations International Children's Emergency Fund (UNICEF), 2022). Political instability and economic challenges further complicate the landscape for sustainable youth ministry. In countries like Kenya, where political unrest can disrupt community programs, churches must remain adaptable and resilient (Asante & Osei, 2021). The economic challenges faced by many African nations also limit the resources available for youth initiatives, making it imperative for churches to seek innovative solutions and partnerships.

In countries like Nigeria, cultural norms dictate specific roles for boys and girls, often limiting opportunities for girls in education and leadership. According to Akinsulire (2021), traditional gender roles can hinder the participation of young women in church

activities and youth programs. Many FBOs have recognized this challenge and are working to create more inclusive environments. In contrast, in South Africa, the church has taken a proactive stance in addressing gender-based violence and promoting the rights of young women. Initiatives such as the “Sisters of the Spirit” program focus on empowering young women through mentorship and skills training, fostering a sense of agency and self-worth (Moyo, 2023). These programs demonstrate how cultural factors can be navigated to promote positive outcomes for youth, particularly in challenging gender dynamics. In Ghana, churches have also taken an active role in promoting social justice and equity. The Presbyterian Church of Ghana has implemented programs aimed at addressing the educational disparities faced by marginalized youth. By advocating for policy changes and mobilizing community resources, the church has played a crucial role in enhancing educational access and quality for young people (Asante & Osei, 2021).

To ensure sustainability, countries like Uganda have partnered with various churches to implement programs that address educational disparities and promote youth engagement in sustainable practices (UNICEF, 2022). These initiatives focus on equipping young people with skills in agriculture, technology, and entrepreneurship, thereby enhancing their employability and fostering economic independence. In South Africa, churches are encouraged to create environments where older generations mentor younger ones, facilitating the transfer of knowledge and values (Moyo, 2023). This model not only strengthens community bonds but also ensures that faith and cultural heritage are passed down, fostering a sustainable legacy of faith among the youth. In Ghana, churches are actively involving parents, youth, and local stakeholders in decision-making processes. This participatory approach enhances the effectiveness and longevity of initiatives (Asante & Osei, 2021). Training church leaders and volunteers in best practices for youth ministry is also being conducted to ensure that programs can adapt to changing community needs and remain relevant (Akinsulire, 2021).

Child and youth ministry in East Africa has gained significant traction as a vital component of social development and community empowerment. Churches have emerged as essential partners in addressing pressing social issues such as poverty, education, and healthcare for youth. This partnership is particularly crucial in countries like Kenya, Uganda, and Tanzania, where a substantial portion of the population is composed of young people. The collaboration between faith-based organizations (FBOs) and local communities fosters a sense of ownership and accountability, which is essential for the sustainability of child and youth initiatives (Karanja, 2022; UNICEF, 2022). In Kenya, churches have become pivotal in tackling social issues affecting youth. Karanja (2022) emphasizes that FBOs are uniquely positioned to leverage community trust and moral authority to advocate for sustainable practices that benefit children and youth. With youth unemployment rates exceeding 20%, many young people in Kenya lack access to quality education and job opportunities (World Bank, 2023).

The National Youth Policy of Kenya (2009) highlights the importance of youth engagement in national development, recognizing the role of churches in providing support services. The Kenya Conference of Catholic Bishops has initiated programs that focus on vocational training, mentorship, and leadership development for young people. These programs aim to empower youth to become self-sufficient and contribute positively to their communities (Karanja, 2022). In Uganda, the church's involvement in youth ministry is similarly significant. Many churches have initiated programs that focus on holistic development, integrating spiritual, emotional, and social dimensions. These initiatives aim to empower youth and equip them with the necessary skills for sustainable livelihoods (UNICEF, 2022). The collaboration between churches and local communities fosters a sense of ownership and accountability, essential for the sustainability of these initiatives. For instance, the African Youth Initiative has successfully engaged young people in Uganda in sustainable development projects, focusing on agriculture and environmental conservation. This initiative empowers youth to take leadership roles in their communities, promoting sustainable practices and enhancing food security (UNICEF, 2022).

The Government of Uganda has also partnered with various churches to implement programs that address educational disparities and promote youth engagement in sustainable practices (United Nations Development Programme (UNDP), 2024). In Tanzania, the Sisi kwa Sisi radio station has been instrumental in promoting sustainable child and youth ministry. This child-rights-based radio station engages young people in discussions about their rights, responsibilities, and the role they can play in building a better future (UNICEF, 2022). By leveraging the power of media, Sisi kwa Sisi reaches a wide audience and fosters a sense of empowerment among the youth. The Tanzanian government has recognized the importance of youth engagement in national development. The National Youth Development Policy (2007) emphasizes the need for youth participation in decision-making processes. Churches in Tanzania are actively involving parents, youth, and local stakeholders in these processes, enhancing the effectiveness and longevity of initiatives (Asante & Osei, 2021).

Despite the positive trends, several challenges hinder the sustainability of child and youth ministries in East Africa. Many church-led initiatives in East Africa face funding constraints that limit their ability to implement long-term programs. Reliance on donations and short-term grants can lead to instability and uncertainty (Karanja, 2022; Moyo, 2023). For example, programs funded by international non-government organizations (INGOs) may face abrupt cessation if donor priorities shift, leaving communities without essential services. Political unrest and instability can disrupt community programs, requiring churches to remain adaptable and resilient. In Uganda, for instance, political tensions can hinder the implementation of youth programs, affecting their reach and effectiveness (Asante & Osei, 2021). In many regions, inadequate infrastructure hampers the delivery of essential services to youth. Poor transportation networks and limited access to technology can restrict the ability of churches to reach marginalized communities effectively (UNDP, 2024). The capacity of church leaders and volunteers to implement effective youth programs is often limited.

Training and capacity-building initiatives are essential to ensure that church leaders are equipped with the necessary skills to engage youth effectively (Akinsulire, 2021).

To address these challenges, various strategies have been proposed to enhance the sustainability of child and youth ministry in East Africa. Churches are encouraged to explore alternative funding models, such as social enterprises or partnerships with businesses, to reduce reliance on donor funding. This approach can enhance financial stability and ensure the continuity of programs (Moyo, 2023). Actively involving parents, youth, and local stakeholders in decision-making processes fosters a sense of ownership and accountability. This participatory approach enhances the effectiveness and longevity of initiatives (Asante & Osei, 2021). Training church leaders and volunteers in best practices for youth ministry ensures that programs can adapt to changing community needs and remain relevant (Akinsulire, 2021). For example, workshops and training sessions can equip church leaders with skills in project management, fundraising, and youth engagement strategies. Utilizing technology to reach youth can enhance the effectiveness of ministry efforts. Online platforms and social media can be used to disseminate information, engage youth in discussions, and promote programs (UNICEF, 2022).

Uganda is characterized by a youthful population, with over 73% of its citizens under the age of 30 (UNDP, 2024). This demographic reality presents both challenges and opportunities for the country's social and economic transformation. Empowering the youth is crucial not only for their personal development but also for the broader socio-economic advancement of Uganda. The Ugandan government, in collaboration with FBOs and INGOs, has implemented various initiatives aimed at ensuring the sustainability of child and youth ministry. One significant player in this arena is Compassion International Uganda, which has been actively engaged in child and youth ministry since 1980. Through partnerships with local churches, Compassion International Uganda aims to release children from poverty in Jesus' name and enable them to become responsible and fulfilled Christian adults. Compassion International Uganda's approach is centered around four key areas: holistic child development, church partnerships, child sponsorship, and leadership development.

The organization works with local churches to implement child development programs that address the physical, social, emotional, and spiritual needs of children and youth (Compassion International, 2023). This holistic approach is essential for fostering well-rounded individuals who can contribute positively to their communities. The concept of holistic child development is integral to the work of Compassion International Uganda. Programs are designed to provide comprehensive support that includes education, health care, and spiritual guidance. For instance, the organization offers educational sponsorships that enable children to attend school, access learning materials, and receive tutoring. This educational support is crucial in a country where access to quality education remains a challenge, particularly in rural areas (UNICEF, 2022). Moreover, Compassion International Uganda emphasizes the importance of health and nutrition in child development. The organization provides health screenings, vaccinations, and nutritional support to ensure that children grow up healthy and capable of learning.

These initiatives are vital in a country where malnutrition rates are high, particularly among children under five (World Food Programme (WFP), 2023). The collaboration between Compassion International Uganda and local churches is a cornerstone of its ministry. By partnering with churches, the organization can leverage existing community structures and relationships to reach vulnerable children and youth effectively. This partnership model not only enhances the reach of programs but also fosters a sense of community ownership and accountability (Akinsulire, 2021). For example, local churches often serve as centers for community engagement, providing a space for youth to gather, learn, and participate in various activities. These activities include leadership training, vocational skills development, and community service projects. Such initiatives empower youth to take active roles in their communities, fostering a sense of responsibility and leadership (UNDP, 2024).

Despite the significant strides made by Compassion International Uganda and other organizations, several challenges question the sustainability of child and youth ministry initiatives. One of the primary challenges is the reliance on funding from international

donors. While this funding is crucial for the implementation of programs, it can lead to instability and uncertainty in the long run. Ogunleye (2022) highlights that a heavy dependence on donor funding can create a cycle of dependency, where local organizations struggle to sustain their initiatives once donor support diminishes or shifts to other priorities. Another challenge is the potential resistance faced by organizations like Compassion International Uganda due to cultural and religious differences. In some communities, the Christian-based approach of Compassion may not resonate with all members, leading to skepticism or opposition (UNICEF, 2022). This resistance can hinder the organization's ability to engage effectively with certain segments of the population, limiting the reach and impact of its programs.

In many Ugandan communities, traditional beliefs and practices continue to play a significant role in shaping the lives of young people. For instance, in rural areas, traditional rites of passage, such as initiation ceremonies, are still prevalent and are seen as crucial for marking the transition from childhood to adulthood. These ceremonies often emphasize the importance of cultural identity and community values (UNICEF, 2022). Churches that seek to engage youth must navigate these traditional practices carefully. For example, the African Youth Initiative in Uganda has successfully integrated traditional values into its programs by incorporating local customs and languages into its youth engagement strategies. This approach fosters acceptance and participation among young people, ensuring that ministry efforts resonate with their cultural identities (UNICEF, 2022). Cultural norms regarding gender roles also significantly impact child and youth ministry in Uganda. Traditional expectations often dictate specific roles for boys and girls, which can limit opportunities for young women in education and leadership. According to Akinsulire (2021), many FBOs are working to challenge these norms by promoting gender equality and empowering young women through targeted programs. For instance, the Girls' Empowerment Program initiated by the Ugandan Episcopal Conference focuses on providing young women with leadership training, vocational skills, and mentorship opportunities. This program aims to break down barriers that hinder girls from participating fully in church and community

activities (Akinsulire, 2021). By addressing cultural gender norms, such initiatives contribute to more equitable outcomes in child and youth ministry.

Compassion International Uganda's model, while successful in specific communities, faces challenges in scaling up to reach a larger population. Asante and Osei (2021) note that the organization's approach may not be easily replicable in different contexts or regions, raising questions about its long-term impact on youth empowerment and community transformation. There is a need for a more adaptable model that can respond to the diverse needs of various communities across Uganda. The Ugandan government has recognized the importance of youth empowerment in achieving national development goals. Various initiatives have been launched to support youth engagement and address the challenges they face. For instance, the National Youth Policy aims to promote youth participation in decision-making processes and enhance their access to education and employment opportunities (Republic of Uganda, 2016). The UNDP has also been actively involved in youth initiatives in Uganda.

The UNDP emphasizes the importance of equipping youth with vocational skills and fostering entrepreneurship as key drivers of sustainable development (UNDP, 2024). Programs aimed at supporting youth-led enterprises and promoting innovation have been implemented to empower young people and enhance their competitiveness in the job market. Several successful initiatives in Uganda exemplify the potential for effective child and youth ministry. The Youth Development Project, launched by the Jacobs Foundation, focused on improving the living conditions of young farmers by providing specialized training in agricultural practices and business management (Jacobs Foundation, 2023). This project not only empowered youth economically but also fostered positive attitudes toward agriculture, encouraging young people to pursue careers in this vital sector. Additionally, the Youth Empowerment Foundation in Uganda has implemented programs that equip young people with media skills, vocational training, and mentorship opportunities. These initiatives aim to promote self-reliance and social responsibility among youth, enabling them to contribute positively to their communities (Youth Empowerment Foundation, 2023).

In conclusion, the sustainability of child and youth ministry in Uganda is a multifaceted issue that requires collaboration among the government, faith-based organizations, and local communities. While organizations like Compassion International Uganda have made significant strides in empowering youth through holistic development and church partnerships, challenges such as funding dependency, cultural resistance, and scalability remain. By addressing these challenges and fostering innovative approaches, Uganda can continue to empower its youth and harness their potential for social and economic transformation. It is against this background that this study was conducted.

1.2 Problem statement

Faith-Based Organizations (FBOs) such as Compassion International Uganda exemplify how churches can contribute to sustainable development through holistic child and youth ministry (Knoetze, 2021). However, existing literature indicates that many FBOs, struggle with sustainability due to factors such as reliance on external funding, lack of local capacity building, and insufficient integration of youth voices in program design (Knoetze, 2021; Akinsulire, 2021). This usually prompts them to partner with churches. In the case of Compassion International, despite efforts to equip and support local church leaders, challenges such as financial mismanagement, child abuse scandals, and compromised leadership have led to the closure of some church partnerships. For instance, Compassion International Uganda's phased closure of 74 partnerships highlights the complexities of maintaining ethical standards and operational integrity within diverse cultural and organizational contexts (Compassion International, 2023). To address these challenges and ensure sustainable child and youth ministry, conducting this study is necessary.

1.3 Central research question

What factors influence the sustainability of child and youth ministry among church partnerships in Uganda? A case study of Compassion International Uganda.

1.4 Research objectives

The objectives of the study are:

- i. To evaluate the impact of church partnerships on the outcomes of Compassion International Uganda's programs on child and youth ministry in Uganda.
- ii. To assess the factors that affect the sustainability of church partnerships with Compassion International Uganda's child and youth ministry.
- iii. To analyse the measures in place by churches to amplify the sustainability of partnerships with Compassion International Uganda's child and youth ministry.
- iv. To investigate the perceptions of the beneficiaries regarding the relevance and effectiveness of church partnerships with Compassion International Uganda to enhance child and youth ministry.

1.5 Research questions

In line with the above research objectives, the proposed research questions are:

- i. What is the impact of church partnerships on the outcomes of Compassion International Uganda's programs on child and youth ministry in Uganda?
- ii. What are the factors that affect the sustainability of church partnerships with Compassion International Uganda's child and youth ministry?
- iii. What are the measures in place by churches to amplify the sustainability of partnerships with Compassion International Uganda's child and youth ministry?
- iv. What are the perceptions of the beneficiaries regarding the relevance and effectiveness of church partnerships with Compassion International Uganda to enhance child and youth ministry?

1.6 Scope of the study

1.6.1 Content scope

The study focused on the sustainability of child and youth ministry among church partnerships, specifically using Compassion International Uganda as a case study. The content scope encompassed the impact of church partnerships on the outcomes of Compassion International Uganda's programs on child and youth ministry in Uganda, factors that affect the sustainability of church partnerships, measures to ensure the

sustainability of church partnerships, and beneficiary perceptions on the relevance and effectiveness of church partnerships.

1.6.2 Geographical scope

The geographical scope of the study was centered on Uganda, with a specific focus on the Central region which is one of the regions where Compassion International operates. It includes areas such as Kampala and surrounding districts where Compassion International has established partnerships with local churches.

1.6.3 Time scope

The time scope of the study focused on recent developments and trends in child and youth ministry sustainability over the past five years (2019-2024). This timeframe allowed for an analysis of current practices, challenges, and innovations in ministry, as well as the impact of recent socio-economic changes, including the effects of the COVID-19 pandemic on youth and community programs.

1.7 Justification of the study

Faith-based organizations (FBOs), such as Compassion International, are vital in contributing to change and development within communities. Through church partnerships, they are able to pool many resources to contribute to community development (Knoetze, 2021). However, many struggle with sustainability issues due to challenges such as funding limitations. By focusing on Compassion International Uganda, the research will provide valuable insights into effective strategies for enhancing the impact and longevity of these ministries. The findings will not only contribute to academic discourse but also inform practitioners and policymakers aiming to create sustainable, impactful programs for Uganda's children and youth who make up the largest percentage of Uganda's population.

