

**SINGLE DONOR DEPENDENCY AND SUSTAINABILITY OF NGO SERVICE
DELIVERY “ANALYSIS OF WHY AMIINA MINISTRIES UGANDA HAS FAILED
TO EXPAND ITS FUNDING PORTFOLIO”**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
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**UGANDA CHRISTIAN
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Declaration

I, **ALICE NYANGOMA**, do hereby declare that this project entitled **SINGLE DONOR**

DEPENDENCY AND SUSTAINABILITY OF NGO SERVICE DELIVERY “ANALYSIS

OF WHY AMIINA MINISTRIES UGANDA HAS FAILED TO EXPAND ITS FUNDING

PORTFOLIO” is my original work and has never been submitted to any University or Institution

of Higher Learning for any award.

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DATE: 8TH APRIL 2025

Approval

This research project by ALICE NYANGOMA, entitled **SINGLE DONOR DEPENDENCY AND SUSTAINABILITY OF NGO SERVICE DELIVERY “ANALYSIS OF WHY AMIINA MINISTRIES UGANDA HAS FAILED TO EXPAND ITS FUNDING PORTFOLIO”** was conducted under my supervision and is now ready for submission to the School of Business of Uganda Christian University.

Signature:

A handwritten signature in black ink, appearing to read 'Eric Mwima', written in a cursive style.

Date: 11-04-2025

Eric Mwima

University Supervisor.

Dedication

I dedicate this research project to my family for the encouragement to move this far. May the Almighty God give you life in abundance with flourishing blessings.

Acknowledgements

I am indebted to God my creator, who has graced me to live to see this great mile stone in my life, am forever grateful to You Lord.

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Table of Contents

Preliminary Pages

Declaration.....	ii
Approval.....	iii
Dedication.....	iv
Acknowledgement.....	v
List of Tables and figures	ix
Abstract.....	x
CHAPTER ONE:.....	1
GENERAL INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the study	1
1.2 Historical Background	4
1.3 Contextual back ground	6
1.4 Theoretical background.....	8
1.4 Statement of the Problem.....	8
1.5 Central/Analytical research question.....	10
1.6 Practical/Action question	10
1.7.0 Objectives of the study.....	10
1.7.1 General objective:.....	10
1.7.2 Specific objectives:.....	11
1.8 Research Questions.....	11
1.9 Hypotheses of the study.....	11
1.10.0 Scope of the Study	11
1.10.1 Scope of the Study	11
1.10.2 Content Scope.....	12
1.10.3 Geographical Scope.....	12
1.10.4 Time Scope	12
1.11 Significance of the Study	12
CHAPTER TWO.....	13
LITERATURE REVIEW.....	13

2.0	Introduction	13
2.1	Key Definitions	13
2.2.0	Research Model	14
2.2.1	Service System Development (SSD)	14
2.2.2	Donor Pyramid Model	16
2.3	How Technical capacity to mobilize funds Affect Sustainability of NGO Services.....	17
2.4	How Funding Policy of NGOs affect the sustainability of NGO Services.....	19
2.5	How Alternative Income Generating Projects Affect the sustainability of NGO Services.....	21
2.6	How Accountability Mechanisms Affect the Sustainability of NGO Services	23
	CHAPTER THREE	26
	RESEARCH METHODOLOGY	26
3.0	Introduction	26
3.1	Research Design.....	26
3.2	Area of study.....	27
3.3	Population, Sample Size and Sampling Techniques	27
3.3.1	Population	27
3.3.2	Sample Size	27
3.3.3	Sampling Techniques	28
3.4	Sources of information.....	29
3.5	Data Collection Instruments	29
3.5.1	Questionnaire	29
3.5.2	Interview Guide	30
3.5.3	Researcher’s Diary	30
3.6	Variable Definitions and Measurements.....	30
3.7	Data Collection Procedure.....	31
3.8	Data Processing and Analysis	31
3.9	Reliability and Validity	32
3.9.1	Reliability	32
3.9.2	Validity.....	32
3.10	Ethical considerations	32
3.11	Research Challenges	33
	CHAPTER FOUR.....	34
	PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDING	34

4.0	Introduction	34
4.1	Response Rate.	34
4.2	Socio-Demographic Characteristics of Respondents.	34
4.2.1	Gender of the respondents	35
4.2.2	Age Range of Respondents.....	35
4.2.3	Religion of the respondents	36
4.2.4	Education Level of the respondents	36
4.2.5	Marital status of the respondents	37
4.2.6	Period respondents have Served in the NGO	38
4.3	Sustainability of NGOs.....	38
4.4	Technical Team Capacity to Mobilize Funds and the sustainability of NGOs.....	41
4.5	Funding policy of NGOs and the sustainability of Amiina Ministries.....	44
4.6	Alternative income generating projects and the Sustainability of NGOs service.....	46
4.7	Accountability Mechanism and the sustainability of Amiina Ministries.....	48
	CHAPTER FIVE.....	51
	DISCUSSIONS, SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS	51
5.0	Introduction	51
5.1	Discussion of Findings	51
5.1.1	Discussion of how technical capacity to mobilize funds affects the sustainability of Amiina Ministries services in Uganda.....	51
5.1.2	Discussion of how funding policy of NGOs affect the sustainability of Amiina Ministries services in Uganda.	54
5.1.3	Discussion on how alternative income generating projects affect the sustainability of Amiina Ministries services in Uganda.....	55
5.1.4	Discussion of how accountability Mechanism affect the sustainability of Amiina Ministries services in Uganda.	56
5.2	Summary and Conclusion of Findings.	57
5.2.1	Summary on how technical capacity to mobilize funds affects the sustainability of Amiina Ministries' services in Uganda.....	57
5.2.2	Summary on how funding policy of NGOs affect the sustainability of Amiina Ministries' services in Uganda.	58
5.2.3	Summary on how alternative income generating projects affect the sustainability of Amiina Ministries' services in Uganda.....	58
5.2.4	Summary on how accountability Mechanism affects the sustainability of Amiina Ministries' services in Uganda.	59

5.3 Recommendations	59
References	60
APPENDIX II: Questionnaire for survey on the <i>Church Growth and Development</i>	65

List of Tables and figures

Table 1 Shows the gender of respondents.....	35
Table 2 Shows the age range of the respondents.....	35
Table 3Shows Religion of the respondents.....	36
Table 4Shows Education Level of the respondents.....	36
Table 5shows Marital Status of the respondents	37
Table 6Shows Period respondents have served in the NGO.....	38
Table 7summary of the response on sustainability of Amiina Ministries	39
Table 8 respondents’ response on technical capacity to mobilize funds.....	42
Table 9 Responses on funding policy and the sustainability of Amiina Ministries	45
Table 10 Respondents’ response on alternative income generating projects	47
Table 11 Respondents response on accountability Mechanisms of Amiina Ministries.....	49
Table 13Morgan's Table of Sample Size	63
Figure 1	28

Abstract

This study investigated single donor dependency and sustainability of NGO Service Delivery by analyzing why Amiina Ministries Uganda has failed to expand its funding portfolio. The specific objectives of the study were: To assess how technical capacity to mobilize funds affect the sustainability of NGO services in Uganda; To find out how funding policy of NGO affect the sustainability of NGO services in Uganda; To find out how alternative income generating projects affect the sustainability of NGO services in Uganda and; To assess what extent accountability mechanism affect the sustainability of NGO services in Uganda. The study adopted a mixed research design that used both qualitative and quantitative research approaches. The target population for this study was 52 participants from which a sample size of 49 respondents was selected using Krejcie and Morgan table (1970). Data was collected using questionnaires and interview guides. The major findings from the study showed **73.00** agree that technical capacity to mobilize funds in Amiina Ministries has high effect on its sustainability of service delivery in Uganda; **57.00** percent mean showed that funding policy of Amiina Ministries affects the sustainability of its services in Uganda; alternative income generating projects scored **76.49** overall percentages mean implying that, alternative income generating projects affect the sustainability of Amiina Ministries service delivery in Uganda; and **78.40** percent mean score showed that accountability mechanism affects the sustainability of Amiina Ministries' service delivery in Uganda. The study show that "technical capacity to mobilize funds, funding policy of Amiina Ministries, alternative income generating projects and accountability mechanism significantly effect Amiina Ministries funding portfolio hence the reason "why Amiina Ministries has failed to expand its funding portfolio".

CHAPTER ONE:

GENERAL INTRODUCTION

1.0 Introduction

This chapter presents the general background, contextual back ground, statement of the problem, central/analytical research question, practical/action question, objectives of the study, research questions, hypotheses of the study, scope of the study and significance of the study.