1.8 Conceptual framework

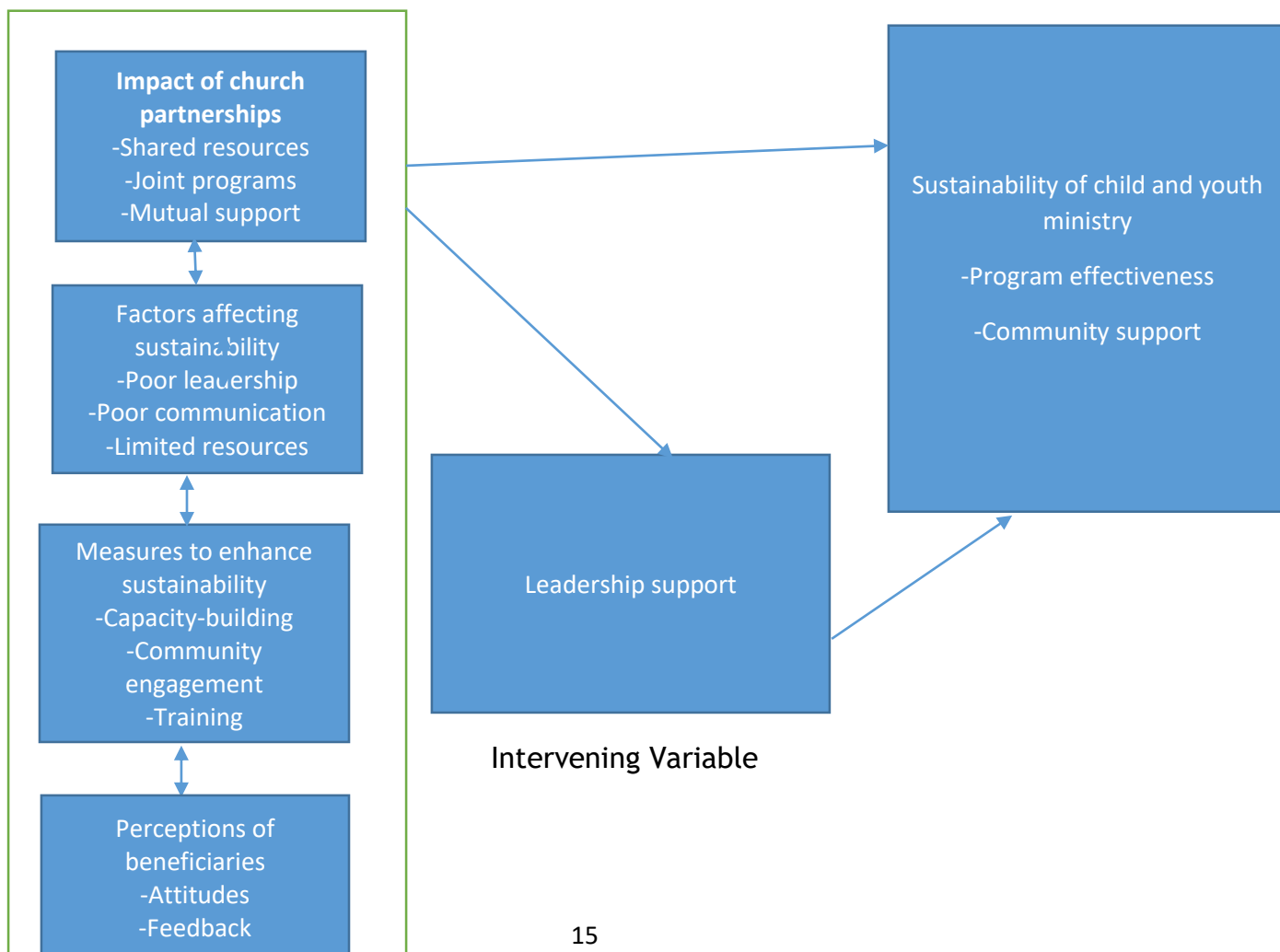
The conceptual framework below provides a structured approach to understanding the dynamics at play in the sustainability of child and youth ministry among church

partnerships in Uganda. By exploring the relationships between these variables, the study aims to identify effective strategies for enhancing the impact and longevity of ministry initiatives, ultimately contributing to the holistic development of vulnerable children and youth.

Figure 1.1: Conceptual Framework

Independent Variables

Dependent Variable



Source: Adopted from Oduro et al. (2022) and Knoetze (2021) and modified by the researcher

The study assumes that strong partnerships between Compassion International and local churches, and positive perceptions can enhance the sustainability of child and youth ministry by providing necessary resources and support. However, factors such as poor leadership and communication can affect their sustainability. To enhance sustainability of church partnerships, measures such as capacity-building can be adopted. Leadership support can enhance community support and participation, thereby influencing sustainability of child and youth ministry.

1.9 Operational definitions of key concepts

The operational definitions of key terms are provided below:

Youth: The United Nations (UN) defines youth for statistical purposes as individuals aged 15 to 24 years (United Nations, n.d.). In this study, "youth" will refer specifically to individuals aged 15 to 24 who are involved in or impacted by the child and youth ministry programs of Compassion International Uganda.

Child and Youth Ministry: This often includes educational components, mentorship, community service, and opportunities for leadership development (Crossway, 2024). The term will be used to describe the specific programs implemented by Compassion International Uganda that aim to support the holistic development of children and youth.

Sustainability: This refers to the capacity of a program or initiative to maintain its operations and impact over the long term, ensuring that it continues to meet the needs of its target population without depleting resources or compromising future generations' ability to meet their own needs (Oduro et al., 2022). In this study, sustainability will be evaluated in the context of child and youth ministry programs,

focusing on the factors that contribute to or hinder the long-term viability of these initiatives within church partnerships.

1.10 Conclusion

This chapter introduced the research topic. It showed how church partnerships were supporting child and youth ministries globally, regionally and locally. However, some ministries supported by faith-based organisations like Compassion International were affected by financial mismanagement and child abuse scandals on top of other challenges. This necessitated the need to conduct this study. The next chapter provides literature reviewed in support of the study's objectives.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

A literature review provides the theoretical foundation of a given study. This section contains the theoretical review and what other studies have said about each of the research objectives. It concludes with the research gap.

2.1 Theoretical review

The study was underpinned by the Resource-Based View (RBV) theory, which provides a lens for understanding how organizations can leverage their internal resources to achieve sustainable competitive advantages. The origins of the Resource-Based View can be traced back to the work of Edith Penrose in her 1959 book, *The Theory of the Growth of the Firm*. Penrose described firms as collections of productive resources that enable or constrain growth. Her work laid the foundation for understanding how the effective management of resources can lead to organizational success. In the 1980s and 1990s, scholars like Jay Barney and Birger Wernerfelt further developed the RBV, emphasizing the importance of unique resources and capabilities in achieving competitive advantage (Barney, 1991; Wernerfelt, 1984). The RBV is based on several key assumptions. First, it assumes that firms are heterogeneous, meaning they possess different bundles of resources that can lead to varying levels of performance (Peteraf & Barney, 2003). Second, it posits that these resources are not easily transferable or imitable, which allows firms to sustain their competitive advantages over time. The theory emphasizes the importance of resources that are valuable, rare, inimitable, and non-substitutable (VRIN criteria) as essential for achieving superior performance (Barney, 1991). Despite its widespread acceptance, the RBV has faced criticisms. Some scholars argue that it can be overly tautological, making it difficult to operationalize key concepts (Kraaijenbrink et al., 2010). Additionally, critics have pointed out that the theory may neglect the importance of external factors, such as market conditions and competition, which can also influence a firm's success (Nayak et al., 2023).

The RBV has been applied in various fields, including strategic management, marketing, and organizational studies. For instance, in healthcare, RBV has been used to analyze

how organizations can leverage their unique resources to improve service delivery and patient outcomes (Kozlenkova et al., 2013). In the context of child and youth ministries, studies have utilized the RBV to assess how faith-based organizations can harness their internal resources to enhance program effectiveness and sustainability (Utami & Alamanos, 2023). In this study, the RBV was applied to evaluate the impact of church partnerships on the outcomes of Compassion International Uganda's programs for child and youth ministry. The unique resources of churches, such as community relationships, volunteer networks, and local knowledge, were examined to find out their contribution to the effectiveness of these partnerships. By focusing on the internal capabilities of both the churches and Compassion International, the study aimed to identify strategies that enhance the sustainability of these collaborations. Additionally, the RBV framework helped assess the perceptions of beneficiaries regarding the relevance of these partnerships, emphasizing the importance of resource utilization in achieving positive outcomes for children and youth in Uganda.

2.2 Impact of church partnerships on outcomes of faith-based organizations programs on child and youth ministries

Church partnerships affect the program outcomes of faith-based organizations, particularly in child and youth ministries, in several ways. These include:

2.2.1 Enhanced resource sharing

One significant advantage of church partnerships is the enhanced sharing of resources, which can lead to improved program outcomes. For instance, a study by Young and Jones (2022) found that collaborative efforts between churches and community organizations resulted in increased funding and volunteer support for youth programs. This resource-sharing model not only promoted the sustainability of programs but also expanded their reach within the community (Young & Jones, 2022). Church partnerships also allowed congregations to access a wider array of resources, including financial support, facilities, and expertise. According to a recent article by Women in the Ministry (2023), churches that collaborate can share teaching materials, curriculum, and even physical spaces for events. This sharing not only reduces costs but also

enhances the quality of programs offered to children and youth, making them more engaging and effective. A study by the Global Ministries (2023) found that when churches share teaching materials, curriculum, and physical spaces, it reduces costs and enhances the quality of programs offered to children and youth. This resource-sharing model has been particularly effective in developing countries, where FBOs often face resource constraints (Global Ministries, 2023).

Additionally, church partnerships can significantly increase volunteer engagement. As highlighted by Morgan (2023), when churches share their needs openly, they often find that other congregations are willing to step in with volunteers and resources. For example, a church in need of transportation for its after-school program received a van from a partnering church, which not only met an immediate need but also encouraged further community involvement (Morgan, 2023). This kind of support fosters a sense of unity and shared purpose among congregations. Church partnerships can also lead to the development of new programs that might not be feasible for a single church to implement alone. For instance, Mitchell et al. (2023) discussed how churches that collaborated on community outreach initiatives were able to create comprehensive programs that addressed various needs, such as tutoring, mentorship, and spiritual guidance. By pooling their resources and expertise, these churches could offer a more holistic approach to youth ministry, ultimately benefiting the children and families they serve. Lastly, sharing resources fosters mutual learning and growth among churches. As churches exchange ideas and best practices, they can improve their own programs. The Global Ministries (2023) emphasizes that partnerships provide opportunities for churches to learn from each other's successes and challenges, leading to more innovative approaches in ministry. This collaborative learning environment not only strengthens individual ministries but also contributes to the overall health of the church community. In conclusion, enhanced resource sharing through church partnerships significantly improves the outcomes of child and youth ministries. By accessing broader resources, increasing volunteer engagement, developing new programs, and fostering mutual learning, churches can create a more impactful and sustainable ministry for the younger generation.

2.2.2 Improved program effectiveness

Research indicates that church partnerships can enhance the effectiveness of child and youth ministries. According to a report by Mitchell et al. (2023), churches that engaged in partnerships with local schools and social services reported higher success rates in mentoring and educational programs. The collaborative approach allowed for a more holistic support system for youth, addressing both spiritual and practical needs (Mitchell et al., 2023). Church partnerships further promote the creation of holistic support systems for youth. These partnerships enable churches to address not only the spiritual needs of children but also their educational and social needs. For example, Crouch (2023) emphasizes that churches can provide essential resources, such as tutoring and mentoring, which help students succeed academically. By working closely with schools, churches can identify specific gaps in student support and tailor their programs accordingly, ensuring that they meet the actual needs of the students (Crouch, 2023). Studies have also shown that when churches collaborate with schools, the academic outcomes for students can improve significantly. According to a report by the Lewis Center for Church Leadership (2023), churches that focus on supporting student achievement through tutoring and after-school programs contribute to closing the academic achievement gap in low-income communities. These efforts not only help students perform better in school but also boost their confidence and engagement in learning (Lewis Center for Church Leadership, 2023).

2.2.3 Building trust and relationships

Effective church partnerships foster trust and strong relationships between churches and schools. As highlighted by Duncan (2023), building authentic relationships is crucial for the success of these collaborations. When churches approach schools with a willingness to listen and support rather than dictate needs, they create a foundation of trust that allows for more effective program implementation. This trust encourages schools to invite churches to participate in various initiatives, further enhancing the effectiveness of youth programs (Duncan, 2023). Additionally, church partnerships often lead to a more comprehensive understanding of community needs. According to

research by the United Church of Christ (2023), churches that actively engage with local schools gain insights into the broader challenges faced by families in their communities, such as food insecurity and mental health issues. This understanding allows churches to develop programs that not only support youth but also address the needs of their families, creating a more supportive environment for children (United Church of Christ, 2023). A study by Creswell et al. (2021) highlighted that joint initiatives, such as community service projects, fostered a sense of belonging among youth. This engagement not only strengthened the church's role in the community but also encouraged young people to take active roles in service and leadership (Creswell et al., 2021). According to Tener (2023), when churches collaborate with local organizations, they create opportunities for meaningful interactions between congregants and community members. This engagement helps to break down barriers and fosters a sense of unity, allowing individuals to feel more connected to one another. By participating in joint events and initiatives, churches can demonstrate their commitment to the community, which in turn encourages more people to get involved (Tener, 2023). For example, since its inception, Okoa Refuge in Uganda has planted over 750 churches and rescued more than 550 children, providing them with shelter and support (Okoa Refuge, 2023). This partnership model emphasizes the importance of local churches in addressing social issues and highlights how effective collaboration can lead to transformative community change.

Engaging youth in community service projects not only benefits the community but also empowers young people. A report by the Christian Community Development Association (2023) notes that when youth participate in service activities, they develop essential leadership skills and a sense of responsibility. This involvement can lead to increased confidence and a desire to take on more significant roles within their churches and communities. As youth see the positive impact of their contributions, they are more likely to continue engaging in service and leadership opportunities (Christian Community Development Association, 2023). Church partnerships also allow congregations to address specific community needs more effectively. For example, when churches collaborate with local schools and social services, they can identify gaps

in resources and services. According to a study by the United Church of Christ (2023), churches that actively engage with local agencies can create programs that directly respond to the needs of their communities, such as food drives, tutoring programs, or health fairs. This targeted approach not only helps those in need but also enhances the church's reputation as a valuable community resource. In addition, church partnerships can pave the way for interfaith collaboration, which is essential in diverse communities. In Sierra Leone, the Channels of Hope initiative demonstrates the power of church partnerships in addressing health crises. Christian pastors and Muslim imams collaborated to educate their communities about preventing the spread of Ebola during the outbreak. This interfaith approach not only helped reduce the transmission of the virus but also fostered a sense of unity and trust among community members (World Vision, 2023). By working together, these faith leaders were able to mobilize their congregations and provide critical information that saved lives. As highlighted by World Vision (2023), working alongside different faith groups can foster mutual respect and understanding. These collaborations can lead to joint initiatives that address common social issues, such as poverty and education, demonstrating that faith communities can unite for the common good. By engaging in interfaith projects, churches can expand their outreach and strengthen their relationships with various community members, creating a more inclusive environment.

2.3 Factors that affect the sustainability of church partnerships with faith-based organizations' child and youth ministries

The sustainability of church partnerships with FBOs in child and youth ministries is influenced by various factors. Understanding these factors is essential for ensuring that these partnerships remain effective and impactful over time. They include:

2.3.1 Poor vision and goals

One of the primary factors influencing the sustainability of church partnerships is having a poor vision and defined goals. According to Women in the Ministry (2023), some churches do not clearly articulate their mission and objectives before seeking partnerships. This hinders them from attracting like-minded partners who share similar

values and goals. Powe and Manner (2021) further note that some leaders do not regularly remind the church of its purpose and values, inspiring them to live out the vision. This makes it difficult to unite around a common cause, fostering respect and unity within the partnership (Powe & Manner, 2021).

2.3.2 Lack of trust and mutual respect

Tener (2023) emphasizes that trust and mutual respect between partners are foundational for sustainability. However, some churches do not invest time in getting to know potential partners. The relationships are not nurtured which makes collaborating effectively difficult. Trust is a vital component in any partnership, especially in church collaborations. According to Women in the Ministry (2023), trust allows partners to share resources and ideas openly, which can lead to innovative solutions for community needs. When churches trust each other, they are more willing to take risks and explore new initiatives together. Mutual respect is equally important; it ensures that all partners feel valued and heard, fostering an environment where everyone can contribute meaningfully (Women in the Ministry, 2023).

2.3.3 Lack of community participation

Some churches do not involve community members in the planning and execution of programs. This makes them not to feel a sense of ownership over the initiatives. According to Partners for Sacred Places (2023), churches that empower community members to take leadership roles in projects foster deeper connections and commitment. For example, inviting local residents to help design a community garden or lead youth programs can create a stronger bond between the church and the community. This participatory approach encourages community members to invest their time and resources into the programs, leading to greater sustainability. A study conducted in the Catholic Diocese of Isiolo, Kenya, found that projects with high levels of community involvement were more likely to succeed. The research indicated that when community members actively participate in planning and executing projects, they develop a sense of ownership, which enhances the project's longevity (Githinji, 2020).

This participatory approach fosters social cohesion and ensures that the initiatives align with the community's needs, making them more effective and sustainable.

2.3.4 Poor flexibility and adaptability

The sustainability of church partnerships is affected by the lack of capacity to adjust to changing circumstances. As highlighted in the study by the Lewis Center for Church Leadership (2023), churches must be willing to adjust their strategies and goals based on the evolving needs of their communities. Flexibility allows partnerships to remain relevant and effective, even in the face of challenges such as economic downturns or shifts in community demographics. For example, during the COVID-19 pandemic, many churches shifted to online services and virtual community gatherings (Drascalu et al., 2021). This adaptability allowed them to continue serving their congregations and communities despite restrictions on in-person gatherings. By being willing to change their approach, churches can maintain their mission and continue to engage with their members.

2.3.5 Weak institutional capacity

The capacity of the church organization itself plays a significant role in sustainability. Research indicates that churches with well-trained leaders and staff are more effective in managing projects and engaging the community (Morse & McNamara, 2023). For example, a study on the Catholic Church's development initiatives highlighted the importance of building institutional capacity through training and development programs. Churches that invest in their leaders' skills and knowledge can better navigate challenges and adapt to changing circumstances, which enhances their sustainability (Morse & McNamara, 2023).

2.3.6 Differing cultures

Research by Alawode (2024) noted that differing organizational cultures and goals can create friction among partners. Effective communication strategies are essential to align objectives and ensure that all parties are working towards common goals (Alawode, 2024). Cultural and language barriers can also hinder engagement with faith-

based organizations. A report by the Migration Policy Institute (2023) found that individuals from diverse cultural backgrounds may feel uncomfortable or unwelcome in programs that do not accommodate their cultural needs or language preferences.

2.3.7 Resource allocation conflicts

Another challenge is the potential for conflicts over resource allocation. As highlighted by Mitchell et al. (2023), when multiple organizations collaborate, there can be competition for funding and volunteers, which may lead to tensions. Establishing clear agreements and expectations at the outset can mitigate these issues (Mitchell et al., 2023).

2.3.8 Lack of awareness about available programs

Another barrier to engagement is the lack of awareness about the programs and services offered by faith-based organizations. A report by the U.S. Department of Health and Human Services (2023) found that many individuals, particularly those from underserved communities, are unaware of the resources available to them. To overcome this challenge, faith-based organizations should engage in targeted outreach efforts to raise awareness about their programs and build trust within the community (U.S. Department of Health and Human Services, 2023).

2.4 Measures used by churches to amplify the sustainability of partnerships with faith-based organizations child and youth ministries

Churches employ various measures to amplify the sustainability of their partnerships with faith-based organizations in child and youth ministries. These include:

2.4.1 Establishing clear goals and objectives

One of the primary measures churches take to sustain partnerships is setting clear goals and objectives. According to a study by the Lewis Center for Church Leadership (2023), churches that develop comprehensive partnership plans outlining specific objectives, roles, and responsibilities are more likely to maintain successful collaborations. When both partners have a shared understanding of what they aim to achieve, they can work

together more effectively and hold each other accountable (Lewis Center for Church Leadership, 2023). A common vision is essential for any partnership. It answers the "why" question of the collaboration, providing a shared purpose that drives the partnership forward. Without a clear vision, partnerships can falter. A study highlighted by the Gospel Coalition (2023) emphasizes that churches need to articulate a desired future outcome and write down specific action points to ensure everyone is aligned. This clarity helps motivate both partners and strengthens their commitment to the collaboration. For example, a study on church partnerships in Romania showed that clear objectives helped churches and FBOs align their efforts and track progress effectively (Drascalu et al., 2021). When both partners understand their goals, they can work together more efficiently and hold each other accountable.

2.4.2 Building trust and mutual respect

Trust and mutual respect are essential foundations for sustainable partnerships. As highlighted by Tener (2023), churches that demonstrate a commitment to mutual support and accountability can build strong, lasting relationships with FBOs. Regular communication, joint initiatives, and a willingness to address challenges together help cultivate trust and respect between partners (Tener, 2023). Transparency is a key factor in building trust between partners. According to a study by the World Bank (2023), organizations that share information openly and communicate regularly are more likely to develop trusting relationships. This includes being transparent about goals, activities, and challenges. When partners feel that they can communicate freely and honestly with each other, it creates an environment of mutual understanding and respect (World Bank, 2023). For instance, in a partnership between churches and local NGOs in Kenya, regular meetings and joint community service projects helped build trust and foster a collaborative spirit. This approach allowed both parties to address challenges and celebrate successes together, reinforcing their commitment to the partnership (World Bank, 2023).

2.4.3 Sharing resources and expertise

Effective resource sharing is another key measure churches use to sustain partnerships. As noted by Simon-Peter (2022), churches that collaborate can pool their resources, including finances, facilities, and expertise, to enhance the impact of their child and youth programs. By sharing resources, churches can reduce costs, expand their reach, and provide more comprehensive support to young people (Simon-Peter, 2022). One of the most significant advantages of resource sharing is the ability to pool financial resources. According to a study by the Global Ministries (2023), churches that collaborate can combine their funding to support larger initiatives that might be too costly for a single church to undertake. For example, two or more churches could work together to fund a community youth center, providing a safe space for children and teens to gather, learn, and engage in positive activities. This collective financial support not only alleviates individual burdens but also amplifies the impact of their contributions (Global Ministries, 2023). Sharing facilities and equipment is another vital aspect of resource sharing. As highlighted by Women in the Ministry (2023), churches can open their doors to partner organizations, allowing them to use their facilities for various activities. For example, the Catholic Church in the Philippines partnered with local NGOs to provide educational resources and training for youth leaders. This collaboration not only reduced costs but also expanded the reach and impact of their programs, demonstrating the benefits of resource sharing (Simon-Peter, 2022).

2.4.4 Engaging the community

Community engagement is crucial for sustaining church-FBO partnerships. According to a study by World Vision (2023), churches that actively involve their communities in partnership initiatives are more likely to see positive outcomes. By engaging with local stakeholders, churches can identify gaps in services, address community needs collaboratively, and foster a sense of ownership among community members (World Vision, 2023). One of the first steps in effective community engagement is building trust and credibility. As noted by Administer Justice (2023), churches can gain credibility by being curious about the needs of their community and actively participating in local events. By showing genuine interest in the community's issues, churches can break down

barriers and foster relationships with residents. This trust is essential for successful partnerships, as community members are more likely to support initiatives when they feel that the church is genuinely invested in their well-being. To engage effectively, churches must also understand the specific needs of their communities. According to Tener (2023), conducting surveys and holding public meetings can help gather valuable information about what residents need. For instance, a church in South Africa organized community forums to discuss local needs and gather input on youth programs. This engagement helped the church tailor its initiatives to better serve the community, fostering a sense of ownership among residents (World Vision, 2023).

2.4.5 Adapting to change

Flexibility and adaptability are essential measures for sustaining partnerships in the face of changing circumstances. As highlighted by the Lewis Center for Church Leadership (2023), churches must be willing to adjust their strategies and goals based on the evolving needs of their communities and partners. By embracing flexibility, churches can ensure that their partnerships remain relevant and effective, even in the face of challenges such as economic downturns or shifts in community demographics (Lewis Center for Church Leadership, 2023). Flexibility in ministry allows churches to respond effectively to unexpected changes and challenges. According to Hatcher (2023), churches that prioritize adaptability can better meet the needs of their congregations and communities.

2.4.6 Prioritizing long-term commitment

Lastly, a long-term commitment to partnerships is crucial for sustainability. As stated by the Christian Community Development Association (2023), partnerships built on a foundation of long-term goals and mutual accountability are more likely to thrive. Churches that prioritize ongoing collaboration with FBOs and other community organizations can create a stable support network that enhances their impact on child and youth ministries (Christian Community Development Association, 2023). Long-term relationships in church partnerships are essential for fostering deep connections and understanding between congregations and communities. According to Teuscher (2024),

churches that commit to long-term partnerships, such as those with One Collective, often see transformative outcomes not just for the communities they serve but also for their own congregations. For example, Christian Fellowship Church in Missouri has maintained partnerships with communities in Ecuador and Ukraine for several years. This sustained engagement has allowed them to build trust, share resources, and learn from each other, leading to more effective ministry and community support (Teuscher, 2024).

2.5 Perceptions of beneficiaries regarding the relevance and effectiveness of church partnerships with faith-based organizations to enhance child and youth ministries

Beneficiaries often perceive church partnerships with faith-based organizations (FBOs) as highly relevant to their needs, particularly in addressing social and educational challenges. A study by Loconte and Fantuzzo (2023) found that families participating in faith-based programs reported high satisfaction levels with the services provided, which included tutoring, mentoring, and health education. Participants felt that these programs were tailored to their specific needs, demonstrating the relevance of church partnerships in their lives. This relevance is crucial for maintaining engagement and ensuring that beneficiaries continue to participate in the programs offered. The relevance of church partnerships is also often reflected in how well they address specific community needs. For instance, a study by Compassion International (2023) highlighted that local churches working with FBOs were able to identify and respond to the unique challenges faced by children and youth in their communities. By conducting needs assessments and engaging with beneficiaries, these partnerships were able to develop targeted programs that effectively addressed issues such as poverty, education, and health. This tailored approach not only meets immediate needs but also fosters a sense of belonging and support among beneficiaries.

Educational support is a significant aspect of church partnerships. According to research by the Coalition Ministries and Congregations Study (CMACS), beneficiaries often perceive educational programs offered through church partnerships as vital for their

children's success (Pipes et al., 2023). For example, in a collaborative initiative in Kenya, local churches partnered with NGOs to provide after-school tutoring and mentorship programs. Families reported that these programs significantly improved their children's academic performance and motivation to learn, highlighting the effectiveness of church partnerships in enhancing educational opportunities (Pipes et al., 2023). Church partnerships also play a crucial role in building community and support networks. A study by the World Bank (2023) emphasized that beneficiaries appreciate the sense of community fostered by church partnerships. In many cases, these partnerships create safe spaces where children and youth can connect with peers and adults who care about their well-being. For instance, a church in South Africa organized community events that brought families together, allowing them to share experiences and resources. Beneficiaries reported feeling more supported and connected to others, which is essential for their overall development.

Empowerment is another key factor in the perceived relevance of church partnerships. According to a study by the Christian Community Development Association (2023), beneficiaries often feel empowered when they are involved in decision-making processes related to the programs that affect their lives. For example, in a youth leadership program in Nigeria, participants were encouraged to take active roles in planning and implementing activities. This involvement not only increased their engagement but also helped them develop valuable skills and confidence. When beneficiaries have a voice in the programs, they are more likely to perceive them as relevant and effective. A study by Msebi (2021) focused on youth ministry in South Africa, highlighting that church-led educational programs significantly enhanced literacy and academic performance among participants. The study found that beneficiaries appreciated the personalized attention and mentorship provided by church volunteers, which helped them succeed in school. This indicates that beneficiaries view these partnerships as relevant and effective in addressing educational challenges.

Despite the positive perceptions, some beneficiaries may face barriers to participating in church partnerships. Research indicates that issues such as transportation, scheduling conflicts, and concerns about the religious nature of programs can affect engagement. Loconte and Fantuzzo (2023) noted that while many beneficiaries appreciated the support provided by faith-based organizations, they were cautious about potential proselytizing. This highlights the importance of ensuring that programs are inclusive and respectful of diverse beliefs to foster broader participation. Some beneficiaries also feel hesitant to participate due to concerns about the religious nature of the programs. Loconte and Fantuzzo (2023) noted that while many beneficiaries appreciated the support provided by faith-based organizations, they were cautious about potential proselytizing. This highlights the importance of ensuring that programs remain inclusive and respectful of diverse beliefs to foster broader participation. One of the primary challenges is the perception that faith-based organizations may use their programs as a means of proselytizing. A study by the Pew Research Center (2023) found that some individuals are hesitant to engage with religious organizations due to concerns about being pressured to convert or change their beliefs.

2.6 Research gaps

The literature reviewed highlighted several gaps that necessitated conducting this study. There are few studies that have examined how church partnerships with FBOs affect child and youth ministries. Most documented information is from grey literature and not academic. Most available literature is global and not specifically focused on regions like Uganda. Additionally, there are gaps in understanding beneficiary perceptions of church partnerships with faith-based organizations in the context of Uganda. This study sought to address these gaps by evaluating the impact and sustainability of church partnerships with Compassion International Uganda.

2.7 Conclusion

This chapter contained the study's literature review. Key points from studies reviewed highlighted how church partnerships with faith-based organizations were resulting in enhanced resource sharing, improved program effectiveness and trust and relationship building. However, their sustainability was being affected by poor vision and goals, lack of trust, lack of community participation, poor flexibility and adaptation, weak institutional capacity, differing cultures, resource allocation conflicts and lack of awareness. Studies recommended the establishment of clear goals, trust-building, resource-sharing and community engagement to ensure the sustainability of church partnerships. Perceptions of beneficiaries and research gaps were also documented in this literature review. The next chapter details the methodology.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter discusses the steps that were followed to conduct the research. It contains the study area, research design, study population, sampling strategy and sample size, data collection methods and instruments, data quality control, data analysis, ethical considerations and limitations of the study.

3.1 Study area

The study was conducted at Compassion International Uganda located at Baskerville Ave, Kampala. This was selected as the area of study because for the past two decades, Compassion International has been working in Uganda while promoting different ministries, including child and youth ministries (Compassion International, 2024). It thus served as the most suitable case study for analysing the sustainability of child and youth ministries among church partnerships in Uganda.

3.2 Research design

Research design is the comprehensive approach, which a researcher selects to assemble different components of a given study to fit the research problem strategically so as to address the problem at hand (Creswell & Creswell, 2018). For this study, a descriptive mixed-methods research design was used. This research employed both quantitative and qualitative paradigms to help capture the essence of sustainability of the child and youth ministry among church partnerships in Compassion International Uganda. A descriptive mixed methods research design as the name suggests combines both quantitative and qualitative methods of data collection and analysis for a richer explanation of a research problem. The quantitative aspect is normally concerned with the use of questionnaires or even conducting tests, where quantitative data is used to analyze and work out figures that show some relation (Creswell & Plano Clark, 2017). The qualitative portion comprises surveying views that are not expressed quantitatively through interviews, focus groups, or observations, which give qualitative data on participants' views and conception (Creswell & Plano Clark, 2017). The integration of

quantitative and qualitative research captured the statistical cross sectional aggregate realities as well as the individual micro realities of partnership sustainability as obtained by Johnson & Onwuegbuzie (2004). Furthermore, the qualitative data supplemented the quantitative data because the latter offered the reasons or cumbersome experiences of church partnerships that the mere count could not summarize. This design also provided the convenience of data gathering and the examination of new sources and methods in the course of the study depending on what was discovered (Creswell & Creswell, 2018). Hence, the use of descriptive mixed method research design expanded both the scope and the density of the research outcomes.