Non-Governmental Organizations are active in almost every sector of society and work on topics that address nearly every aspect of life.

With the increasing visibility of the predicament of disaster victims and growing recognition of the vulnerability of nations, the number of NGOs focusing on international humanitarian relief and development has grown exponentially. These organizations have asserted their position as a primary component of disaster response and recovery and fill many of the gaps left by national and multilateral organizations. NGO are not affiliated with any government whether local, regional, national, or even international or intergovernmental. These organizations work locally, nationally, and internationally in the field of development and relief, and there are hundreds of thousands of NGOs that operate in every corner of the world (Damon P. Coppola, 2015).

1.1 Background of the study

A Non-Governmental Organization (NGO) is an organization generally formed independent from government (Jim Church 2021). They are typically nonprofit entities, and many of them are active in humanitarian or social services; they can also include clubs and associations that provide services to their members and others. In the same perspective, Horowitz, Jason (2017) reported

that an NGO is "a not-for profit (although they may receive government funding), voluntary citizen's group that is organized on a local, national or international level to address issues in support of the public good. NGOs can be lobby groups for corporations, such as the World Economic Forum. NGOs are distinguished from international and intergovernmental organizations (*IOs*) in that the end are more directly involved with sovereign states and their governments. The term NGO as it is used was first introduced in Article 71 of the newly formed United Nations' Charter in 1945 (Karns, Margaret P. 2023).

NGOs are classified by; orientation entailing the type of activities an NGO undertakes, such as activities involving human rights, consumer protection, environmentalism, health, or development; level of operation, which indicates the scale at which an organization works: local, regional, national, or international (U.S. Department of State 2017). NGOs advance the social goals of their members by improving the natural environment, encouraging the observance of human rights, improving the welfare of the disadvantaged, or representing a corporate agenda. Their goals cover a wide range of issues. They may fund local NGOs, institutions and projects, and implement projects (Lawry, Lynn (2013).

The evolution of the role of NGOs in Africa means that their role in “development” represents a continuity of the work of their heralds, the missionaries and voluntary organisations that cooperated in Europe’s colonization and control of Africa. Today their work contributes marginally to the relief of poverty, but undermines the struggle of the African people to emancipate themselves from economic, social and political oppression. Though the major objective of NGOs is to improve the social economic status of communities, some do play a role in supporting an emancipatory agenda mostly in Africa Uganda inclusive, but that would involve them disengaging from their authoritarian role in development from missionaries of empire to missionaries of development (New African, 2018).

For NGOs to effectively execute their mandate, they need funds. There are various methods and venues to acquire funds, thus, NGOs should be strategic enough in seeking approaches suitable to their needs and capabilities. NGOs use more than one method to acquire funds such as; Grant funding, Cash donations, Contributions, Membership Dues, Investment income, Fundraising campaigns, Crowd funding, Matching grants, Corporate matching programs, Program Service Revenue, In-kind donations, Loan Financing and Giving circles (Kimberly N Yu 2023). Though there are such multiple sources of funding for NGOs, The majority of Ugandan NGOs who receive international funding are dependent on one or two donors, hence the sustainability is always compromised with (New African, 2018).

Bougheas, Spiros P (2022) urges that, though there are other sources of funding NGOs depend heavily on income from Donation for project and administrative purposes. The scholar contends Kimberly N Yu (2023) and states that, there are three main sources of funding available to NGOs are: i) donor funding - usually granted through a formal application process; ii) income-generating activities including membership or subscription fees, publications, sale of products, inkind contributions; and iii) investments these sources include fixed deposits, financial investments, trust funds, and endowment funds which are usually generic or non-project specific but often only associated with the biggest NGOs. However, Uganda government subcontracts the delivery of certain services to NGOs in form of Grant application funding to accomplish their task.

Ikram E Ali (2016) cited Bennett & Adiin Yaansah (1995) and stated that, Donors use NGOs as the canals of assistance as opposed to the host governments. They are now second largest source of relief and social service delivery assistance after bilateral governmental donors directly delivering humanitarian assistance, setting up water and sanitation systems, offering a modicum of protection and providing reintegration and social service to communities direct. The leading donor to Uganda NGOs is the United States, shaping the aid portfolio of Uganda to \$178 million since the beginning

of Fiscal Year 2023. SP Bougheas (2022) stated that, the average annual revenue of NGO is around 478 million Ugandan shillings (275,000US\$ 2002 prices) but this masks a median of only 38 million.

1.2 Historical Background

Since the end of the cold war, NGOs have emerged as the major actors in the fields of humanitarian relief, social service delivery and human rights advocacy. The global scene saw the earliest forms of transnational environmental NGOs started to appear after the Second World War with the creation of the International Union for the Conservation of Nature and natural resources after the UN was formed in 1945, more environmental NGO started to emerge in order to address more specific environmental issues. In 1946, the UN Educational, Scientific, and Cultural Organization (UNESCO) were created with the purpose of advocating and representing scientific issues and collaboration among environmental NGOs (Ikram E Ali 216). In 1972, the UN Conference on the Human Environment in Stockholm, tried to address the issues on Sweden's plead for international intervention on trans-boundary pollution from other European industrialized nations (Baccaro L, 2001)

NGOs in Africa can be traced back to before 1989. The history of non-governmental organizations starts most prominently after colonization. Due to land redistribution, new labor laws and the reconstructive government under colonial rule, NGOs started gradually overtime to protect the well-being of indigenous African inhabitants (Mann, Gregory (2014). In the 1980s and 90s African born NGOs started developing to an international scale, growing to a point of African International recognition and solidarity. These groups were formed mostly due to the sudden push for democratization, economic, or climate issues (Hearn, Julie (November 2007).

In the 1980s, West African countries- such as Ghana, Côte d'Ivoire, and Liberia- were pushed to implement "neoliberal economic reforms" and in the 1990s, the three countries made efforts to implement "democratic reforms". However, the lasting effects of colonization destabilized the states' capacity to provide for its citizens; hence the birth of NGOs to fulfill the peoples' need for basic resources (MacLean .M. Lauren 2017).

In East Africa, NGOs became even more important from the early 1990s when countries in the region were experiencing social-economic difficulties brought about by adoption of Structural Adjustment Programs (SAPs). This resulted in reduced role of the state in the delivery of basic services. Civil society filled the gaps (Hershey M.J 2013).

In Uganda, the growth of the NGO sector goes back to the 1970s, when many NGOs came in to fill the gap left by the collapse of government. The social, economic and political structure of Uganda was marked by political turmoil, mismanagement of the entire government institutions, and insufficient leadership capacity. This pioneered the volunteer service, charities organizations came up together to provide much-needed assistance hence, the birth of NGOs.

The movement was first initiated by faith based organizations, principally large established churches (Elsevier 1998). This movement was subsequently reinforced by international NGOs, before being spread by governmental donors. The Uganda government is now considering relying more heavily on NGO sector for a variety of welfare and social service delivery. Before 1980s, NGOs as a sector was not feasible in Uganda with exception of church aid missionaries in Uganda. Many people perceived NGOs as relief or welfare organizations which provide help to the poor and destitute especially during times of disaster (Willetts Peter (2000)).

Ugandan NGO sector has experienced enormous growth in the number of registered NGOs going from less than 500 in 1992 to 3,500 in 2002, close to 7,000 in 2008, 8,500 in 2011 and finally

14,000 by 2021 (Ministry of Internal Affairs, 2021report). Some NGOs are national i.e. operate across the country, while others only operate in one or a few districts at most. Some NGOs are involved in multi-sectorial activities, while others are mono sectorial/thematic in their program focus. The range of NGO activities in Uganda has greatly expanded in recent years to include work in the areas of macro policy advice; advocacy on a wide range of issues including human and civil rights, integrity, and accountability in public office; good governance and democracy; lobbying and research (Ministry of Foreign Affairs, 2020). This growth is partly due to the role that the Government of Uganda has encouraged NGOs to provide service delivery due to “a perceived failure of governmental development assistance” (Barr and Fafchamps, 2006).

Before 1989, under the Companies Law, all NGOs were registered as LLCs, or NGOs appointed their directors in accordance with the Trustee Creation Law. The number of NGOs in the Ugandan NGO sector continued to grow. This led to the enactment of Chapter 113 of the NGO Registration Law in 1989, which established the National NGO Board whose mission was to register all NGOs in the country.