3.3 Study population

The study population refers to the specific group of individuals that researchers consider for a study (Creswell & Creswell, 2018). It is a subset of the target population from which the sample is drawn and is defined by specific characteristics relevant to the research objectives. In this study, the population included church leader's beneficiaries and staff from Compassion International Uganda. Church leaders are responsible for overseeing church activities and partnerships with Compassion International Uganda. Their insights on partnership dynamics and program implementation were crucial. Parents, children and youth are beneficiaries of programs under child and youth ministries and therefore, they would offer insights on their effectiveness. According to Compassion International, it had so far partnered with 150 churches (Compassion International, 2024). The study targeted 7 church leaders and 143 church staff and beneficiaries. This diverse group was selected to ensure a comprehensive understanding of how church partnerships function within the context of child and youth ministry in Uganda.

3.4 Sampling strategy and sample size

Sample size refers to the number of individuals selected from a study population to participate in research (Creswell & Creswell, 2018). It is a critical aspect of research design because it affects the reliability and validity of the study's findings. A well-

determined sample size ensures that the results can be generalized to the broader population while maintaining statistical power (Creswell & Creswell, 2018). Sampling strategy on the other hand involves the method used to select individuals from the study population. This can include probabilistic methods, where every individual has a known chance of being selected, or non-probabilistic methods, where selection is based on specific criteria or convenience (Etikan et al., 2016). The choice of sampling strategy influences the representativeness of the sample and the overall quality of the research. To determine an appropriate sample size for data collection, Yamane's formula was utilized for calculating sample size, which is given by:

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

Where:

n = Sample size

N = Total population (150)

e = Margin of error (assumed to be 0.1 for a 95% confidence level)

$$n = \frac{493}{1 + 493(0.05)^2}$$

n ≈ 109

Thus, a sample size of approximately 109 respondents was determined for effective data collection.

The sampling strategy employed in this study was a combination of purposive sampling and simple random sampling. Purposive sampling was used to specifically target Compassion International staff who had direct involvement with child and youth ministry programs. This ensured that the selected participants had relevant knowledge and experience regarding the partnerships being studied. On the other hand, simple random sampling was used to select beneficiaries and church leaders within each church partnership to ensure that every individual had an equal chance of being included in the study. By using purposive sampling for staff, combined with random sampling for beneficiaries and church leaders, the study ensured that diverse perspectives were represented (Creswell & Creswell, 2018). Hence enhancing the

validity of findings. The table below provides a description of the study population, sample size and sampling procedures.

Table 3.1: Study population, sample size and sampling procedures

Description	Frequency	Sample size	Sampling procedures
Staff	7	7	Purposive sampling
Church leaders and beneficiaries	143	102	Simple random sampling
Total	150	109	

Source: Compassion International (2023)

3.5 Data collection methods

Three primary data collection methods were utilized: surveys, focus group discussions, and interviews. Each method was chosen for its ability to gather specific types of information relevant to the research objectives regarding the sustainability of child and youth ministry among church partnerships in Uganda. By combining quantitative surveys with qualitative focus groups and interviews, the study was able to capture a wide range of perspectives and experiences related to child and youth ministry partnerships (Johnson & Onwuegbuzie, 2004). This mixed-methods approach enriched the data set and provided a more holistic understanding of the research problem.

3.5.1 Surveys

Surveys are known for their ability to reach a larger number of respondents quickly, providing a broad overview of trends and patterns within the church leadership community (Creswell & Creswell, 2018). Surveys were administered to 109 church leaders, church staff and beneficiaries to collect quantitative data regarding their perceptions and experiences with the partnerships facilitated by Compassion International Uganda. The structured questionnaires included closed-ended questions that allowed for statistical analysis of responses. Surveys effectively captured broad trends among church leaders, while focus groups facilitated in-depth discussions with

beneficiaries, allowing for nuanced insights into their experiences (Creswell & Plano Clark, 2017). This method was effective in quantifying aspects such as the perceived impact of partnerships on program outcomes and the overall effectiveness of child and youth ministry initiatives.

3.5.2 Focus group discussions

Focus group discussions were conducted with beneficiaries, including parents, caregivers, and local community leaders. 5 focus groups were held each comprising 10 participants, guided by a trained facilitator who encouraged open dialogue among participants. This qualitative method allowed for the exploration of diverse opinions and experiences regarding the church partnerships and their impact on child and youth ministry. Focus groups are particularly useful for understanding complex issues, as they facilitate interaction among participants, leading to richer insights than individual interviews might provide (Krueger & Casey, 2000; Etikan et al., 2016). The discussions aimed to uncover beneficiaries' perceptions of program relevance, effectiveness, and areas for improvement.

3.5.3 Interviews

Interviews were conducted with 7 Compassion International staff, including Partnership Facilitators and Program Support Specialists. Interviews provided an opportunity for staff to elaborate on their experiences and insights in a more personal context, contributing valuable qualitative data that complemented the findings from surveys and focus groups (Creswell & Creswell, 2018). These semi-structured interviews allowed for in-depth exploration of staff perspectives on partnership dynamics, program implementation challenges, and strategies for enhancing sustainability.

3.6 Data collection instruments

The data collection instruments used included: a survey questionnaire, a focus group discussion guide, and an interview guide. Each instrument was tailored to gather specific types of data from different participant groups, ensuring comprehensive

coverage of the research objectives related to the sustainability of child and youth ministry among church partnerships in Uganda.

3.6.1 Survey questionnaire

The survey questionnaire was designed for church leaders to collect quantitative data regarding their perceptions and experiences with partnerships facilitated by Compassion International Uganda. The questionnaire included a mix of closed-ended questions with a 5-Lickert scale that allowed respondents to express their level of agreement or satisfaction regarding various aspects of the partnership. Questions were formulated to be clear, concise, and relevant to the research objectives, following best practices in questionnaire design. For example, questions focused on the perceived effectiveness of programs, communication with Compassion staff, and overall satisfaction with the partnership. The questions were organized logically, starting with general inquiries about the church's partnership experience before moving to more specific topics. This structure helped maintain respondent engagement and ensured clarity in responses.

3.6.2 Focus group discussion guide

The focus group discussion guide was developed for beneficiaries, including children, youth, parents, caregivers, and local community leaders. The guide consisted of open-ended questions designed to facilitate discussion among participants. Key topics included their experiences with child and youth ministry programs and perceptions of the effectiveness of church partnerships. For instance, prompts encouraged participants to share specific stories or examples related to their involvement in the programs. A trained facilitator led the discussions using the guide as a framework but remained flexible to explore emerging themes that arose during conversations. This approach allowed for deeper insights into beneficiaries' views and experiences. Discussions were audio-recorded (with participant consent) and later transcribed for analysis. This method ensured that participants' voices were accurately captured and allowed for thorough thematic analysis.

3.6.3 Interview guide

The interview guide was specifically designed for interviews with Compassion International staff members. The guide included both structured questions and prompts for follow-up inquiries based on interviewees' responses. This semi-structured format enabled researchers to delve deeper into specific topics while still covering essential areas related to partnership dynamics and program implementation (Creswell & Creswell, 2018). Interview questions focused on staff experiences with church partnerships, challenges faced in program delivery, and strategies employed to enhance sustainability. For example, questions might include "What do you perceive as the main challenges in maintaining effective partnerships with churches?" Participants were assured confidentiality regarding their responses, which encouraged openness during interviews.

3.7 Data quality control

The data quality control process in this study was divided into two main categories: quantitative data quality control and qualitative data quality control. Each category involved specific measures to ensure the validity, reliability, and overall integrity of the data collected.

3.7.1 Quantitative data quality control

Quantitative data quality control focused on ensuring the accuracy and reliability of the survey data collected from church leaders. The survey questionnaire was developed based on established literature and expert input to ensure that it accurately measured the constructs related to partnership effectiveness and program outcomes (Creswell & Creswell, 2018). This process involved reviewing the questionnaire by subject matter experts to confirm that all relevant dimensions were covered. The reliability of the survey was assessed using test-retest reliability. A subset of participants was surveyed again after a specified period to assess stability over time. A high correlation between the two sets of responses would indicate strong test-retest reliability. Data from surveys were entered by two independent researchers to minimize transcription errors. Any discrepancies between entries were resolved through discussion and verification against

original responses. Automated validation rules were applied during data entry to check for out-of-range values and ensure that responses adhered to predefined formats. Validity checks ensured that survey instruments accurately measured intended constructs, while reliability checks confirmed consistency in responses over time (Creswell & Creswell, 2018).

3.7.2 Qualitative data quality control

Qualitative data quality control focused on ensuring the credibility and trustworthiness of the information gathered from focus group discussions and interviews with Compassion International staff. Data from focus groups and interviews were triangulated with quantitative survey results to enhance credibility. By comparing findings across different methods, researchers could confirm patterns and themes identified in qualitative data (Creswell & Plano Clark, 2017). Participants were given opportunities to review summarized findings from focus groups and interviews to validate their accuracy. This process allowed participants to clarify or elaborate on their responses, enhancing the authenticity of the data collected (Lincoln & Guba, 1985). A detailed audit trail was maintained throughout the research process, documenting decisions made during data collection and analysis. This transparency allowed for external verification of the research process and findings. Colleagues reviewed transcripts and thematic analyses to provide feedback on interpretations and conclusions drawn from qualitative data. This collaborative approach helped ensure that biases were minimized and interpretations were grounded in the data.

3.8 Data analysis

The data collected underwent thorough analysis to identify patterns, themes, and insights. The iterative process of categorizing responses, comparing findings, and identifying recurring trends led to the emergence of common threads that revealed the factors influencing the sustainability of the Child and Youth Ministry within partnered churches.

3.8.1 Quantitative data analysis

The quantitative data analysis focused on the survey responses collected from church leaders. Initial analyses included calculating descriptive statistics such as means, medians, modes, and standard deviations for continuous variables. Frequencies and percentages were calculated for categorical variables to summarize the demographic information of respondents and their perceptions regarding partnership effectiveness (Creswell & Creswell, 2018). Data visualization tools such as tables, charts and graphs were utilized to present findings clearly and effectively. Visual representations helped in interpreting results and communicating key insights to stakeholders.

3.8.2 Qualitative data analysis

The qualitative data analysis focused on the insights gathered from focus group discussions and interviews with Compassion International staff. Audio recordings from focus groups and interviews were transcribed verbatim to create a text-based dataset for analysis. This step ensured that all participant voices were accurately captured. A coding process was employed to categorize responses into themes and patterns. Initial open coding allowed for the identification of significant concepts within the data. Axial coding was then used to relate categories to each other, while selective coding helped in forming a coherent narrative around the main themes (Braun & Clarke, 2006). Thematic analysis was conducted to identify recurring themes across the qualitative data set. This involved reviewing coded data to extract meaningful patterns that reflected participants' experiences and perceptions regarding child and youth ministry partnerships (Creswell & Plano Clark, 2017). Key themes included partnership effectiveness, challenges faced in program implementation, and beneficiaries' perceptions.

3.9 Ethical considerations

Ethical considerations are fundamental to conducting research, particularly when human participants are involved (Creswell & Creswell, 2018). These principles guide researchers in ensuring the safety, rights, and well-being of participants while

maintaining the integrity of the research process. In this study, several key ethical considerations were addressed to uphold these standards.

3.9.1 Informed consent

Informed consent is a crucial ethical requirement that ensures participants are fully aware of the study's purpose, procedures, risks, and benefits before agreeing to participate (Creswell & Plano Clark, 2017). Participants were provided with detailed information about the study, including: the objectives of the research; the nature of their involvement and what participation entailed; any potential risks or discomforts associated with participation; and their right to withdraw from the study at any time without penalty. Participants were required to sign consent forms indicating their understanding and agreement to participate. This process respected their autonomy and ensured that their participation was voluntary.

3.9.2 Voluntary participation

Participation in the study was entirely voluntary. Participants were informed that they could choose not to participate or withdraw at any time without any repercussions. This principle is essential in preventing coercion or undue influence on potential participants (Creswell & Plano Clark, 2017).

3.9.3 Confidentiality and anonymity

Confidentiality was maintained throughout the research process. Personal identifiers were removed from data collected during surveys, focus groups, and interviews to protect participants' identities. Data were stored securely, accessible only to authorized researchers involved in the study. Anonymity was prioritized in reporting results; individual responses were not linked back to specific participants in any published findings.

3.9.4 Minimizing harm

The study aimed to minimize any potential physical, psychological, or social harm to participants. Researchers carefully considered the risk-benefit ratio of the study design

and implemented measures to mitigate any identified risks (Creswell & Plano Clark, 2017). Participants were monitored during focus group discussions and interviews for signs of discomfort or distress. Appropriate support resources were made available should participants experience any adverse reactions during or after their involvement.

3.10 Limitations of the study

The study was conducted within certain resource constraints, including time limitations for data collection and analysis. These constraints may have affected the depth of qualitative analysis or the thoroughness of follow-up inquiries with participants (Creswell & Creswell, 2018). Some participants such as children may also have been influenced by peer pressure. Some were also afraid of speaking up due to the presence of elders. This limited their participation in the focus group discussions. However, steps were taken to ensure that quality data was obtained irrespective of the challenges faced.

3.11 Conclusion

This was a mixed-methods study which used a descriptive research design. Data was collected through surveys, focus group discussions and interviews. The participants included church staff, Compassion International staff and beneficiaries. This chapter also described the study area, steps used in data analysis and data quality control and the ethical considerations that were followed. The next chapter presents the study findings.

CHAPTER FOUR: PRESENTATION AND ANALYSIS OF FINDINGS

4.0 Introduction

This chapter contains a presentation and analysis of the findings. It includes information on the response rate, demographic information, findings and discussion.

4.1 Response rate

Understanding the response rate in research is crucial, as it reflects the extent to which the collected data represents the entire sample of the targeted population. According to Fowler (2004), the response rate is calculated by dividing the number of completed questionnaires or interviews by the total number of individuals in the sample. A high response rate suggests that the research findings are likely to be more reliable and valid. In this study, the goal was to gather responses from a total of 109 participants. Out of this number, 99 completed the survey, resulting in an impressive response rate of 91%. This high response rate is indicative of strong participant engagement, suggesting that the research was prioritized by those involved. The details of the expected and actual responses are summarized in Table 4.1 below:

Table 4.1: Response rate

Description	Expected Frequency	Actual Sample Size	Response Rate (%)
Staff	7	7	100
Church Leaders and Beneficiaries	102	92	90.2
Total	109	99	91%

Source: Primary data (2024)

The high response rate of 91% indicates strong engagement from the participants, which enhances the credibility of the study's findings. The high response rate also suggests a high level of generalizability to the study population. However, it is important to note that 9% (or 10 individuals) were unable to participate, primarily due to busy schedules among church overseers and difficulties in coordinating with church committee

members. This did not have any impact on the study findings given that the participation rate was high.

4.2 Demographic information

This section presents the demographic information of the respondents who participated in the research study. The information includes gender, work experience, age of the respondents, and length of partnership with Compassion International. Understanding these demographics was essential for analyzing the perspectives and experiences of participants in relation to child and youth ministry sustainability.

4.2.1 Gender of respondents

Gender is an important demographic factor that can influence perspectives and experiences in various contexts, including child and youth ministry. Below are the findings on the gender of the respondents.

Table 2: Gender distribution of the respondents

Gender	Frequency	Percentage
Female	47	47%
Male	52	53%
Total	99	100%

Source: Primary data (2023)

From Table 4.2, the total number of respondents was 99, with a slight majority being male (53%) compared to female respondents (47%). This gender distribution suggests a balanced representation, indicating that both genders are involved in Compassion International projects in Uganda. This balance was crucial for understanding diverse perspectives in child and youth ministry. It did not have any direct impacts on the study however since the study’s focus was on sustainability of child and youth ministry partnerships. Nonetheless, having insights from a population that was gender inclusive was relevant to ensure that the views provided were not of one particular gender which could result in gender bias.

4.2.2 Work experience of respondents

Work experience can significantly impact an individual's knowledge and skills related to their roles. Understanding the work experience of respondents helped in gauging their expertise in child and youth ministry. Below are the findings:

Table 4.3: Work experience of the respondents

Experience	Frequency	Percentage
0-1 years	15	15%
2-3 years	20	20%
4-5 years	12	12%
6-9 years	35	35%
10-19 years	18	18%
Total	99	100%

Source: Primary data (2023)

The majority of respondents (35%) had worked for 6-9 years, indicating a significant level of experience. This suggests that many participants possess a mature understanding of the sustainability of child and youth ministry within church partnerships. Experienced staff members are likely to contribute positively to program effectiveness due to their skills and knowledge. The work experience levels did not have a direct impact on the study however they were an indicator that the participants were familiar with child and youth ministry programs although their professional experience levels varied. National and organizational averages for work experience related to this area of study are not available although they would have provided a benchmark to compare the professional experience levels of the study's participants with others resulting in more comprehensive findings. Nonetheless, this did not have direct impacts on the study.