The government of Uganda through the then Ministry of Internal Affairs, embarked on drafting the National NGO Policy 2010, which changed the NGO regulatory framework. Since then, the NGO Act 2016 has been enacted to repeal Article 113 of the NGO Registration Law. Therefore, since the entry into force of the 2016 "NGO Law", NGO Office was established in 2016 followed by a process of drafting the 2017 NGO Bylaw to make the law enforceable.

1.3 Contextual back ground

In Uganda like any other country in Africa NGOs struggle to sustain their activities due to limited resources. NGO sustainability is the ability to continue its core activities even without local or international donor funding. Sustainability of NGO means being able to survive and continue to

serve its constituency and fulfil its commitments to the community within which it operates. In order to sustain itself, an NGO must ensure a flow of social, financial, and human resources (Huriye Toker, 2023). The NGO sector in Uganda is highly donor dependent. Most NGOs in Uganda access funds from external donors either directly or through international NGOs (INGOs) with operations in the country. High donor dependence highlights the insubstantiality of the local NGO sector and weak sustainability of its program activities (Mukasa, S. 2006).

One significant aspect in NGO sector development in Uganda is the increased organizational initiatives that have resulted in the formation of clusters, networks or umbrella organizations most of which extend their activities down to the district and sub-county level. For sustainability reasons, such organs should be supported to strengthen their work as they provide an important opportunity for addressing quality assurance and other sector development issues in a harmonized and constructive manner (Albani, M., & Henderson, K. (2014).

The sustainability of the NGO sector deteriorated moderately in 2021 as six of seven dimensions recorded a decline. The legal environment was weakened moderately by the government's increased enforcement of regulatory obligations and its harassment of NGOs. This limited the flow of funds hence donors declined and they had to cease their operations. As a result all Local NGOs that were dependent of the international NGOs had to cease operations and latter closed the offices (CSO Sustainability Index for Uganda 2021). In addition to that, The NGO sector's organizational capacity deteriorated significantly with the 2021 DGF's suspension. This was a live example that Local NGO can easily cripple as long as they are single source funded. All NGOs which were funded by DGF were affected and their sustainability weakened.

1.4 Theoretical background

This research adopted a Service System Development (SSD) model. SSD is about making sure you have everything you need to deliver the services, including people, processes, consumables, and equipment. Service System Development (SSD) is to analyze, design, develop, integrate, verify, and validate service systems, including service system components, to satisfy existing or anticipated service agreements. The Service System Development process area is applicable to all aspects of a service system. It applies to new service systems as well as changes to existing service systems. A “service system” is an integrated and interdependent combination of service system components that satisfies stakeholder requirements. A “service system component” is a process, work product, person, consumable, or customer or other resource required for a service system to deliver value. Service system components can include components owned by the beneficiaries in a not for profit organization like NGOs, or a third party.

The people who are considered service system components are those who perform tasks as part of the service system, including provider staff and end users, to enable the system to operate and thereby deliver services. The Service System Development process area offers an alternative means of achieving somewhat similar ends by covering requirements development as well as service system development, integration, verification, and validation in a single process area.

1.4 Statement of the Problem

The NGO Sector in Uganda like in all the other African countries are struggling in the sustainability of their service delivery. The NGOs are struggling to execute their core activities without the support of local or international donors due to the limited resources they have and as such they struggle in delivering services to their beneficiaries and in fulfilling their commitments

to the communities they serve. They are struggling to sustain their social, financial, and human resources (Huriye Toker, 2023).

They are highly donor dependent in that most NGOs in Uganda access their funding from external donors either directly or through international NGOs that operate in the country. The high donor dependence highlights the insubstantiality of the local NGO sector and weak sustainability of its program activities (Mukasa, S. 2006).

Most NGOs in Uganda have increased organizational initiatives that have resulted in the formation of clusters, networks or umbrella organizations through which they extend their activities down to the district and sub-county level, for sustainability reasons (Albani, M., & Henderson, K. (2014).

The sustainability of the NGO sector deteriorated moderately in 2021 as six of seven dimensions recorded a decline. The legal environment was weakened moderately by the government's increased enforcement of regulatory obligations and its harassment of NGOs. This limited the flow of funds hence donor funding declined and they had to cease their operations. As a result all Local NGOs that were dependent on international NGOs had to cease operations and latter closed the offices (CSO Sustainability Index for Uganda 2021). In addition to that, The NGO sector's organizational capacity deteriorated significantly with the 2021 DGF's suspension. This is a live example of how Local NGOs easily cripple as long as they are single source funded. All NGOs which were funded by DGF were affected and their sustainability weakened.

The Government of Uganda streamlined, repeal and replaced the Non-Governmental Organisations Act Cap. 113; to provide a conducive and an enabling environment for the Non-Governmental Organisations sector and it's on such laws that NGOs like Amiina Ministries Uganda are formed to serve communities especially in Gaps left out by government to its citizens.

Amiina Ministries Uganda has objectives that have to be implemented and to do so, the organization must source for funds to sustain their services. Proposal writing, charity, government and community engagements have been done to source for sufficient funds but no success has been recorded and the current operations are funded by a single donor of whom the sustainability of funding is not permanent hence putting Amiina Ministries' services sustainability at stake. Since the Covid-19 and the lock down period, many funders pulled out leaving many NGOs like Amiina Ministries with a single donor. To make matters worse, the most recent sanctions by the United States suspending funding to NGOs in Africa has unfavorably affected many NGOs like Amiina Ministries leaving them crippled with small funding from one donor. The demand for service in the communities is high as well as sustaining the internal operations but funding is insufficient. Although there may be many other organizations and individuals that may be willing to fund NGOs, Amiina Ministries has failed to source multiple donors to expand its funding portfolio. It's this that has prompted the researcher to find out why Amiina Ministries has failed to expand its funding portfolio. The research as well found out how Amiina Ministries can expand its funding portfolio in order to sustain its services in Uganda?

1.5 Central/Analytical research question

Why has Amiina Ministries Uganda failed to expand its funding portfolio?

1.6 Practical/Action question

How can Amina Ministries Uganda Expand its funding portfolio?

1.7.0 Objectives of the study

1.7.1 General objective:

To find out why NGOs experience single donor dependency and how it affects the sustainability of their service delivery in Uganda.

1.7.2 Specific objectives:

- 1) To assess how technical capacity to mobilize funds affect the sustainability of NGO services in Uganda.
- 2) To find out how funding policy of NGOs affect the sustainability of NGO services in Uganda.
- 3) To find out how alternative income generating projects affect the sustainability of NGO services in Uganda.
- 4) To assess how accountability mechanism affect the sustainability of NGO services in Uganda.

1.8 Research Questions

1. How does technical capacity to mobilize funds affect the sustainability of NGO services in Uganda?
2. How does funding policy of NGOs affect the sustainability of NGO services in Uganda?
3. How do alternative income generating projects affect the sustainability of NGO services in Uganda?
4. How does accountability mechanism affect the sustainability of NGO services in Uganda?

1.9 Hypotheses of the study

1. Technical capacity to mobilize funds affect the sustainability of NGO services in Uganda.
2. Funding policy of NGOs affects the sustainability of NGO services in Uganda.
3. Alternative income generating projects affect the sustainability of NGOs services in Uganda.
4. Accountability Mechanisms affect the sustainability of NGOs services in Uganda.

1.10.0 Scope of the Study

1.10.1 Scope of the Study

The scope of the study was be perceived in content scope, geographical scope and time scope

1.10.2 Content Scope

The study examined the effect of single donor funding on the sustainability of NGOs services in Uganda. The content focused on how technical capacity to mobilize funds, funding policy of NGOs, alternative income generating projects and accountability Mechanism affects the sustainability of NGOs services in Uganda. The research focused on why has Amina failed to expand its funding portfolio.

1.10.3 Geographical Scope

The study was carried out in the head office of Amiina Ministries – Uganda in Mityana Uganda. Amiina Ministries - Uganda has failed to expand its funding portfolio hence compromising the sustainability of its services in Mityana and other parts of country as per its objectives.

1.10.4 Time Scope

The study covered the period from 2018-2023; a period during which there has been single donor dependency in Amina which in the long run has effect on the sustainability of its services in the country hence raising a concern for study. Nevertheless, NGO forum (2022 report) showed that many NGOs are single donor funded and hence the sustainability of their services is at stake.

1.11 Significance of the Study

The study provides information to the ministry of internal affairs and helps them in strategies and mechanisms required for NGO funder expansion to sustain their services in the community.