4.2.3 Age of respondents

Age can influence perspectives, motivations, and engagement levels in community programs. Analyzing the age distribution helps understand the demographic profile of participants. Below is the age distribution of the respondents.

Table 4.4: Age distribution of respondents

Age	Frequency	Percentage
20 - 25	8	8%
26 - 30	25	25%
31 - 35	20	20%
36 - 40	28	28%
Above 41	18	18%
Total	99	100%

Source: Primary data (2023)

The age distribution indicates that most respondents are between 26 and 40 years old, with only 8% under 25 and 18% over 41. This suggests that Compassion International employs younger staff who may bring fresh insights and innovative ideas to their roles. Young people have fresh perspectives and can also learn from older people (Khamis, 2019). Their perspectives can therefore be integrated to enhance program sustainability which can lead to positive changes in beneficiaries' lives, enhancing the sustainability of child and youth ministry.

4.2.4 Longevity of partnership with Compassion International

The length of partnership with Compassion International can provide insights into the stability and continuity of relationships between churches and the organization.

Table 4.5: Longevity of partnership with Compassion International

Longevity of Partnership	Frequency (N = 99)	Percentage
1-2 years	5	5%

3-5 years	19	19%
6-10 years	30	30%
More than 10 years	45	45.4%
Total	99	100%

Source: Primary data (2023)

The data shows that a significant portion (45%) of respondents have been partners with Compassion International for more than ten years. This indicates a strong commitment and deep-rooted relationships between churches and Compassion International. Such longevity suggests that these respondents have substantial knowledge about child and youth ministry operations, which can inform best practices for sustainability. There are also those who have been in partnerships with Compassion International for less than ten years. This shows that they know how the partnerships work and are engaged in adopting sustainability approaches to ensure that they last. They could therefore provide key insights for the study.

4.3 Findings

4.3.1 Impact of church partnerships on the outcomes of Compassion International Uganda’s programs on child and youth ministry in Uganda

The first objective of this study was to evaluate the impact of church partnerships on the outcomes of Compassion International Uganda’s programs on child and youth ministry. This section presents the findings related to this objective, highlighting how these partnerships influence the effectiveness and sustainability of child and youth ministry initiatives.

Impact of Church Partnerships on Child and Youth Ministry

To assess the impact of church partnerships, respondents were asked about their perceptions regarding the effectiveness of the activities of Compassion International's partnerships. The results are summarized in table 4.6 below.

Table 6: Views of Respondents on Effectiveness of Activities of Compassion International’s partnerships

Response	Frequency	Percentages
Continuous coordination and training of staff and CPC and Overseers	45	45.4%
The church owning the vision for child and youth ministry	22	22.2%
Capacity building for church overseers, CPC, staff	15	15%
Investing in Income Generating Activities (IGAs) and SACCOS	8	8%
Creating strong leadership within the church	5	5%
Total	99	100%

Source: Primary data (2023)

The findings indicate that 45.4% of respondents believe that continuous coordination and training were impactful. This suggests that well-trained personnel contributed to positive outcomes of child and youth ministry programs. Additionally, 22.2% of respondents recognised the importance of local churches taking ownership of the vision for child and youth ministry. This indicated that active engagement from local churches fostered a sense of responsibility and commitment to the mission, which resulted in better outcomes for beneficiaries. Capacity building was mentioned by 15% of respondents as another impactful activity. This underscored the importance of developing skills among church leaders and staff to enhance their ability to deliver effective programs. Moreover, about 8% highlighted that investing in Income Generating Activities (IGAs) and Savings and Credit Cooperative Organizations (SACCOS) among caregivers was impactful. This pointed to economic empowerment as a significant factor in supporting families involved in these ministries.

Community Engagement and Support

The study also explored how churches engaged with their local communities to support child and youth ministry initiatives. This would provide more insight into their impact. The findings are summarized in Table 4.7 below.

Table 4.7: Church Engagement with Local Community

Engagement Strategy	Frequency	Percentages
Partnerships with schools; facilitating educational programs	45	45.4%
The church hosts community events	22	22.2%
Providing resources or support to local families in need	15	15.1%
Skill-building workshops for the community	12	12.1%
Collaborating with local government agencies or social services	5	5.0%
Total	99	100%

Source: Primary data (2023)

The data shows that the most frequently mentioned engagement approach was through partnerships with schools (45.4%). This indicated that educational initiatives were a primary focus, enhancing access to learning opportunities for children in the community. Additionally, hosting community events (22.2%) fostered inclusiveness and strengthened relationships between the church and local families. Providing resources or support to families in need (15.1%) demonstrated the church's commitment to addressing community welfare. Skill-building workshops were noted by 12.1%, highlighting practical engagement with community members through activities such as soap-making and knitting. These workshops not only provided valuable skills but also contributed to economic stability for families involved.

The qualitative findings reflected the perspectives of respondents regarding the impact of activities employed by Compassion International and their contributions to sustainability in child and youth ministry. They are discussed below in themes:

Training and Capacity Building

Participants acknowledged that the training they received significantly enhanced their ability to provide quality services. One interviewee stated,

“The training we receive helps us understand our roles better, which makes our programs more effective.”

This sentiment was echoed by many, indicating that ongoing training is crucial for maintaining a skilled workforce capable of addressing the needs of children and youth. The emphasis on training highlights its role in ensuring that church staff and volunteers are well-equipped to implement effective programs.

Ownership and Commitment

Another theme that emerged is the importance of local church ownership in fostering commitment to child and youth ministry initiatives. An interviewee shared,

“When our church takes ownership of the vision, it fosters commitment among members.”

This reflects a belief that active engagement from local churches leads to stronger support for child and youth initiatives. The sense of ownership encourages accountability and motivates church members to invest in the success of these programs.

Economic Empowerment

Economic empowerment initiatives were highlighted as vital for supporting families involved in child and youth ministry. A caregiver expressed,

“The skills I learned in income generation have improved my family's financial situation.”

This indicates that programs focused on economic empowerment play a significant role in enhancing the financial stability of families, thereby contributing to the overall success of child and youth ministry efforts.

Educational Initiatives

Respondents reported that partnerships with schools were a key approach to enhancing educational opportunities for children. One participant mentioned,

“Our partnership with schools has opened doors for educational programs that help children succeed.”

This demonstrates that educational initiatives are a primary focus for enhancing children's development, emphasizing the importance of collaboration between churches and educational institutions.

Community Engagement

Community events were recognized as impactful activities used to foster engagement between churches and local families. A participant in the focus group discussions stated,

“The church hosts events that bring us together, making us feel included.”

This reflects how such gatherings can strengthen relationships between churches and local families, creating a sense of belonging and community support.

Personal Transformation Stories

Participants shared personal stories about how their involvement in Compassion International programs had positively impacted their lives. One beneficiary stated,

“Through the skills I learned, I participated in national netball tournaments and earned medals.”

This illustrates how skill development not only enhances individual capabilities but also fosters pride and achievement among youth. Another participant shared their experience with soap-making skills acquired through the program:

“I can now make soap for my family and sell some to earn extra income.”

This demonstrates how practical skills contribute to financial independence and improved household conditions. A single mother also expressed her gratitude:

“Before joining the program, I struggled to feed my children. Now, I can provide for them thanks to the skills I've learned.”

This underscores the transformative impact of Compassion International's initiatives on beneficiaries' lives.

Participants were further asked to rate the overall impact of church partnerships on child and youth ministries. The findings are presented below:

Table 4.8: Overall impact of church partnerships on child and youth ministries

Overall impact	Frequency	Percentages
Very high impact	31	31.4%
High impact	53	53.5%
Moderate impact	15	15.1%
Low impact	0	0.0%
No impact	0	0.0%
Total	99	100%

Source: Primary data (2025)

According to the quantitative findings, a significant majority of participants perceived Compassion International’s church partnerships as having a high impact on child and youth ministry in Uganda. Specifically, 31.4% rated the impact as very high, 53.5% as high, and 15.1% as moderate. This suggests that most participants believe these partnerships are effective in achieving their goals, with a substantial number recognizing an exceptionally strong impact. The high ratings reflect the perceived success of these partnerships in addressing various aspects of child and youth development.

The qualitative responses provided deeper insights into the perceived impact of Compassion International’s church partnerships on child and youth ministry in Uganda.

Holistic development and transformation

Participants emphasized that church partnerships have a profound impact on the holistic development of children and youth. They noted that these partnerships address all aspects of life, including spiritual, social, educational, physical, and economic

development. This comprehensive approach is crucial for transforming lives. For instance, one participant stated that:

"...children and youth have been able to attain spiritual growth and development, their cognitive ability through formal and non-formal education has been enhanced."

This demonstrates the importance of integrated development programs in community empowerment, where church programs contributed significantly to socio-economic empowerment

Role of the Church

The church was seen as a vital partner in these efforts, providing a platform for holistic ministry. An interviewee noted that:

"Churches have access to families and personal sphere which serve as an important conduit of communication for social change and behaviour."

This access allows churches to tailor programs to meet specific community needs. This was amplified by the interviewee who further shared that:

"Church partners play a vital role in customizing and implementing programs that suit their context."

Therefore, forging church partnerships in child and youth ministries enabled Compassion International to directly impact children and their communities.

Impact on Education and Skills

Church partnerships were seen as instrumental in supporting participants in acquiring education and skills for employment. An interviewee highlighted that:

"Many participants have been supported to acquire education and desired skills for employment opportunities."

Through such skills, they were able to improve lives and contribute to community development. Another participant observed that:

"Child and youth ministries have benefited a lot in terms of skilling with hands-on skills."

These skills included vocational training and education up to the university level. Education and skills development is a key factor in empowering youths to achieve their potential. Other participants shared that:

“...education improvement from high drop-out rates and low grades to improved grades and increased school enrollment. More to that, the parents’ mindset has shifted from using traditional methods and speculation in the health sector to embracing medical care for the children and youth. Attitude towards attaining education and graduation compared to rampant early marriages.”

“Majority of the participants who are enrolled in our programmes stand higher chances of completing their education. They are also able to earn a living and fend for their families. Excelling participants are given an opportunity to access first-class education from the best schools of their choices in the country. This has set a challenge for other participants to work hard and atleast join fairly good schools. This has greatly improved academic excellence in most projects in Uganda.”

The above findings demonstrated that Compassion International’s church partnerships were transforming the lives of youth and children. They were thus vital for education and skills development.

However, despite the positive impact, some challenges were acknowledged. A participant noted that:

“Not all registered participants achieve the intended outcomes.”

This implied that despite the benefits of partnerships in child and youth ministries, sometimes the intended outcomes were not achieved. A beneficiary for example shared that they learnt skills but did not have the resources to startup businesses. Others highlighted lack of supporting home environments. Some of them had unsupportive family members who continuously discouraged them affecting their self-esteem. Therefore, some participants opted to leave the programs altogether. These challenges underscore the need for continued support and improvement in program delivery.

Community and Spiritual Impact

The partnerships have not only transformed individual lives but also had a broader impact on communities. A participant observed that:

"The church has become more active and visible in our community as centers of transformation."

Therefore, the partnership has promoted spiritual growth and provided opportunities for community engagement. Another participant mentioned that:

"These partnerships have impacted youth and children to develop spiritually, providing children with leadership skills and they have given youth a platform to engage in community work."

This shows that projects where churches have increased their involvement in holistic child development, lead to improved spiritual well-being and community engagement. The partnerships also contributed to spiritual growth and development. It was shared that:

"We have seen participants growing in Christ, most of them leading praise and worship, leading prayers, preaching and teaching Gods word to peers. We have seen some participants' wellbeing improving and getting few incidences of diseases. The partnership have enabled some participants/households to get out of poverty through education and livelihood skills and the youth are becoming agents of change. The challenge still is limited funds because you plan but cannot get enough funds to facilitate all the activities which can cause a positive change."

This demonstrated that Compassion International's partnerships provided a pathway to grow and develop spiritually and individually. However, the funding challenges affected the project activities. This needs to be resolved to enhance the effectiveness of its programs.

Partnership Dynamics

Participants highlighted the importance of collaboration between churches and organizations like Compassion International. It was shared that:

"The church partnership is responsible for the shared decisions between Compassion International and the local churches."

This has led to holistic development and ownership of the ministry by local churches. This collaborative approach ensures that programs are tailored to meet local needs effectively. However, the effectiveness of the partnerships were affected by the heavy dependence of churches on resources from Compassion International. They also had limited capacity to effectively administer the programs. It was also shared that:

"Some parents are still struggling with the dependency syndrome and are so reluctant about the well-being of the children, with the mindset that the church will always provide everything to the participant. However, the church is trying their best to create awareness about positive parenting and project ownership by engaging them in project activities as much as possible."

These challenges affected the effectiveness of child and youth ministry programs.

Visible Transformation

Many participants reported witnessing visible transformation in the lives of children and youth due to these partnerships. This transformation was attributed to the holistic approach of the programs, which address spiritual, social, educational, and economic needs. An interviewee disclosed:

"At least 80% of the participants positively graduate from the program."

This indicated a high level of success in achieving program outcomes. This success reflected the effectiveness of church partnerships in fostering holistic development and community transformation. It was further shared that:

"Youth have had personal relationships with Christ, and they have grown into responsible individuals because of the foundation the church has given them that they're required to be like Jesus Christ. They have also gained employable skills that have earned them jobs that support themselves and their families. The challenge is that some church partners do not fully own the program and treat it as a Compassion program. Challenges come when the leader's heart is not for children, they neglect them and instead look for their own opportunities"

to use resources for their church growth, but overall, church's role is unmatched.”

Therefore, despite the visible transformation in lives of the youth and children due to the partnerships, their potential to gain more was affected by church leaders who did not take ownership of the programs but instead chose to serve their individual interests at the expense of the programs’.

4.3.2 Factors that affect the sustainability of church partnerships with Compassion International Uganda’s child and youth ministry

The second objective of this study was to assess the factors that affect the sustainability of church partnerships with Compassion International Uganda’s child and youth ministry. This section presents the findings related to this objective, focusing on the challenges and barriers that influence the effectiveness and longevity of these partnerships.

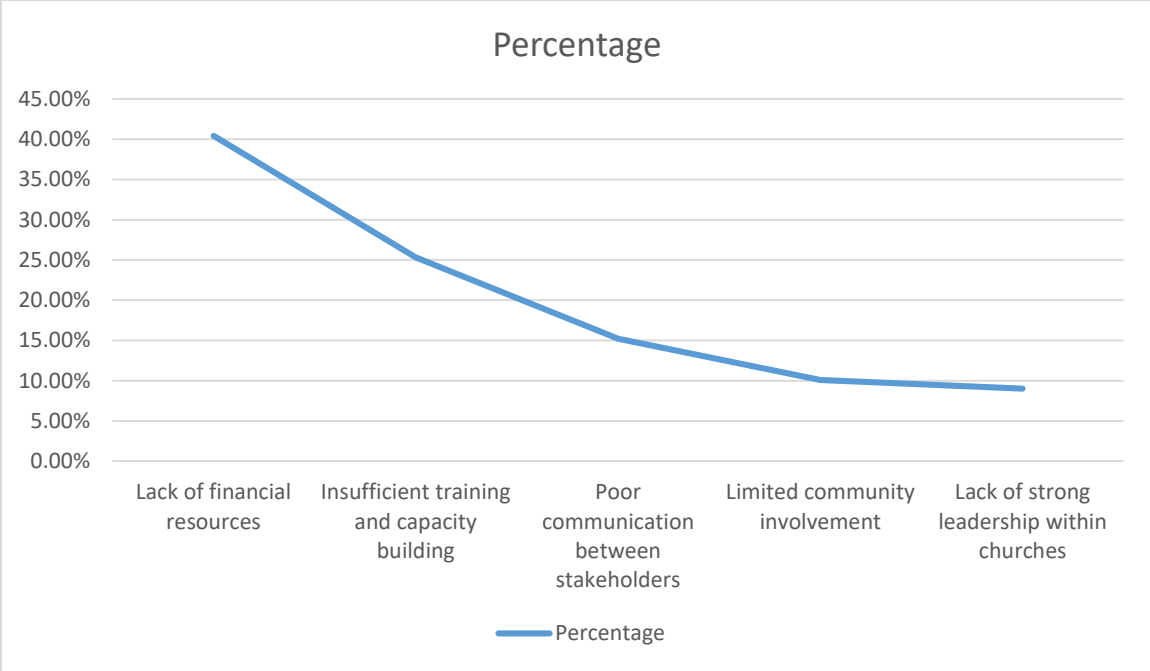
To understand the factors affecting sustainability, respondents were asked to identify challenges faced in maintaining effective partnerships. The findings are summarized in Table 4.9 below.

Table 4.9: Respondents' Views on Hindrances to Sustainability

Hindrances	Frequency	Percentages
Lack of financial resources	40	40.4%
Insufficient training and capacity building	25	25.3%
Poor communication between stakeholders	15	15.2%
Limited community involvement	10	10.1%
Lack of strong leadership within churches	9	9.0%
Total	99	100%

Source: Primary data (2023)

Figure 4.2: Hindrances to Sustainability



The above graph represents views on hindrances to sustainability. The findings indicated that 40.4% of respondents believe that a lack of financial resources is the primary hindrance to sustainability. This suggested that financial constraints significantly limited the ability of churches to implement and maintain effective child and youth ministry programs. Without adequate funding, churches may struggle to provide necessary services, support staff, and invest in community initiatives. Additionally, 25.3% of respondents highlighted insufficient training and capacity building as a challenge. This indicated that without proper training, church staff and volunteers may lack the skills needed to effectively manage programs and engage with their communities, which can hinder overall effectiveness. Poor communication between stakeholders was noted by 15.2% of respondents as another significant barrier. Effective communication is essential for collaboration and ensuring that all parties involved are aligned with the goals and objectives of the ministry. Limited community involvement (10.1%) also emerged as a concern, suggesting that when local communities are not actively engaged in church programs, it can lead to a lack of ownership and support for initiatives aimed at children and youth. Finally, 9% of respondents mentioned a lack of strong leadership within churches as a hindrance to

sustainability. Effective leadership is crucial for guiding programs, inspiring volunteers, and fostering a culture of commitment among church members.

The qualitative findings reveal several key challenges faced by churches in their partnerships with Compassion International, which impact the effectiveness and sustainability of child and youth ministry initiatives.

Lack of Financial Resources

A prominent theme that emerged from the discussions was the lack of financial resources. One church leader articulated this challenge clearly:

“Without adequate funding, we struggle to maintain our programs and support our staff.”

This sentiment was echoed by many participants, indicating that financial constraints significantly limit the ability of churches to implement and sustain effective child and youth ministry initiatives. The lack of funding not only affects day-to-day operations but also hinders long-term planning and development. Without sufficient financial backing, churches may find it difficult to invest in necessary resources, such as training for staff, materials for programs, and outreach efforts. This theme underscores the critical need for sustainable funding models to support church-led initiatives effectively.

Heavy Workload and Limited Professional Development

Another significant barrier identified was the heavy workload faced by church staff and volunteers, coupled with limited opportunities for professional development. A participant noted,

“We need more training to effectively manage our programs. Sometimes we feel overwhelmed.”

This highlights the importance of ongoing professional development to ensure that church personnel have the skills necessary to address the needs of children and youth. The feeling of being overwhelmed can lead to burnout among staff and volunteers, which ultimately affects program quality and participant engagement. This theme

emphasizes the need for structured training programs that not only enhance skills but also help alleviate some of the pressures associated with managing complex ministry initiatives.

Communication Gaps

Communication challenges were also highlighted as a barrier to effective partnership. A stakeholder stated,

“Sometimes we are not on the same page with Compassion International. Better communication would help us work together more effectively.”

This indicates that gaps in communication can hinder collaboration and impede progress toward shared goals. Effective communication is essential for ensuring that all parties involved in a partnership understand their roles, responsibilities, and expectations. This theme suggests that establishing clear and open lines of communication is vital for fostering collaboration between churches and Compassion International, ultimately leading to more successful outcomes in child and youth ministry initiatives.

Participants were also specifically asked to share if they had encountered any challenges with short-term partnerships. The findings are presented below:

Table 4.10: Challenges faced with short-term partnerships

If ever faced challenges with short-term partnerships	Frequency	Percentage
Yes	55	55.6%
No	44	44.4%
Total	99	100.0%

Source: Primary data (2025)

From the findings, majority of the participants (55.6%) confirmed that they had faced challenges with short-term partnerships. 44.4% confirmed that they had not. The

qualitative findings provided an opportunity to get to know the nature of challenges that the participants who confirmed had faced. These are presented below:

Failure to achieve project outcomes

It was revealed that short-term partnerships were not very effective in development because development was long-term in nature. Particularly, it was shared that:

“Child development has not been fully achieved since child milestones are not reached by the project end. Development is long term and so the shorter partnership doesn't allow for development to take place.”

Therefore, the transformational impact of some projects was not achieved as set out at the onset of the projects due to the duration of implementation. The limited time for implementing the projects often affected their outcomes and sustainability.

Internal environment challenges

Mistrust among partners was a challenge as well. Some churches also abused children while others engaged in financial mismanagement. It was noted that:

“There have been two challenges; one is child abuse, where the church conducts abuse because the person involved is their own and they are not willing to take action after investigation. Financial mismanagement is another challenge where the chances of receiving the funds back are impossible.”

These disrupted effective ministry to children and youth. It also discredited the church in the face of the community members.

Leadership gaps

The leadership also failed to support the child and youth ministry due to capacity gaps or conflict of interest or both. An interviewee shared that:

“Due to internal conflicts between the umbrella body and the local church, the local church renamed itself under a different denomination.”

Such actions affect child and youth ministry partnerships as projects have to end impromptu. Therefore, the impact of the programs is affected. Some partnerships had

been terminated after barely 2 years due to leadership conflicts and financial mismanagement. This was something that needed to be resolved.

Missed opportunities

It was learnt that most projects required a certain number of people and therefore, some children and youth were left out. An interviewee noted that:

“Participants who fail to find placements are left frustrated. Some participants also choose to drop out.”

Additionally, the recruitment selection was not favourable. It was shared that:

“In some projects, you find friends of church leaders training and teaching children.”

It was also learnt that some staff dropped out during the course of implementing the projects affecting children learning outcomes as most had already bonded with them.

Lastly, the participants were asked to share the factors which most significantly affect the sustainability of church partnerships. Their responses are provided below:

Table 4.11: Factors which most significantly affect the sustainability of church partnerships

Factors	Frequency	Percentage
Leadership quality within the church	62	62.6%
Availability of financial resources	40	40.4%
Community engagement and support	34	34.3%
Training and capacity-building for staff	30	30.3%
External socio-economic factors	25	25.3%
Total		

Source: Primary data (2025)

The findings revealed that leadership quality within the church was the most significant factor that affected the sustainability of church partnerships at Compassion

International (62.6%). Other factors included financial resources (40.4%), community engagement and support (34.3%), training and capacity-building for staff (30.3%) and external socio-economic factors (25.3%). In the qualitative findings, the participants hinted on how all of the above factors influenced the sustainability of church partnerships as follows:

Leadership quality

Leadership was seen as the strongest factor that influenced church partnerships. Participants agreed that projects were only as strong as their leaders. In fact, a participant emphasized that:

“In some places if the local leaders are not fully involved and own the programs then chances of sustainability are minimal.”

This implied that where leaders were not fully involved, most projects were bound to fail. It was noted that even leaders with limited influence were not very effective and were prone to being exposed to internal and church dynamics. Therefore, strong leaders were required for effective church partnerships.

Availability of financial resources

Financial resources were viewed as a key determinant for sustainable church partnerships. This was because finances were needed to run operations and to motivate actors. One of the facilitators of partnerships shared that:

“The lack of financial resources hampers partnerships. You cannot do anything without money.”

This implied that financial resources were a much-needed intervention to ensure the sustainability of church partnerships.

Community engagement and support

Low community engagement and support greatly affected the implementation and outcomes of projects. Particularly, it was reported that:

“If the community has negative cultural beliefs, projects are compromised. Some projects are also considered to be for Christians only.”

Extreme poverty also resulted in high dependence rates on projects which affected their sustainability and intention of community support.

Training and capacity-building of staff

Some staff did not have the required training and skillset to run projects. An interviewee emphasized that:

“Most of the church leaders double as civil servants and want to bring the practices of civil government into management of the partnership. For example, conflict of interest, poor accountability and diversion of resources and funds.”

It was learnt that the above practices affected the sustainability of church partnerships and did not align with the values and beliefs of the church.

External socio-economic factors

External socio-economic factors also affected the sustainability of church partnerships. For example, it was learnt that:

“When mobilizing local resources, the church does not like to involve politicians because they play dirty games.”

Therefore, despite the potential influence politicians would bring, it was felt that it would be better to exclude them. Economic factors were also mentioned as they affected donor funding, vendor performance and church business undertakings. Another example was political unrest. A participant noted that:

“If there is political unrest in a community, it very difficult and sometimes impossible for any activities to be implemented at the churches and communities because there will be consequences like families running away to safer places, staff feeling unsafe to implement activities both at the project and in the communities.”

With that some projects may be temporarily or permanently closed depending on the magnitude of the unrest. That way, partnerships are greatly affected. Political interference affects the normal programming at the church.

4.3.3 Measures in place by churches to amplify the sustainability of partnerships with Compassion International Uganda’s child and youth ministry

The third objective of this study was to analyze the measures in place by churches to amplify the sustainability of partnerships with Compassion International Uganda’s child and youth ministry. This section presents the findings related to this objective, focusing on the strategies and practices implemented by churches to ensure long-term sustainability.

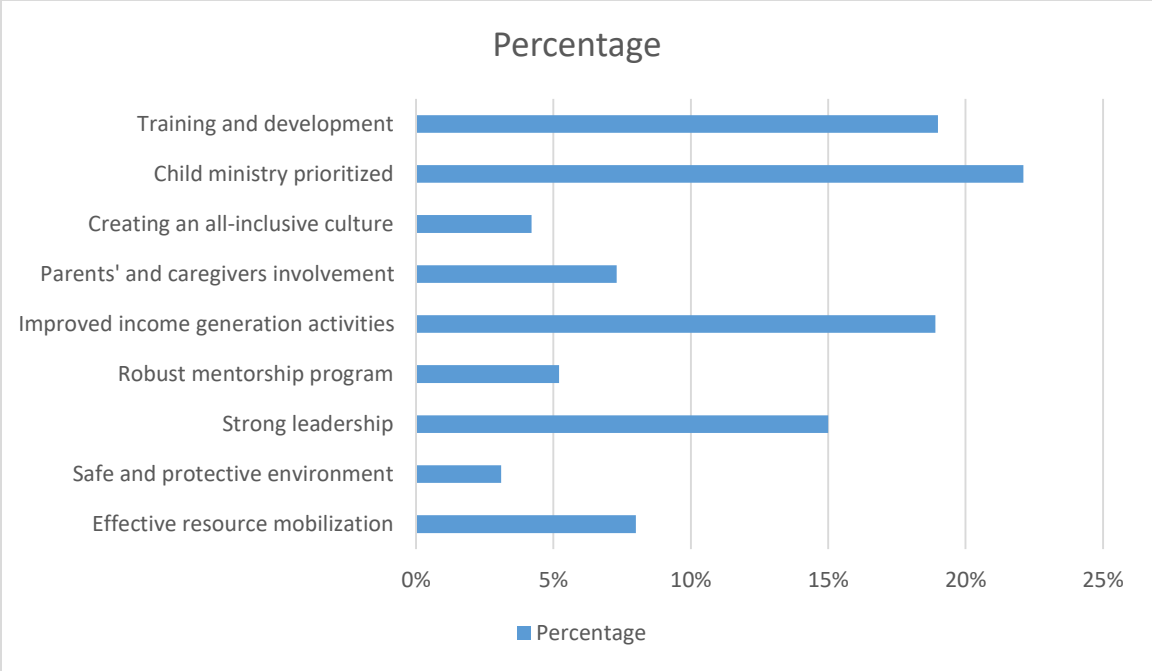
The study sought to understand what strategies churches can implement to enhance the long-term sustainability of child and youth ministry. The findings are summarized in Table 4.12 below.

Table 4.12: Strategies Churches Can Implement for Sustainability

Strategies or Practices	Frequency	Percentage
Effective Resource Mobilization	8	8%
Safe and Protective Environment	3	3.1%
Strong Leadership	15	15%
Robust Mentorship Program	5	5.2%
Improved Income Generation Activities	18	18.9%
Parents' and Caregivers Involvement	7	7.3%
Creating an All-Inclusive Culture	4	4.2%
Child Ministry Prioritized	21	22.1%
Training and Development	19	19%
Total	99	100%

Source: Primary data (2023)

Figure 4.3: Strategies Churches Can Implement for Sustainability



The above bar chart represents the strategies for improving sustainability in churches. The highest percentage (22.1%) indicated that prioritizing child ministry is crucial for enhancing sustainability. This underscored the importance of focusing resources on children's development and well-being, which can lead to better outcomes in child and youth ministry. Training and development were highlighted by 19%, suggesting that investing in continuous growth for staff contributes significantly to long-term success. Improved income generation activities were emphasized by 18.9%, indicating that generating sustainable income through various initiatives supports financial stability for ministries. Strong leadership (15%) was also essential for guiding growth and ensuring continuity in programs, while effective resource mobilization (8%) was necessary for securing both financial and non-financial resources critical for sustaining ministries over time.

The qualitative findings highlight several key strategies and practices that churches employ to ensure the long-term sustainability of their child and youth ministry initiatives.

Prioritization of Children's Needs

A significant theme that emerged from the interviews was the prioritization of children's needs within church programs. A church leader emphasized this focus by stating,

“Focusing on children's needs ensures we are meeting our mission effectively.”

This indicates that churches recognize the importance of aligning their child and youth ministry programs with the mission of Compassion International, which centers on improving the well-being of children. By prioritizing children's needs, churches are not only fulfilling their mission but also ensuring that their programs are relevant and impactful. This strategic focus helps to create a strong foundation for sustainable ministry efforts, as it directly addresses the challenges and requirements faced by children in their communities. The commitment to children's needs fosters an environment where programs can thrive and adapt to changing circumstances.

Involvement of Parents

Another important strategy identified was the involvement of parents in child and youth ministry initiatives. A participant in the focus groups shared,

“When parents are involved, it strengthens our community ties.”

This highlights how engaging parents not only enhances the effectiveness of programs but also fosters a sense of community ownership and participation. Involving parents in ministry activities helps to create a supportive network around children, reinforcing the values and lessons taught in church programs. This engagement can lead to increased attendance, participation, and support for initiatives aimed at improving children's lives. By fostering strong community ties through parental involvement, churches enhance the sustainability of their programs and ensure that they remain relevant to families' needs.

Participants were asked to share their opinions on the effectiveness of the current strategies. There were mixed feelings as documented below:

“The current strategies to address financial constraints are not very effective because people are biased for example when mobilizing local resources people

look at Compassion staff and the church that they already have a lot of funds from compassion and why ask for more funds. I recommend more networks but still Compassion can advocate for more funds specially to facilitate programme cycle activities and also increment of salaries because what they get is not equivalent of the work the staff are doing.”

From the above assertion, investing in networks and increasing salaries were recommended to enhance the effectiveness of church partnerships with Compassion International.

“The strategies are not very effective due to them not being very practical. For example, when a transition takes, place you can hardly find a church partner carrying on ministry as effectively as before. Funding strategies could include establishing income generating projects like vocational schools, commercial infrastructure and other business ventures.”

The sustainability of existing strategies was questioned because most of the projects were not effective without funding from Compassion International. Therefore, there was a need to empower beneficiaries in income generating activities to ensure that the programs continued to last long after funding from Compassion International.

“Local resource mobilisation, the community should have capacity to solve their own problems. The current strategies are working for mobilizing resources and engaging community, also bring on board alumni would also be another strategy, getting and youth to share testimonies as a way of marketing for sponsors.”

These findings showed that the community needed to be empowered to solve their own problems and alumni were needed to inspire others to enhance participation.

“The current strategies are weak because they depend on donors. Put in place local support systems, e.g., inviting corporate organizations and companies, businesspeople, and individuals willing to offer some money to support the ministry. Invest in income-generating ventures with the aim of earning money to support the ministry.”