The research findings are useful to NGO forum for improving the funding sources and portfolio for NGOs to ensure sustainability of their services in Uganda.

The research findings are of great importance to directors and administrators of NGOs in Uganda since a challenge has been spotted and recommendations are given showing them what to fix to ensure sustainability of NGO services in Uganda.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents key literature on the topic under the sub headings: theoretical review, donor funding contribute to sustainability of NGOs in Uganda, Income generating activities contribute to sustainability of NGOs in Uganda, investments contribute to the sustainability of NGOs in Uganda and grant application contributes to the sustainability of NGOs in Uganda. This provides the researcher varying perceptions from various researchers in this field to draw comparisons on the topic and determine the literature gaps in different scholars' work.

2.1 Key Definitions

Funding is the practice of providing money to the organizations or individuals for particular purpose. Funding is the act of providing resources to finance a need, program, or project. While this is usually in the form of money, it can also take the form of effort or time from an organization or company. Generally, this word is used when a firm uses its internal reserves to satisfy its necessity for cash, while the term financing is used when the firm acquires capital from external sources (Mishkin Frederic (2012).).

Jean Folger, (2024) defined **Non-Governmental Organizations** (NGO) as a group that functions independently of any government with the objective of improving social conditions. NGOs are typically non-profit institutions. They are sometimes called civil society organizations and are established on community, national, and international levels to serve a social or political goal such as a humanitarian cause or the protection of the environment. For example, NGOs might focus on activities in areas involving health or health emergencies, education, infrastructure, advocacy of minority rights, support of the poor, and the reduction of crime. The term NGO is generally accepted to refer to usually non-profit, private organizations that operate outside of government

control. Some NGOs rely primarily on volunteers while others support a paid staff. The World Bank identifies two broad groups of NGOs: Operational NGOs, which focus on the design and implementation of development projects; Advocacy NGOs, which defend or promote a specific cause and seek to influence public policy. Some NGOs may fall under both categories simultaneously. Examples of NGOs include those that support human rights, advocate for improved health, or encourage political participation.

NGOs focus on a wide range of issues and areas. These might include women's rights, the health of the environment and planet, healthcare, political advocacy, labor unions, religious faith, care of aging adults, and youth empowerment. While the government is not involved in the activities of NGOs, government regulates them via their filing of information returns that show an NGO's funding, management, and activities.

Sustainability is defined by United Nations Commission as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” Today, there are almost 140 developing countries in the world seeking ways of meeting their development needs, but with the increasing threat of climate change, concrete efforts must be made to ensure development today does not negatively affect future generations. In the same perspective Carol Carmichael defined Sustainability as a process that creates a high quality of life and a vibrant economy while respecting the need to protect the environment and sustain natural resources while sustainability in scholarly articles is defined as “the development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs”.

2.2.0 Research Model

2.2.1 Service System Development (SSD)

This research will adopt a Service System Development (SSD) and the donor pyramid model. SSD is about making sure you have everything you need to deliver the services, including people, processes and equipment to ensure service delivery. This is in line with viability of funds, Income

generating activities, investments and the ability to have applied grants to have intended objectives of service delivery. Service System Development (SSD) is to analyze, design, develop, integrate, verify, and validate service systems that bring about the desired financial performance, Organizational Practice and Community interest to satisfy existing or anticipated service. The Service System Development process area is applicable to all aspects of a service system. It applies to new service systems as well as changes to existing service systems. A “service system” is an integrated and interdependent combination of service system components that satisfies stakeholder requirements. A “service system can include components owned by the beneficiaries in a not for profit organization like NGOs, or a third party.

The components of service system require funds availability, Income generating activities, investments and the ability to have applied grants to perform tasks as part of the service delivery, by staff and end users, to enable the system to operate and have sustainability in community. The Service System Development process area offers an alternative means of achieving somewhat similar ends by covering requirements development as well as service system development, integration, verification, and validation in a single process area for desired financial performance, Organizational Practice and Community Interest.

It is especially important to remember that the components of some service systems can be limited to people and the processes they perform. This is related to the need for required funds to run the service system, to have answer for community needs and arouse their interests for the organization. In those contexts and similar ones in which service systems are fairly simple, exercise care when interpreting the specific practices of this process area so that the implementations that result provide business value to the service provider organization. The service system development process is driven by service and service system requirements that are collected from various

sources such as service agreements and defects and problems identified during both service delivery and incident resolution and prevention processes.

2.2.2 Donor Pyramid Model

A donor pyramid model by Robert and Joan Blum 1960s work is a tool that helps nonprofits in categorizing donors based on their giving levels and engagement. The model is a standard fundraising method that can help nonprofits understand their fundraising approach and develop strategies to increase revenue. In a donor pyramid model, donors are ranked from the bottom to the top, with new and prospective donors at the bottom and major, lead, and planned donors at the top. The pyramid narrows and divides into different sections as it grows, representing the decreasing number of repeat donors, one-time donations, and legacy donors.

Each level of giving has different costs and expectations associated with it. Using a donor pyramid model can help nonprofits develop strategies to increase revenue over time. However, the model may not work for every nonprofit or fundraising campaign because how a donor base is organized depends on the organization's unique goals and priorities. The donor pyramid can be a highly impactful tool for fundraising and stewardship. However, its usefulness largely depends on how you create your donor pyramid and the distinctions you make between groups of donors i.e Giving frequency, Engagement levels, Affinity, capacity, and potential to give, Donor acquisition date and Members vs non-members. With these distinctions, the donor pyramid helps better understand donors and what each group needs from a given organization. Therefore, the Technical capacity to mobilize funds using this model will require them have the knowledge and capacity to understand the tool, Funding policy of NGOs, Alternative income generating projects and Accountability Mechanism that affect the sustainability of NGOs services should be linked to the elements above.

2.3 How Technical capacity to mobilize funds Affect Sustainability of NGO Services.

Mechai .V & Jonathan .H, 2011 stated that, NGOs rely on the generosity of donors to cover the costs of their activities through donations. The scholars farther stated that, NGOs find such traditional funding sources insufficient to meet growing needs and rising costs. In addition, restrictions imposed on many grants and donations, along with the uncertainty of these funds over time, make it difficult for NGOs to do long-term planning, improve their services or reach their full potential. UNAIDS (2021 report on NGOs sustainability) stated that, Lack of funds limits the quantity and/ or quality of the important work NGOs do. The report continued to asserts that, when the costs of an NGO's core activities exceed the inflow of grants and donations, it is forced to either reduce the quantity, continuity and quality of its work, or to find new sources of funds to cover the difference. However, if this is the end result of low funding portfolio, why is Amina a single donor funded and has not sought of expanding its funding portfolio?

Dependence on grants and donations can constrain the autonomy of NGOs to choose which program activities to undertake and to select the most effective intervention strategies to achieve program goals (Mechai .V & Jonathan .H, 2011). Batti (2012) stress that if the challenges the NGOs address are still around in five, ten to twenty years, donors may not continue supporting them as the issues are never-ending hence, the need for the NGO's technical team to mobilize more or new funders to sustain their programs and activities. The scholar underpinned that, the uncertain stability of donor funding, makes it difficult for NGOs pursue their organization's main activities hence, forcing the NGOs to abandon a project and or fail to realize the project to its fruition especially when they are unable to make long term plans for expanding the core activities or improving the quality of program services. However, for expanding the funding portfolio and sustainability purposes, NGO's technical team should Partner with other organizations: Partnering with organizations that have expertise in a relevant field can help NGOs save costs and gain access

to valuable knowledge; Organize fundraising events: NGOs can invite guests to fundraising events and ask for donations; Use donation boxes: NGOs can place donation boxes in public to request small amounts of money; Collect in-kind contributions: NGOs can ask for in-kind contributions such as used clothes, furniture, books, vehicles, or even buildings and Build relationships: NGOs can build and manage relationships with people who share the same values and concerns as the organization (Gyamfi 2010 as cited by Mymunah.H 2015).

Resource mobilization for an organization encompass a wide range of items, not just cash hence, NGOs can solicit volunteer assistance, collect material donations or get in-kind contributions from members in a given community hence, "resource mobilization. This requires skills and knowledge by the technical team for mobilizing such resources to sustain the programs and activities of the organization. Since the uncertainty over donor funding for NGOs is a threat to many organizations. The need to have skilled and knowledgeable technical team is paramount if the funding portfolio is to expand and sustain project activities to improve the quality of services (Kiragu & Njue, 2013).

Urselmann, M. (2019) The level of education and experience of Technical team in an organization has capacity to ensure Structured and efficient resource mobilization for the continuation of the organization's service provision to beneficiaries. If the organization recruits high level education and experienced Technical team, it not only supports organizational sustainability but also allows for improvement and scale-up of programmes, services and products since they have capacity to plan for sustainability with the current cash inflows. However, Craig Linton & Paul Stein (2016) argues that, Rather than focusing on soliciting large amounts from big funders, the scholars recommend that, technical team should create a diverse mix of funding sources, including individual donors, corporations and international organizations. The technical team should have capacity to create a unique "funding mix" hence, spreading the risk when a funder falls short or ends the engagement.

Urselmann, M. (2019) argued that, technical team should have a role of relationship building between the organization and its resource partners. The better and longer the relationship, the greater the resource partner's confidence in 'their' organization; the greater the willingness to take on more (financial) responsibility for the organization. This gradual process of relationship fundraising can be illustrated using the model of the donor pyramid. The scholar continues to state that, it's the mandate of a Technical team to use their capacity to develop programs that attract direct co-financing (from donors, governments or the private sector). They should also indirectly mobilize finance, by supporting the creation of favorable environments. Such technical assistance activities help address knowledge, policy / regulatory, risk and viability gaps that improve funding portfolios and sustain the programs of the organization. Technical teams assistance in mobilizing finance can use their initial financing to develop programs that attract direct co-financing for these programs from donors, developing country governments or the private sector (Bloomberg New Energy Finance (BNEF). 2015).

2.4 How Funding Policy of NGOs affect the sustainability of NGO Services.

The NGO sector in Uganda contributes to national expenditure and account for one-and a-half of the public sector workforce (Ssewakiryanga 2013). However, the NGO sector remains highly dependent on external donor funding policy stream through which they successfully mobilize funds from donors to commence operations. Funding is paramount for NGOs as it enables its survival and sustainability to serve. This means that an organization will be able to fulfill commitments to "its clients, its patrons, and the community in which it operates" so that the groups who depend on it can "place their trust in that commitment" (Weerawardena et al., 2009). However, the Nana & Maureen (2012) revealed that NGOs are highly dependent on external funding policy to source their funds for their programmes/ activities which undermines their independence as they tend to bend to the donor objectives visa vi the NGO objectives.

NORAD (2012) indicated that, majority of NGOs are influenced by the interests of funders/donors. Therefore, the funding policy of NGOs contemplates with the objective of individual NGOs hence compromising the sustainability of their Programs. Availability of donor funds is a stronger pull factor for individuals starting an NGO and has a more dominant influence on sustainability (IMF 2018 report). The NGO Sustainability Index for Sub-Sahara Africa (2019) findings revealed that a common issue for many NGOs in sub-Sahara Africa, is reliance on a single, external source for funding. In this situation, if international funding are cut off, many of the NGOs would collapse.

NGO funding policy depends also on the nature of NGO. Religious based NGOs Secure grants from church congregations and the general church contribution from its established alternative income generating activities. Besides that, IMF (2018 report) revealed that Non-governmental organizations (NGOs) have a variety of funding sources: Donations; Private donations and grants from philanthropic organizations and individuals, Membership fees: Income from membership dues, Professional services: Income from short-term consultancy assignments and professional services, Governmental contributions: Contributions from the government. However, NGOs also have financial management policies, including: Annual budgets: NGOs develop annual budgets that outline expected income and expenses. Financial reporting: NGOs maintain accurate and timely financial records. NGOs are nonprofit organizations that can have budgets of millions or billions of dollars each year. They are often held to high ethical standards, including: codes of conduct, anti-corruption measures, and conflict of interest guidelines (NGO Sustainability Index for Sub-Sahara Africa 2019).

Funds for NGOs (2024) stated that an NGO funding policy covers the accounting policies, systems and procedures of the organization through which fund in and outflow follow. It is developed not only for governing the financial sourcing and transactions of the organization but also to fulfill local statutory requirements and demonstrate the strong management practices adopted by NGOs

in funds sourcing. The Policy covers the input, processing, output, control and distribution of financial data on both in and out flows. It aims at setting the accounting policies and procedures of the organization. Nevertheless, NGO bureau asserts that, follow specific funding policies to execute their activities and fulfilling these roles policies are set at different levels: at agenda setting level; at policy development level; and at policy implementation level, as well as review level. To oversee the policy applicability, Monitoring, evaluation and ensuring transparency and accountability in public office are elements of the funding policy in NGO sector hence, determining their projects sustainability.

2.5 How Alternative Income Generating Projects Affect the sustainability of NGO Services.

NGOs sustainability is vested in diversifying the income for sustainability of their project activities. To have alternative income generating activities requires good planning and entrepreneurial spirit (Barrett. C & Reardon 2000). This means that NGOs must redesigned their program implementation strategies to include use of low cost technologies to cut operational costs; embed cost-recovery components whereby the program beneficiaries pay part of, and sometimes all program costs (Henin, 2002). However, the NGO sector remains highly dependent on external donor funding. Only 15-30% of NGO sector in Uganda that register go operational (Barr, Fafchamps & Owens 2003), this was attributed to failure to successfully mobilize funding to commence operations. This is an indicator that they are constrained and have low funding portfolio.

The NGOs need to expand their funding portfolio by having their activities directed at the beneficiaries, the general public and then tap new corporate donors for monetary and other support in-kind. An NGO with two sources of income would be regarded as more diversified than an organization with only one source. An NGO with two income sources contributing half of the

total revenue, is regarded as being diversified than an organization with two sources but one accounts for 80 percent of the total revenue (Jenkins and Yakovleva, 2006; Joshi et al. 2002; Ersado 2003). However, Lavie, (2016) stated that, income diversification is a process that entails strategic analysis of existing income streams. Hence ought to get a blessing from the NGO leadership that is charged with providing overall direction and reserves the mandate to unlock resources to facilitate the process (Reisch, Spash and Bietz, 2018).

Rao & Holt, (2015) asserts that, to build sustainable funding capacity, many NGOs run social enterprises that serve to diversify their funding base. The social enterprises decrease reliance of the NGO on donors in times of crisis when the request for funding is not honored, disbursement is delayed or the budget is reduced because of reason beyond the applicant's capacity. However, the success of social enterprises will largely depend on the relevance and competitiveness of products and services offered by the enterprise, the ability of the NGO leadership to market effectively the enterprise especially its uniqueness of plowing-back the income to support development programs of the society (Hargrave & van de V, 2016). NGO funding sustainability is paramount as it enables survive so that it can continue to serve its constituency. This means that an organization will be able to fulfill commitments to "its clients, its patrons, and the community in which it operates" so that the groups who depend on it can "place their trust in that commitment" (Weera wardena et al., 2019).

Nana, & Maureen (2012) asserted that, NGOs in Uganda are highly dependent on external sources of funding for their programmes/agendas which undermine their independence and sustainability of their programmes/activities hence creating a compromised future. Wamai, Walera, & Wamai (2017) revealed that, the limitations of NGOs' Contribution to Development are inadequate funding, dependence on external donor funding and non-sustainability of their activities. However, Burger & Owens (2012) established that the NGO leader has strong influence towards NGO

funding since s/he is at the center of NGO mission and overall strategic leadership. Individual with a vision of an NGO highly influence decision making in alternative funds sourcing.

Ssewakiryanga (2013) upheld that, in order to reduce the effect of economic crisis that comes with decline in disposable income from which non-profits tap their charitable income, diversification of income is essential to securing stable funding to sustain the NGO programs and activities and to achieve this, Apotu (2013) affirms that, NGO staff especially the managers and the technical team should exhibit: willingness to learn and experiment which enables them to comfortably apply new technologies or developing innovative organizational forms, and keen to draw on science or other sources of applied or professional knowledge and the ability to balance competing demands on their time and manage the pressures from a range of different stakeholders .

2.6 How Accountability Mechanisms Affect the Sustainability of NGO Services

Advocacy center for democratic culture (ACDC-2024) affirms that, the financial situation of NGO should be reviewed on a monthly basis, with the focus on the budget, receipts and expenditures. The Financial Manager is responsible for ensuring that financial control is in place. It is imperative to have internal financial control mechanisms and policies in place for proper utilization of NGO resources. Internal accounting control comprises of series of procedures designed to promote and protect sound management practices both general and financial. ACDC-(2024) farther states that, Internal accounting control significantly increase the likelihood that: financial information is reliable, so that managers and the Board can depend on accurate information to make decisions, assets and records of the organization are not stolen, misused or accidentally destroyed, and the organization's policies are followed. Due to the number of detailed requirements involved when an organization receives funding from a given donor, the Financial Manager of NGO is entitled to review the specific regulations, requirements and compliance factors specific to that donor.