This finding showed that the current strategies were weak due to heavy reliance on donors. Local support systems were needed to ensure the longevity of church partnerships.

4.3.4 Perceptions of the beneficiaries regarding the relevance and effectiveness of church partnerships with Compassion International Uganda to enhance child and youth ministry

The fourth objective of this study was to investigate the perceptions of the beneficiaries regarding the relevance and effectiveness of church partnerships with Compassion International to enhance child and youth ministry. This section presents the findings related to this objective.

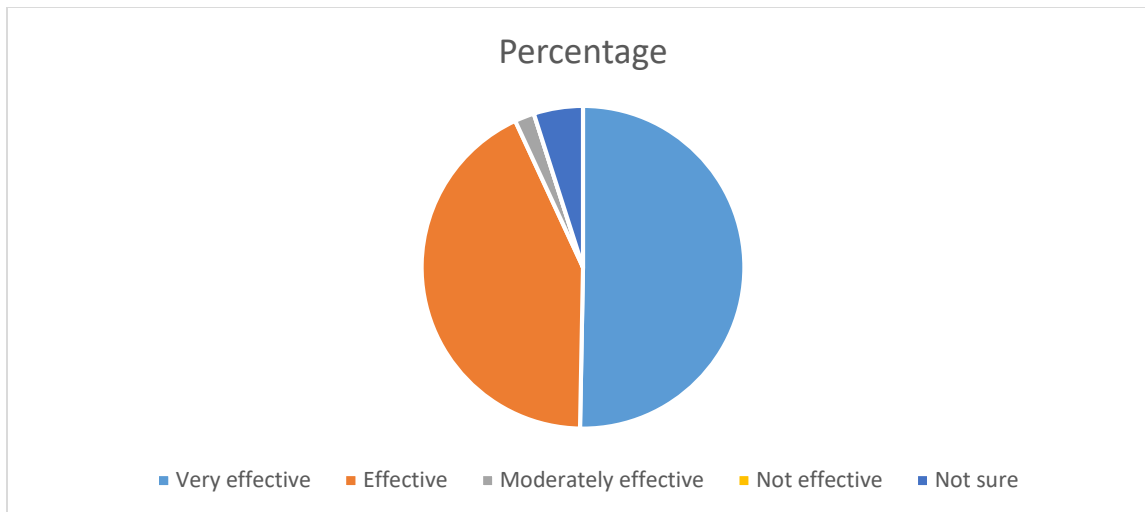
To assess the relevance and effectiveness of church partnerships, respondents were asked to share how effective they felt church partnerships were. The findings are summarized in Table 4.13 below.

Table 4.13: Views of Respondents About the Relevance and Effectiveness of Church Partnerships

Response	Frequency	Percentages
Very effective	50	51%
Effective	43	43.4%
Moderately effective	2	2.0%
Not effective	0	0%
Not sure	5	5.0%
Total	99	100%

Source: Primary data (2023)

Figure 4.4: Relevance and effectiveness of church partnerships



The data shows that a significant majority (51%) of respondents perceived church partnerships in child and youth ministry as "very effective," while an additional 43.4% found them "effective." This indicated a generally positive perception among beneficiaries regarding how these partnerships meet their needs. The absence of any respondents rating church partnerships as "not effective" further underscored their relevance in addressing the needs of children and youth involved in Compassion International programs. Additionally, 5% of participants expressed uncertainty about the effectiveness, which suggested that while most beneficiaries felt positive about the partnerships, there remained a small group that may need further engagement or clarification regarding their benefits.

The qualitative findings reveal several key themes related to the relevance and effectiveness of church partnerships in improving the quality of life for beneficiaries through programs offered by Compassion International.

Empowerment through Skills Development

A significant theme that emerged from the findings is the empowerment of beneficiaries through skills development. One participant shared,

“The skills I learnt have empowered me to start my own business.”

This indicates that the resources provided through church partnerships enable individuals to gain financial independence and contribute positively to their families.

The ability to start a business signifies a shift towards self-sufficiency, demonstrating how targeted skill development can lead to improved economic conditions for beneficiaries. This empowerment not only enhances individual livelihoods but also strengthens community resilience, as financially independent individuals are better positioned to support their families and contribute to local economies.

Effectiveness of Child and Youth Ministry Programs

Another prominent theme is the perceived effectiveness of child and youth ministry programs implemented by Compassion International. One participant stated,

“The programs are very effective; they address our needs and help us learn important life skills.”

This positive feedback suggests that these programs are well-aligned with the needs of children and youth in these communities. The alignment of programs with community needs is crucial for their success. By addressing specific challenges faced by children and youth, these initiatives not only provide immediate benefits but also equip participants with essential life skills that can lead to long-term positive outcomes. The effectiveness of these programs reinforces the importance of community-driven approaches in child development.

Cultural Adaptation and Local Relevance

Participants also noted that many programs had been adapted to fit the local context, enhancing their relevance. One community leader explained,

“The programs have been adjusted to include local customs and languages, making them more relatable for our children.”

This shows that Compassion International is responsive to the unique needs of different communities, which significantly enhances the relevance of its programs. Cultural adaptation is essential for ensuring that programs resonate with participants. By incorporating local customs and languages, Compassion International fosters a sense of ownership among community members, encouraging greater participation and engagement in the initiatives. This responsiveness not only improves program

effectiveness but also builds trust between Compassion International and local communities.

Participants were asked to share the concerns they had about the effectiveness of Compassion International's Child and Youth Ministry partnerships. While some had no concern, those who had shared that:

Need to promote ownership of partnerships

The need to promote ownership of church partnerships among leaders was raised as a concern. Specifically, it was shared that:

“My concern is that the church leaders need to be empowered to own the partnership and the partnership to be effective there is a need for fund increment to enable the partnership to be effective.”

It was believed that this would enhance the sustainability of child and youth ministry programs and generally enhance the effectiveness of Compassion International's partnerships with churches.

Promotion of good financial management practices

The need to adopt good financial management practices was raised as another concern. An interviewee emphasized that:

“The church's capacity to handle finances they have never had before is tempting to misuse it.”

Therefore, churches had to be trained on how to handle project finances for the benefit of the entire partnership.

Training and Capacity-Building

It was learnt that some actors in the church had low education levels and therefore did not understand project management concepts. It was noted that:

“Church partnership committee members and overseers are not educated, and they can't understand the dynamics of the program, which renders the program ineffective and sustainable.”

This made their inherent capability to manage church partnerships questionable as their skillset was lacking. Therefore, efforts in building the capacity of churches to manage church partnerships was needed.

Re-focus of Programs

Participants shared their concerns on the numerous programs that were introduced with some having overlapping goals and objectives. It was shared that:

“The unending change...very many programs are introduced without much consultation with the stakeholders and some are the same.”

This implied a duplication of efforts which meant other much-needed interventions were left out.

More supervision

The lack of supervision at the local level was recognized as one of the major concerns. A participant recommended to:

“Increase in number of visits by compassion staff and more capacity building to the church leaders.”

This was because low levels of supervision provided a ground for poor project implementation affecting project outcomes.

Improve Remuneration

Staff were subjected to poor remuneration and other benefits which resulted in a high turnover and ultimately affected the sustainability of church partnerships. A participant disclosed that:

“Remuneration and other benefits like medical insurance for staff is not motivating so more staff attrition which affects longevity of tutors and impacts programs and poor supervision of program activities since church leaders are also busy in their pursuit of livelihood because the church does not pay or barely pays many of them.”

This finding revealed the plight for church staff who were expected to contribute to the success of church partnerships with little or no pay. It demotivated them and influenced them to look for brighter opportunities to earn.

4.4 Conclusion

This chapter presented the study findings. A response rate of 91% was achieved. The gender distribution was 53% males and 47% females. Most participants had worked for 6-9 years and most fell under the age group of 36-40 years. Participants shared that most partnerships were older than 10 years. It was reported that church partnerships had a high impact on child and youth ministries. The sustainability of church partnerships was affected by factors such as limited financial resources and insufficient training and capacity building. Churches were implementing measures such as prioritizing child ministry and establishment of income generation activities to improve the sustainability of church partnerships. Most beneficiaries believed that church partnerships were very effective. The next chapter contains the discussion section.

CHAPTER FIVE: DISCUSSION

5.0 Introduction

This discussion section examines how the findings relate to the reviewed literature and the Resource-Based View (RBV) theory, as well as their contributions to new knowledge and practical implications. The analysis is organized around the research objectives.

5.1 Impact of church partnerships on the outcomes of Compassion International Uganda's programs on child and youth ministry in Uganda

The findings indicate that church partnerships significantly enhance the outcomes of Compassion International Uganda's child and youth ministry programs. This aligns with existing literature, which emphasizes that collaborative efforts between faith-based organizations and local churches can mobilize resources effectively to address community needs (Knoetze, 2021). For instance, Abumoghli (2020) notes that church partnerships leverage extensive networks to promote sustainable development. These partnerships are crucial in fostering holistic development, including spiritual, social, educational, physical, and economic growth.

The findings also align with the Resource-Based View (RBV), which posits that leveraging unique organizational resources such as community networks and moral authority can enhance program effectiveness (Barney, 1991). Churches, through their partnerships with organizations like Compassion International, utilize these resources to deliver tailored programs that meet specific community needs. However, while many beneficiaries reported positive experiences, others expressed concerns about inconsistent support and resource allocation. This disparity highlights the necessity for churches to adopt a more integrated approach to partnership management, as suggested by DeVries and Safstrom (2020), who advocate for long-term planning over reactive measures. Long-term planning would help ensure consistent support and resource allocation, addressing the concerns of inconsistent support raised by some beneficiaries.

5.2 Factors that affect the sustainability of church partnerships with Compassion International Uganda's child and youth ministry

The study identified several factors affecting the sustainability of church partnerships, including resource dependency and leadership challenges. The identified challenges, including resource dependency and leadership issues, resonate with Akinsulire's (2021) assertion that reliance on external funding can compromise sustainability efforts. This is consistent with the Resource-Based View (RBV) theory, which emphasizes the importance of internal resources, such as leadership capabilities, in achieving sustainable outcomes (Barney, 1991). The reliance on external funding is a significant barrier to sustainability, as it can create dependency and limit the ability of church organizations to maintain programs independently (Akinsulire, 2021). This dependency can lead to challenges in sustaining initiatives once external funding ceases. Addressing this challenge requires developing sustainable funding models that reduce reliance on external resources.

Poor leadership and communication within church partnerships can hinder effective program implementation (Oduro et al., 2022). The study highlights the importance of strong leadership in ensuring the sustainability of church partnerships. Leadership quality was identified as the most significant factor affecting sustainability, with 62.6% of respondents emphasizing its importance. Effective communication is also crucial for collaboration and ensuring alignment with ministry goals. The RBV theory supports the perspective that internal resources, such as leadership capabilities, are essential for achieving sustainable outcomes (Barney, 1991). Enhancing leadership skills within church organizations is crucial for overcoming challenges and ensuring long-term sustainability. This includes investing in leadership development, promoting transparent communication, and implementing capacity-building initiatives.

This study contributes new knowledge by highlighting specific leadership practices that can enhance sustainability. Transparent communication and capacity-building initiatives are identified as key strategies for mitigating dependency issues and fostering resilience within church partnerships. Practically, this underscores the

importance of investing in leadership development within church organizations to address challenges related to resource dependency and leadership. The practical implications of these findings suggest that church organizations should prioritize leadership development and capacity building. This can be achieved through training programs that enhance leadership skills and promote effective communication. Additionally, developing sustainable funding models that reduce reliance on external resources is essential for ensuring the long-term sustainability of church partnerships.

5.3 Measures in place by churches to amplify the sustainability of partnerships with Compassion International Uganda's child and youth ministry

The research highlighted various measures that churches can adopt to enhance the sustainability of their partnerships with Compassion International Uganda. These included capacity-building initiatives and community engagement strategies. The literature supports these findings by emphasizing that building local capacity is essential for fostering resilience in ministry practices (DeVries & Safstrom, 2020). Furthermore, Oduro et al. (2022) advocate for involving youth in decision-making processes to ensure that programs are relevant and effective. This participatory approach not only strengthens community ties but also aligns with the RBV's emphasis on leveraging unique organizational resources such as local knowledge and youth engagement to achieve competitive advantages. The practical implication is that churches should prioritize training programs for leaders and volunteers to enhance their skills in resource management and community engagement.

5.4 Perceptions of the beneficiaries regarding the relevance and effectiveness of church partnerships with Compassion International Uganda to enhance child and youth ministry

Finally, the study explored beneficiaries' perceptions regarding the relevance and effectiveness of church partnerships in enhancing child and youth ministry. Many participants expressed a strong sense of connection to their programs, indicating that when ministries align with their needs, they foster greater engagement. This finding is consistent with Adogame's (2016) assertion that contextualization is vital for effective

ministry in Africa. However, some beneficiaries reported feelings of disconnection due to age-segregated models within church partnerships, echoing Akinsulire's (2021) concerns about intergenerational engagement. To address these issues, churches should consider adopting more inclusive practices that facilitate interaction between different age groups, thereby enhancing commitment to faith among young people. The RBV suggests that leveraging unique community insights can enhance program relevance. Therefore, churches should adopt inclusive practices that foster intergenerational collaboration, thereby enhancing commitment among young people.

5.5 Conclusion

Church partnerships were positively influencing child and youth ministry programs as they provided avenues for benefitting from resources and capacity development programs which some churches previously lacked access to. However, challenges such as resource dependency and poor leadership were threatening their sustainability. To address this, there is a need to invest in capacity-building initiatives, among other measures. Also the concerns shared by the beneficiaries need to be addressed. The next chapter provides the summary of findings, conclusions and recommendations.

CHAPTER SIX: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

The aim of this study was to investigate the sustainability of child and youth ministry among church partnerships in Uganda, using Compassion International Uganda as a case study. The objectives of the study were: to evaluate the impact of church partnerships on the outcomes of Compassion International Uganda's programs on child and youth ministry in Uganda, assess the factors that affect the sustainability of church partnerships with Compassion International Uganda's child and youth ministry, analyse the measures in place by churches to amplify the sustainability of partnerships with Compassion International Uganda's child and youth ministry and investigate the perceptions of the beneficiaries regarding the relevance and effectiveness of church partnerships with Compassion International Uganda to enhance child and youth ministry. The study used a mixed-methods research approach to achieve these objectives. This section provides the summary of findings, conclusion and recommendations.

6.1 Summary of findings

6.1.1 Impact of church partnerships on the outcomes of Compassion International Uganda's programs on child and youth ministry in Uganda

Respondents valued several key activities as impactful. Continuous coordination and training were highlighted by 45.4% of respondents, emphasizing the importance of well-trained personnel in achieving positive outcomes. Church ownership of the ministry vision was noted by 22.2%, indicating that active engagement from local churches fosters commitment and responsibility. Capacity building was mentioned by 15% of respondents, while economic empowerment through Income Generating Activities (IGAs) and Savings and Credit Cooperative Organizations (SACCOS) was noted by 8%. These activities are crucial for empowering families and achieving program goals. When assessing the overall impact of church partnerships, a significant majority of participants perceived them as highly effective. Specifically, 31.4% rated the impact as very high, 53.5% as high, and 15.1% as moderate. This suggests that most participants

believe these partnerships are successful in achieving their objectives, with a substantial number recognizing an exceptionally strong impact.

The study also examined how churches engage with their local communities. The most common engagement strategy was partnering with schools to facilitate educational programs, which enhanced access to learning opportunities for children (45.4%). Hosting community events was another significant approach, fostering inclusiveness and strengthening relationships between churches and local families (22.2%). Providing resources or support to families in need demonstrated the church's commitment to addressing community welfare (15.1%), while skill-building workshops contributed to economic stability (12.1%).

Qualitatively, participants emphasized the holistic approach of church partnerships, addressing spiritual, social, educational, physical, and economic development. Churches are vital in customizing programs to meet local needs, directly impacting children and communities. For instance, participants noted that these partnerships have led to improved academic performance and increased school enrollment, shifting parental attitudes towards education and healthcare. Additionally, church partnerships have supported participants in acquiring education and skills for employment, contributing to community development and empowering youths.