Organization for Economic Coordination and Development (2024 report) argued that, over 10% of their aid now goes through charities. They do it because of fears that governments are corrupt and they do not give reliable accountability hence focusing on the alternative. Burger. R. Owens. T. (2012) asserts that, the funding agreement between the donor and NGO outlines all aspects regarding the project and should include: activities to achieve the deliverables, funding of the project, reporting on activities i.e narrative report, financial report, periods of reporting then management of funding and procurement of goods and stipulations in the budget regarding how the funding is to be applied. However, due to technical capacity of some NGOs, few comply with the accountability mechanism of funders hence compromising the relationship between the donor and the funded NGO. This therefore, requires streamlined accounting procedures that NGOs have to follow to ensure value for money to the donors.

Burger. R. Owens. T. (2012) avows that, accountability mechanism includes: Monthly Summaries of Expenses of which all expenses are recorded for each budget line item, per month. In one column the budget according to the agreement is listed. In another column the differences between actual costs to date and the budget are indicated, appearing as under budget or over budget. This mechanism is an important instrument for NGO to keep track of the progress of spending on a funding agreement, Audited Annual Financial Statements (External Audit); The Financial Manager must submit books of account to the designated external auditor for preparation of an audit report. The External auditor must submit to the Board Members an audit report within 3 months. The External Auditor must be provided with all required information/documents by Financial Manager to ensure completion of the audit report on time. Each donor is supplied with a copy of the audited financial report, and then reporting to a donor is per the agreement between the donor and the organization such reports consists of a narrative and a financial report (ACDC-2024).

The narrative report covers all activities completed for the reporting period, in detail. The financial report lists all expenses progressively during the period of the agreement. The reports, as shown in the appendices, are adjusted to cover the donor's requirements. Sometimes, during the period of the project, it appears that certain activities cannot be carried out as planned, or are not as effective as expected, but could, with adjustments, achieve better results. Under such circumstances, the consent of the donor is to be obtained ahead of changes in the execution of the project. Should this require adjustments to budget line items, such changes are discussed with the donor as well (ACDC-2024).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research design, study population, sample size, sampling procedures, research methods, study tools, and procedures that were applied in conducting this study. It highlights the research design, study area, sources of information, sampling technique, procedure of data collection, data collection instruments, quality control, data processing and analysis, ethical considerations, and study constraints.

3.1 Research Design

The research adopted a mixed research design that was used to explore why there is no sustainability in NGO service delivery in Uganda. The study used both qualitative and quantitative research methods to assess factors responsible for the lack of sustainability in NGO service delivery (Creswell, 2013). These methods were appropriate because they allowed the researcher to explore the different aspects of the problems linked to the research questions based on the researcher's understanding of the research issues (Neubauer et al., 2019). In the same perspective, Armstrong (2010) summarizes the benefits of phenomenological research design as one that: considers change processes over a given period of time, develops a better understanding of people's perspectives, re-adjust the position of the researcher as new ideas emerge, give the researcher mandate to develop fresh hypotheses and theories, and collect rich natural data.

The researcher adopted an action-based research approach to design a practical research framework for sustainability of NGOs in Uganda. (Bhattacharjee, 2012) who describes action research as one where the researcher is embedded within the society, and initiates an interventions

in response to the discovered problems in society. The researcher tracked the results of the implemented interpolations, adjusted the interpolations and drew lessons from these interpolations to generate fresh theoretical insights about the problem at hand. The researcher adopted an action research particularly due to its ability to explore unique societal problems that cannot be found in other contexts.

3.2 Area of study

The study focused on “Amiina Ministries Uganda” a Mityana based NGO that has outreach services to other parts of Uganda.

3.3 Population, Sample Size and Sampling Techniques

3.3.1 Population

The study had target population of 52 participants who included: 01 Executive Director, 01 Program Director, 20 Heads of Departments, and 30 Coordinators from which a representative sample of 49 respondents were drawn with using the Krejcie and Morgan (1970) Table.

3.3.2 Sample Size

A sample is a selection of respondents chosen in such a way that they represent the total population as best as possible Amin M.E (2005).

The study had a target population of 52 participants that included: 01 Executive Director, 01 program Director, 20 Heads of Departments, and 30 coordinators from which a representative sample of 49 respondents were drawn using Krejcie and Morgan (1970) Table. The Krejcie and Morgan table was adopted for determining the sample size because of its applicability to a given population of interest with a well-defined size (Alhaji, 2010)

Table 1: Summary of Category of Respondents, Target Population, Sample size, Sampling Techniques, and Research Methods

Category of respondents	Target population	Sample size	Sample technique	Research method
Executive Director	01	01	Purposive	Interview
Programs Director	01	01	Purposive	Questionnaire
Heads of Departments	20	19	Random Sampling	Questionnaire
Coordinators	30	28	Random Sampling	Questionnaire
Total	52	49		

Figure 1 sample size

3.3.3 Sampling Techniques

Two sampling techniques were used and they included: purposive and random sampling technique. The preference for multiple sampling techniques was that there are different types of respondents such as Executive Director, Program Director, Heads of Departments and coordinators whom the researcher wishes to engage during the study. Amiina Ministries Uganda was purposively selected due to the challenge it has on sustainability of its operations.

The Executive Director, Program Director were purposively selected because of their knowledge and experience on the subject matter. Random sampling was adopted in selecting the Heads of

Departments and coordinators. As a result, an unbiased and representative sample allowed the researcher to assume the study findings to the population of interest (Bryman, 2012).

3.4 Sources of information

This study mainly utilized primary data in which first hand or original data was collected from study respondents in pursuit of the main study objective. However, there was need for supportive evidence for primary data, and therefore secondary data which is data collected from other studies was used. The triangulation of the two data sources allowed the researcher benefit more compelling findings (Ajayi, 2017)

3.5 Data Collection Instruments

Sugiyono in Sugiharto (2018) stated that, a research instrument is a tool used to measure observed natural and social phenomena. The goal is to collect data or information that is useful to answer research problems. This study used multiple data collection methods, which included; Interviews, and a close ended questionnaire. The decision to use multiple instruments in this study was based on the researcher's need to thoroughly capture several viewpoints from the study respondents.

3.5.1 Questionnaire

A questionnaire as a specific set of written questions designed with the purpose of gathering specific information particularly attitudes, preferences, and factual information from eligible study respondents. The study administered close ended questionnaire using hard copies that allowed the researcher to collect data from the respondents and do clean them for analysis. The questionnaires were easy to administer as compared to other data collection instruments which aided in the generation of rich and large amounts of data within a relatively shorter time when compared to other data collection instruments (Kaplan (2015).

3.5.2 Interview Guide

H Taherdoost (2022) defined an Interview guide as a tool that is designed to guide the discussion between a researcher and an expert who was well grounded in the topic of interest (UCLA Center for 2022). The researcher developed an interview guide to facilitate discussions during the interviews. The interview guide covered areas on Donor funding, income generating activities, Investments and grant application and how they affect the sustainability of NGOs in Uganda. The interviews were applied to Executive Director. This instrument was adopted because of its flexibility and ability to generate extensive and detailed information on the problem of interest (Breene, 2007).

3.5.3 Researcher's Diary

The researcher's diary was used to capture the different processes, and events that occurred during the fieldwork process. These included emotions of the participants, their reactions to particular things and the general activity that happens within the research site. A research diary was kept throughout the data collection process and daily diary notes were taken every day after fieldwork. The diary informed part of the reflections from this method formed strong analysis that was linked with data through the methods selected for data collection (Weil, 2006).

3.6 Variable Definitions and Measurements

The researcher studied single source founding and sustainability of non- government organisation in Uganda. The independent variables to be measured are: Donor funding, income generating activities, Investments and grant application against the dependent variable: Financial performance, Organizational Practice and community interest. A one against many scale will be adopted in this study.

3.7 Data Collection Procedure

The researcher sought approval from the university supervisor and permission was given. The study data collection instruments namely: questionnaires, key informant interview guides were used to collect the information. The researcher administered structured questionnaires to the respondents in order to collect the required data in real-time. The researcher also scheduled a number of appointments with key informants. The key informant interviews were guided by the key informant interview guides where the responses were recorded in the researcher's diary and or digital audio recording. After conducting the key informant interviews, the researcher converted the digitally recorded audios into text through transcription.

3.8 Data Processing and Analysis

Data analysis is the classification and interpretation of material to make implicit and explicit dimensions and structures to draw meanings and representation from the material (Flick 2013). On the other hand, Calzon (2021) designates data analysis as the process of collecting, modelling and analyzing insights to provide support for the much needed decision making. Since data and information for each research question was gathered from various sources and using different techniques, it was important to ferocity it or put it together in order to obtain a comprehensive picture of the situation regarding each research question in the study. Quantitative data analysis was done using descriptive statistics such as the frequencies, percentages, tables and means among others to allow the researcher to condense the gathered data into a much simpler summary for interpretation (Kaur et al. 2018). In the same perspective, this research adopted thematic analysis to classify and interpret the gathered data due to its accessibility and theoretical flexibility (Braun & Clarke, 2006). Emerging themes were coded based on the experiences and narratives from the participants themselves under qualitative approach. To achieve effective thematic analysis, data coding and cleaning up was done during the transcriptions process so as to begin making sense of

the data early enough. Furthermore, the researcher used narrative analysis which was based on the different experiences during the fieldwork.

3.9 Reliability and Validity

Reliability is the ability of a research instrument or method to consistently produce the same results over time and validity is the ability of a research instrument to measure what it is intended to measure (Joppe 2000). The researcher therefore, subjected the research instruments to a pilot test that was conducted on a small section of the target population.

3.9.1 Reliability

The test - retest method was employed to estimate the reliability of instruments and involved subjecting the study participants twice to the same data collection instrument. The tester/researcher reliability measure ensured that the same results were attained when data collection on the different research instruments were done by different data collectors.

3.9.2 Validity

The research instruments' validity was measured using content validity in which the tools contained varying opinions of experts on the topic at hand for what was considered appropriate content for this study. The researcher gathered the concerns of the different data collectors after the completion of the pilot study to find out any areas on the data collection instruments that needed adjustments prior to the final data collection exercise.

3.10 Ethical considerations

Virginia Morrow (2011), argue that ethical consideration in research processes is crucial in guiding researchers to observe agreed standards throughout research processes. Throughout the entire implementation process of this research, different ethical standards and ethics when researching

were observed. In that regard, the researcher sought first the approval of the University to ensure the safety and protection of all study participants was guaranteed.

Every participant requested to voluntarily sacrifice some time for the interview and or questionnaire filling process. Participants were informed about their participation rights such that their involvement was purely voluntary. Furthermore, the study participants were clearly informed of the pledge to safeguard their privacy and confidentiality. The information they provided was not be shared with any other persons and their identities were concealed using fictitious name so that no one could trace back the information discussed later on in the report to them. Additionally, to ease communication and the full participation of the participants, the research instruments and consent statements were translated into the language each participant understood better. The entire fieldwork including interviews, and questionnaires were conducted in the language each participant understood better for the researcher to be able to acquire the information needed for the study.

3.11 Research Challenges

Based on the fact that this is a largely a qualitative phenomenological study design, the researcher encountered challenges hence affecting the reliability and validity of the study. This is mostly due to the fact that these kinds of studies occur in a natural setting where reliability is almost impossible (Simon & Goes, 2013). The study targeted executive directors, program directors, Heads of departments and coordinators. However, the coordinators were not an easy target given their fragmentations and distance. Hence, this may have posed challenges in reaching the required sample size which may have affected the study findings.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDING

4.0 Introduction

This chapter presents the study findings based on the specific objectives beginning with the response rate and demographic characteristics of the respondents.

4.1 Response Rate.

The response rate of the study shows that all the 49 respondents participated in the study and were issued with questionnaires which were all retrieved, accounting for a 100% response. Statistically, a responses rate above 50% is considered appropriate for making conclusions and recommendations. Therefore, a response of 100% is very representative when drawing conclusions of the study.

4.2 Socio-Demographic Characteristics of Respondents.

The importance of collecting and describing the characteristics of respondents of a research study when submitting scripts to publishers has been restated by several scholars such as Ellis, (2009). Generally, information needs to be provided about respondents' gender, age, Religion, Education, Marital status, and Period Served. Provision of these characteristics helps in the interpretation of results (APA, 2010; Beins, 2009). Without inclusion of such information, researcher risks assuming the stance of absolutism which assumes that the phenomena of interest are the same regardless of culture, race and Socio-Economic Status (Beins, 2009). Therefore, in this respect, the present study included the demographic characteristic of the respondents as presented in the following sub-sections.

4.2.1 Gender of the respondents

Table 1 Shows the gender of respondents

Gender of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	25	51.0	51.0	51.0
	Female	24	49.0	49.0	100.0
	Total	49	100.0	100.0	

The information in Table 4.1 shows that out of 49 respondents, 25 (51.0%) were male and 24 (49%) were female. It demonstrates that there are more male staff in Amina Ministries. This implies that results were got more from male respondents than female respondents. There was a slit difference in the gender of respondents.

4.2.2 Age Range of Respondents

Table 2 Shows the age range of the respondents

Age range?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23-28 Yrs	6	12.2	12.2	12.2
	29-33 Yrs	27	55.1	55.1	67.3
	34-38 Yrs	9	18.4	18.4	85.7
	39-Above Yrs	7	14.3	14.3	100.0
	Total	49	100.0	100.0	

When the researcher checked the age range of the respondents, the findings revealed that Majority 27 (55.1%) of the respondents were between the age ranges of 23-28 years of age, 9 (18.4%) were between the age range of 34-38 years, 7 (14.3%) were between 39-above years , and the least number was 6 (12.2%) of the age range of 23-28 years of age. This implies that majority of the

study population are in strong mature age range whereby they can concentrate on work and aim at professionalizing. This implies that work force has capacity to concentrate at work and grow the organization objectives.

4.2.3 Religion of the respondents

Table 3 Shows Religion of the respondents

Religion of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Catholic	4	8.2	8.2	8.2
	Protestant	34	69.4	69.4	77.6
	Born Again	8	16.3	16.3	93.9
	Others	3	6.1	6.1	100.0
	Total	49	100.0	100.0	

From the table above, majority 34 (69.4%) of the respondents were protestants, 8 (16.3%) were Born again, 4 (8.2%) were Catholics and 3 (6.1%) were belonging to other religions. This implies that a significant number of 46 (93.8%) of respondents belonged to a region/faith hence understood the doctrine of hard work and being faithful to the organization hence this helps the organization to have target working people to grow the organization.

4.2.4 Education Level of the respondents

Table 4 Shows Education Level of the respondents

Education Level of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	1	2.0	2.0	2.0
	Vocational	4	8.2	8.2	10.2
	University	40	81.6	81.6	91.8
	Did not attend School	4	8.2	8.2	100.0
	Total	49	100.0	100.0	

When the researcher examined the education qualifications of the respondents, majority 40 (81.6%) were University graduates, 4 (8.2%) were vocational school graduates, the same 4 (8.2%) were of no qualification, and 1 (2.0%) had high school qualification. Majority being University graduates implies that, they have enough knowledge and expertise to run and manage the NGO plans and avenues to ensure growth of the NGO portfolio by seeking extra funding sources.

4.2.5 Marital status of the respondents

Table 5 shows Marital Status of the respondents

Marital Status of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	31	63.3	63.3	63.3
	Single	13	26.5	26.5	89.8
	Divorced	4	8.2	8.2	98.0
	Widow/widower	1	2.0	2.0	100.0
	Total	49	100.0	100.0	

The research findings revealed that, 31 (63.3%) of the respondents were Married, 13 (26.5%) were single, 4 (8.2%) divorced and 1 (2.0%) was widow/widower. This means that majority of the respondents were mature enough and had families to take care of so it forces them to concentrate and value their jobs since it's were they get bread for their families. So they are mind full of maintaining their jobs hence the survival of the NGO is their concern.

4.2.6 Period respondents have Served in the NGO

Table 6 Shows Period respondents have served in the NGO

Period served in this NGO					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 Yrs	13	26.5	26.5	26.5
	4-8 Yrs	20	40.8	40.8	67.3
	9-13 Yrs	12	24.5	24.5	91.8
	14-above	4	8.2	8.2	100.0
	Total	49	100.0	100.0	

When the researcher asked the respondents about the period served in the NGO, majority 20 (40.8%) of the respondents had served for 4-8 years, 13 (26.5%) had served for 1-3 Years, 12 (24.5%) had served for 9-13 Years and 4 (8.2%) had served for the period between 14-above years. This means that a significant number had experience in working with NGOs and hence they know how to source for the NGO to achieve its objectives successful.