Despite the positive impacts, challenges persist. Participants noted that not all registered participants achieve intended outcomes due to factors like lack of resources and unsupportive home environments. However, the partnerships have transformed individual lives and communities, promoting spiritual growth and community engagement. Churches have become centers of transformation, providing leadership skills and platforms for community work. Funding limitations and dependency on external resources affect program effectiveness, but the partnerships have led to visible transformation, with many participants graduating positively.

6.1.2 Factors that affect the sustainability of church partnerships with Compassion International Uganda's child and youth ministry.

The study identified several factors that affect the sustainability of church partnerships with Compassion International Uganda's child and youth ministry. The primary hindrance to sustainability was a lack of financial resources, noted by 40.4% of respondents. This financial constraint significantly limits churches' ability to implement and maintain effective programs, support staff, and invest in community initiatives. Insufficient training and capacity building were highlighted by 25.3% of respondents, indicating that without proper training, church staff and volunteers may lack the necessary skills to manage programs effectively. Poor communication between stakeholders was another significant barrier, noted by 15.2% of respondents. Effective communication is crucial for collaboration and ensuring alignment with ministry goals. Limited community involvement (10.1%) and a lack of strong leadership within churches (9%) also emerged as concerns.

Qualitatively, participants emphasized the need for sustainable funding models, ongoing professional development, and improved communication to address these challenges and enhance partnership sustainability. Leadership quality within the church emerged as the most significant factor affecting sustainability, followed by financial resources, community engagement and support, training and capacity-building for staff, and external socio-economic factors. Strong leadership and financial resources are crucial for operational needs and motivating actors. Community engagement is affected by cultural beliefs and poverty, while the lack of proper training leads to practices that do not align with church values. External socio-economic factors, such as political unrest and economic conditions, also impact partnership sustainability.

The study explored the challenges faced by participants with short-term partnerships in child and youth ministry. A majority of participants (55.6%) reported encountering challenges, while 44.4% did not. The qualitative findings highlighted several key issues: failure to achieve project outcomes, internal environment challenges, leadership gaps

and missed opportunities. These challenges underscore the need for more sustainable and well-managed partnerships to ensure effective and transformative outcomes in child and youth ministry.

6.1.3 Measures in place by churches to amplify the sustainability of partnerships with Compassion International Uganda's child and youth ministry.

The study analyzed the measures implemented by churches to enhance the sustainability of their partnerships with Compassion International Uganda's child and youth ministry. The highest percentage (22.1%) emphasized prioritizing child ministry as crucial for sustainability. This focus ensures that resources are aligned with the mission of improving children's well-being, creating a strong foundation for sustainable ministry efforts. Highlighted by 19% of respondents, investing in continuous growth for staff is essential for long-term success. This includes providing ongoing training to enhance skills and adaptability in program delivery. Noted by 18.9% of respondents, generating sustainable income supports financial stability for ministries. This can involve establishing income-generating projects such as vocational schools or commercial ventures. Emphasized by 15% of respondents, strong leadership is vital for guiding growth and ensuring program continuity. Effective leaders can foster a culture of commitment and accountability within church organizations. Engaging parents in ministry activities strengthens community ties and fosters a sense of ownership, enhancing program effectiveness and sustainability.

Qualitatively, participants emphasized the importance of practical strategies such as establishing local resource mobilization systems, empowering communities to solve their own problems, and involving alumni to inspire others. However, there were mixed feelings about the effectiveness of current strategies, with some participants suggesting that they are not practical due to heavy reliance on donor funding. Recommendations included investing in networks, increasing salaries, and establishing income-generating projects to ensure program longevity after external funding ceases.

6.1.4 Perceptions of the beneficiaries regarding the relevance and effectiveness of church partnerships with Compassion International Uganda to enhance child and youth ministry.

The study investigated the perceptions of beneficiaries regarding the relevance and effectiveness of church partnerships with Compassion International Uganda in enhancing child and youth ministry. The findings indicate a generally positive perception among beneficiaries, with 51% rating these partnerships as "very effective" and an additional 43.4% as "effective." No respondents found the partnerships "not effective," underscoring their relevance in addressing the needs of children and youth involved in Compassion International programs.

Beneficiaries highlighted the empowerment they experienced through skills development. For instance, one participant shared that the skills learned enabled them to start their own business, leading to financial independence and improved economic conditions for their families. This empowerment not only enhances individual livelihoods but also strengthens community resilience. Participants praised the effectiveness of child and youth ministry programs, noting that they address specific needs and provide essential life skills. This positive feedback suggests that these programs are well-aligned with community needs, reinforcing the importance of community-driven approaches in child development. Beneficiaries appreciated that many programs were adapted to fit the local context, enhancing their relevance. By incorporating local customs and languages, Compassion International fosters a sense of ownership among community members, encouraging greater participation and engagement in the initiatives.

Despite the positive perceptions, beneficiaries raised several concerns. There was a need to empower church leaders to own the partnerships, which would enhance sustainability and effectiveness. Incremental funding was suggested to support this goal. Beneficiaries emphasized the importance of adopting good financial management practices to prevent misuse of funds. Training churches on handling project finances was recommended. Some church leaders lacked the education and skills needed to

manage partnerships effectively. Capacity-building efforts were recommended to address this gap. Participants noted that numerous programs with overlapping goals were introduced without sufficient consultation, leading to duplication of efforts. A re-evaluation of programs to avoid redundancy was suggested. Beneficiaries highlighted the need for increased supervision at the local level to ensure proper project implementation. This included more visits by Compassion staff and capacity-building for church leaders. Poor remuneration and benefits for staff led to high turnover rates, affecting program sustainability. Improving compensation was recommended to motivate staff and reduce attrition.

6.2 Conclusions

6.2.1 Impact of church partnerships on the outcomes of Compassion International Uganda's programs on child and youth ministry in Uganda

The findings highlight the significant role these partnerships play in enhancing program effectiveness and sustainability. Church partnerships are instrumental in fostering holistic development and community engagement. While challenges exist, addressing these is crucial for maximizing the impact of these partnerships. Overall, this research demonstrates the transformative power of church partnerships in fostering holistic development and community engagement.

6.2.2 Factors that affect the sustainability of church partnerships with Compassion International Uganda's child and youth ministry

This study provides comprehensive insights into the factors affecting the sustainability of church partnerships with Compassion International Uganda's child and youth ministry programs. The findings highlight several key challenges and factors that influence partnership sustainability. The primary hindrances to sustainability include a lack of financial resources, insufficient training and capacity building, poor communication, limited community involvement, and a lack of strong leadership within churches. Qualitatively, participants emphasized the need for sustainable funding models, ongoing professional development, and improved communication to address these challenges. Short-term partnerships were also found to face significant challenges,

including the inability to achieve long-term development goals, internal environment issues such as mistrust and financial mismanagement, leadership gaps, and missed opportunities due to limited capacity and biased practices.

6.2.3 Measures in place by churches to amplify the sustainability of partnerships with Compassion International Uganda's child and youth ministry

The findings underscore the need for churches to adopt sustainable strategies that reduce dependency on external funding and enhance community engagement and leadership capabilities. By prioritizing child ministry, investing in training, and promoting income generation activities, churches can ensure the long-term success of their partnerships with Compassion International.

6.2.4 Perceptions of the beneficiaries regarding the relevance and effectiveness of church partnerships with Compassion International Uganda to enhance child and youth ministry

These findings suggest that while church partnerships with Compassion International are perceived as effective, addressing the identified concerns is crucial for enhancing their relevance and sustainability. By promoting ownership, improving financial management, enhancing capacity-building, streamlining programs, increasing supervision, and improving remuneration, these partnerships can better meet the needs of children and youth in Uganda.

6.3 Recommendations

Based on the findings of the study, the following recommendations are made to Compassion International, churches, the community, and the government of Uganda:

Recommendations to Compassion International

- i. **Enhance Training and Capacity Building:** Continue to emphasize continuous coordination and training for church partners and staff. This will ensure that programs are delivered effectively and that personnel are equipped to address the holistic needs of children and youth.

- ii. **Strengthen Church Ownership:** Foster greater ownership of the ministry vision among local churches. This can be achieved by involving church leaders in decision-making processes and empowering them to tailor programs to meet specific community needs.
- iii. **Expand Economic Empowerment Initiatives:** Build on the success of Income Generating Activities (IGAs) and Savings and Credit Cooperative Organizations (SACCOS) by expanding these initiatives to more communities. This will enhance economic stability for families involved in child and youth ministries.
- iv. **Collaborate with Other Organizations:** Continue partnerships with organizations like Opportunity International to leverage resources and expertise in addressing poverty and promoting sustainable development.

Recommendations to Churches

- i. **Increase Program Ownership:** Churches should take greater ownership of child and youth ministry programs, recognizing their role as central hubs for community transformation.
- ii. **Customize Programs:** Continue to tailor programs to meet local needs, ensuring that initiatives are culturally relevant and effective in addressing community challenges.
- iii. **Foster Community Engagement:** Host community events and provide resources to families in need to strengthen relationships between churches and local communities.

Recommendations to the Community

- i. **Support Church Initiatives:** Encourage community members to participate in church-led initiatives, such as skill-building workshops and educational programs, to enhance personal and economic development.
- ii. **Promote Positive Parenting:** Engage in awareness campaigns to promote positive parenting practices, encouraging supportive home environments that foster children's development.

Recommendations to the Government of Uganda

- i. **Support Church-Community Partnerships:** Recognize the role of church partnerships in community development and provide support through policies and resources that enhance their effectiveness.
- ii. **Address Funding Challenges:** Collaborate with organizations like Compassion International to address funding limitations that affect program delivery and sustainability.
- iii. **Promote Holistic Development:** Encourage holistic development initiatives that address spiritual, social, educational, physical, and economic needs, aligning with the church partnerships' approach.

By implementing these recommendations, Compassion International, churches, the community, and the government of Uganda can work together to maximize the impact of church partnerships and foster sustainable development in child and youth ministries.

6.4 Areas for further research

The following areas are recommended for further research:

- i. Relationship between financial management practices and the success of church partnerships in Uganda.
- ii. The role of community support and engagement in child and youth ministry program implementation among churches in Uganda.
- iii. The influence of leadership in the creation and sustainability of church partnerships in Uganda.

6.5 Conclusion

This chapter summarized the findings per objective of the study. Conclusions for each objective based on the findings were provided. The chapter also includes the recommendations proposed to different stakeholders. Lastly, the areas for further research emanating from the gaps identified in the study are provided.

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APPENDICES

Informed Consent Form

Title of Study: Investigating the Sustainability of Child and Youth Ministry Among Church Partnerships in Uganda: A Case Study of Compassion International Uganda

Researcher: Bunghala Sarah Witta

Introduction

You are being asked to take part in a research study about how well church partnerships help Compassion International Uganda's programs for children and youth. This form has details about the study so you can decide if you want to participate. Please read it carefully and ask any questions you have before agreeing to be in the study.

Background and Purpose of the Study

Compassion International Uganda works with local churches to help children and youth. We want to learn if these church partnerships are working well and how they can be improved. This study will help us understand what makes these partnerships successful and how they can continue to help children and youth in the future.

What You Will Be Asked to Do

If you agree to be in this study, you will be asked to:

- Answer questions in a survey, interview or focus group discussion guide.
- Share your thoughts and experiences about the church partnerships and Compassion International Uganda's programs.

Who Can Participate?

People who are involved in church partnerships with Compassion International Uganda, such as church leaders, program staff, volunteers, and the children and youth who benefit from these programs, can participate in this study.

Risks and Discomforts

We do not expect any major risks from being in this study. However, some questions may make you feel uncomfortable. You can skip any question you don't want to answer. Your answers will be kept private and safe.

Benefits

By participating in this study, you will help us understand how to make church partnerships even better for children and youth in Uganda. The results of this study may help Compassion International Uganda and local churches improve their programs and support for young people.

Confidentiality

We will keep your personal information private. Your name and other details that could identify you will not be shared with anyone outside the research team. All data will be stored securely, and only the researchers will have access to it.

Right to Withdraw

You can choose to stop being in the study at any time without penalty. Your decision will not affect any services or support you receive from Compassion International Uganda or the local church.

Questions

If you have any questions about this study, you can contact the researcher listed at the top of this form.

Consent

By signing this form, you are agreeing that:

- You have read and understood the information in this form.
- You have had a chance to ask questions and have received answers.
- You voluntarily agree to be in this study.

Statement of Consent

I have read and understood the information in this consent form. I have had the opportunity to ask questions and have received satisfactory answers. I voluntarily agree to participate in this study.

Name of Participant: _____

Signature of participant: _____

Date: _____

Name of interviewer/Person obtaining informed consent:

Signature of interviewer/Person obtaining informed consent: _____

Date: _____

Survey Questionnaire For Church Leaders

Section A: Demographic information

For this section, kindly tick the suitable response.

1. What is your gender?

- Male
- Female

2. What is your level of work experience?

- 0-1 years
- 2-3 years
- 4-5 years
- 6-9 year
- 10-19 years

3. What is the age of respondents?

- 20-25 years
- 26-30 years
- 31-35 years
- 36-40 years
- Above 41 years

For how long have you partnered with Compassion International?

- 1-2 years
- 3-5 years
- 6-10 years
- Above 10 years

Section B: Impact of church partnerships on the outcomes of Compassion International Uganda's programs on child and youth ministry in Uganda

1. What are your views on the effectiveness of activities of Compassion International's partnerships?
 - Continuous coordination and training of staff and CPC and overseers
 - The church owning the vision for child and youth ministry
 - Capacity building for church overseers, CPC and staff
 - Investing in income generating activities (IGAs) and SACCOs
 - Creating strong leadership within the church

2. How do churches engage with the local community to support child and youth ministry initiatives?
 - Partnerships with schools; facilitating educational programs
 - The church hosts community events
 - Providing resources or support to local families in need
 - Skill-building workshops for the community
 - Collaborating with local government agencies or social services

3. Rate the overall impact of church partnerships on child and youth ministries.
 - Very high impact
 - High impact
 - Moderate impact
 - Low impact
 - No impact

Section C: Factors that affect the sustainability of church partnerships with Compassion International Uganda's child and youth ministry

1. Identify the challenges faced in maintaining effective partnerships
 - Lack of financial resources
 - Insufficient training and capacity building
 - Poor communication between stakeholders
 - Limited community involvement

- Lack of strong leadership within churches
2. Have you encountered any challenges with short-term partnerships?
- Yes
 - No
3. Choose the factors which most significantly affect the sustainability of church partnerships.
- Leadership quality within the church
 - Availability of financial resources
 - Community engagement and support
 - Training and capacity-building for staff
 - External socio-economic factors

Section D: Measures in place by churches to amplify the sustainability of partnerships with Compassion International Uganda's child and youth ministry

1. What strategies can churches implement to enhance the long-term sustainability of child and youth ministry?
- Effective resource mobilization
 - Safe and protective environment
 - Strong leadership
 - Robust mentorship program
 - Improved income generation activities
 - Parents' and caregivers involvement
 - Creating an all-inclusive culture
 - Child ministry prioritized
 - Training and development

Section E: Perceptions of beneficiaries regarding the relevance and effectiveness of church partnerships with Compassion International Uganda to enhance child and youth ministry

1. How effective are church partnerships with Compassion International?

- Very effective
- Effective
- Moderately effective
- Not effective
- Not sure

Interview Guide For Staff

1. What is the impact of the activities employed by Compassion International?
2. What is the impact of Compassion International's contributions to sustainability in child and youth ministry?
3. What are the challenges faced by churches in partnerships with Compassion International related to the impact of effectiveness and sustainability of child and youth ministry initiatives?
4. How do the following factors influence the sustainability of church partnerships:
 - Leadership quality within the church
 - Availability of financial resources
 - Community engagement and support
 - Training and capacity-building for staff
 - External socio-economic factors
5. What are the key strategies and practices that churches can employ to ensure the long-term sustainability of their child and youth ministry initiatives?
6. How relevant and effective are church partnerships in improving the quality of life for beneficiaries through programs offered by Compassion International?

Focus Group Discussion Guide For Beneficiaries

1. How have the activities of Compassion International had an impact on you?
2. How have Compassion International's activities contributed to sustainability in child and youth ministry?
3. Which challenges does your church face regarding its partnership with Compassion International?
4. What are the key strategies and practices that churches can employ to ensure the long-term sustainability of their child and youth ministry initiatives?
5. How relevant and effective are church partnerships in improving the quality of life for beneficiaries through programs offered by Compassion International?