4.3 Sustainability of NGOs

The following statements are designed to assess sustainability of Amiina Ministries'. In the subsequent sections use the scale provided to tick or circle a number that describes your opinion. 5=Strongly Agree (SA), 4=Agree (A), 3= not sure (NS), 2=Disagree (D), 1=Strongly Disagree (SD). The scales are summarized as follows: Strongly Dis-agree 0-1.0 - Very Low; Disagree - 1.1-2.0 – Low; Not Sure 2.1-3.0 – Moderate; Agree; 3.1-4.0 – High; Strongly Agree - 4.1-5.0 - Very High. Now tick in the appropriate box provided.

Table 7 summary of the response on sustainability of Amiina Ministries

To what extent do you agree with the following on Sustainability of NGOs? Choose SA - Strongly Agree (5), A - Agree (4), NS - Not sure (3), D - Disagree (2), SD - Strongly Disagree (1) to show your position.														
Sustainability of Amiina Ministries'		SD		D		NS		A		SA		Mean	Std. Deviation	N
		FQ	%	FQ	%	FQ	%	FQ	%	FQ	%			
1	Amiina Ministries' Single Donor Dependency is a result of inexperienced technical team.	16	33	12	24	17	35	02	04	02	04	2.49	1.17	49
2	Amiina Ministries' Single Donor Dependency is due to Donors' tight instructions on NGOs.	14	29	06	12	04	08	13	26	12	24	3.27	1.58	49
3	Amiina Ministries' Single Donor Dependency shows the NGO's inability to match the objectives of funders with that of the NGO.	03	06	19	39	11	22	07	14	09	18	2.70	1.31	49
4	Amiina Ministries' Single Donor caters for all the objectives of the NGOs.	04	08	19	39	04	08	16	33	06	12	3.10	1.32	49
5	Amiina Ministries' poor accountability mechanism limits the donors to fund the organization.	04	08	03	06	07	14	19	39	16	33	3.94	1.16	49
6	Amiina Ministries' core values do not favor multi donor funding.	06	12	06	12	05	10	23	47	09	18	3.47	1.32	49
Overall Percentage Mean		38.00				16.16		45.33						

The researcher wanted to find out the sustainability of Amiina Ministries' services in Uganda. Overall mean score of 45.33 which showed that the respondents agreed with the items and the responses reflect that the sustainability of Amiina Ministries' services in Uganda are at stake. This means that single donor dependency has effect on the sustainability of Amiina Ministries' services. Six items were set to determine the effect of alternative income generating projects on the sustainability of NGOs services in Uganda.

Under item one of the tool on the dependent variable, the researcher wanted to find out whether NGO single donor dependency is a result of inexperienced technical team, a relevant number 57% disagreed, 35% were not sure and 08% agreed. The respondents disagreed implying that Amiina Ministries' Single Donor Dependency is not as a result of inexperienced technical team.

Under item two the researcher wanted to find out whether Amiina Ministries' Single Donor Dependency is due to Donors' tight instructions on the NGO. An average number of 50% agreed, 41% disagreed, and 08% were not sure. This means that Amiina Ministries' Single Donor Dependency is due to Donors' tight instructions.

Under item three the researcher posed a question to the respondents whether Amiina Ministries' Single Donor Dependency shows the NGO's inability to match the objectives of funders with that of the NGO. A below average number of respondents 45% disagreed, 32% agreed and 22% were not sure. Results below average are insignificant to base on to determine the actual knowledge on the item. This implies that the respondents were not sure whether Amiina Ministries' Single Donor Dependency shows the NGO's inability to match the objectives of funders with those of the NGO. The respondents had no enough idea. However, based on the legend scale 45% being a disagree response, the implication is that if Amiina Ministries' Single Donor Dependency do not show the NGO's inability to match the objectives of funders with that of the NGO but instead other factor.

Under item four of the tool, the researcher wanted to find out whether Amiina Ministries' Single Donor caters for all the objectives of the NGO. A number below average 47% disagreed, 45% agree and 8% were not sure on whether Amiina Ministries' Single Donor caters for all the objectives of the NGOs. However, this shows that the respondents at 47% disagreed implying that Single Donor cannot cater for all the objectives of Amiina Ministries'.

Under item five of the tool, the respondents were asked whether the Amiina Ministries' poor accountability mechanism limits the donors to fund the organization. Majority 72% agreed, 14% disagreed and 14% were not sure that Amiina Ministries' poor accountability mechanism limits the donors to fund the organization. This implies that Amiina Ministries' poor accountability mechanism limits the donors to fund the organization.

Under item six the researcher asked whether The Amiina Ministries' core values do not favor multi donor funding. A significant number 65% agreed, 24% disagreed and 10% were not sure that Amiina Ministries' core values do not favor multi donor funding. The findings with 65% agreed revealed the truth that Amiina Ministries' core values do not favor multi donor funding.

4.4 Technical Team Capacity to Mobilize Funds and the sustainability of NGOs

The following statements are designed to assess how technical capacity to mobilize funds affects the sustainability of NGOs in Uganda. In the subsequent sections use the scale provided to tick your opinion. 5=Strongly Agree (SA), 4=Agree (A), 3= Not sure (NS), 2=Disagree (D), 1=Strongly Disagree (SD).

Table 8 respondents' response on technical capacity to mobilize funds

To what extent do you agree with the following on how technical capacity to mobilize funds affects the sustainability of NGOs in Uganda? Choose SA - Strongly Agree (5), A - Agree (4), NS - Not sure (3), D - Disagree (2), SD - Strongly Disagree (1) to show your position.														
Technical Team Capacity to Mobilize Funds		SD		D		NS		A		SA		Mean	Std. Deviation	N
		FQ	%	FQ	%	FQ	%	FQ	%	FQ	%			
1	Amiina Ministries rely on the generosity of donors to cover the costs of their activities through donations.	04	08	00	00	00	00	13	26	32	65	4.49	1.00	49
2	Amiina Ministries find traditional funding sources insufficient to meet growing needs.	03	06	00	00	00	00	23	47	23	47	4.29	.92	49
3	Amiina Ministries' Dependence on grants/donations can constrain its autonomy.	04	08	04	08	00	00	22	45	20	40	4.06	1.14	49
4	For Sustainability purposes, Amiina Ministries' technical team should Partner with other organizations.	06	12	09	18	00	00	09	18	25	51	4.04	1.26	49
5	For sustainability purposes, Amiina Ministries can solicit volunteer assistance.	03	06	08	16	01	02	18	37	19	39	4.20	.84	49
6	The experience of Amiina Ministries' Technical team in an organization has capacity to ensure efficient resource mobilization.	04	08	00	00	07	14	19	39	19	39	4.14	1.10	49
7	Amiina Ministries' technical team should create a diverse mix of funding sources.	05	10	04	08	00	00	14	29	27	55	4.22	1.19	49
8	Amiina Ministries' technical team has a role of relationship building between the organization and its resource partners.	05	10	00	00	00	00	11	22	34	68	4.57	1.00	49
9	Amiina Ministries' Technical teams should assistance in developing programs that attract direct co-financing.	05	10	00	00	00	00	16	33	29	57	4.49	1.00	49
Overall Percentage Mean		14.22				1.77		73.00						

As far as technical team capacity to mobilize funds for the Amiina Ministries is concern, the researcher wanted to find out whether technical team capacity to mobilize funds has effect on its sustainability. Implying that the technical team capacity to mobilize funds for Amiina Ministries

has a significant effect on its sustainability of services in Uganda. Nine items were set to determine the capacity of the technical team on the sustainability of Amiina Ministries services.

Under item one, the researcher wanted to find out whether Amiina Ministries rely on the generosity of donors to cover the costs of their activities through donations. Majority 92% agreed, and 8% disagreed with the item check implying that Amiina Ministries rely on the generosity of donors to cover the costs of their activities through donations.

Under item two of the tool, the researcher wanted to find out whether, Amiina Ministries find traditional funding sources insufficient to meet growing needs. Majority 94% agreed and 6% disagreed implying that Amiina Ministries find traditional funding sources insufficient to meet growing needs.

Under item three in the tool, the researcher wanted to find out whether the Amiina Ministries' dependence on donations can constrain its autonomy. Majority 85% agreed and 6% disagreed implying that Amiina Ministries' dependence on donations can constrain its autonomy.

Under item four of the tool, the researcher wanted to know whether, for Sustainability purposes, Amiina Ministries' technical team should Partner with other organizations. A significant number 70% agreed and 30% disagreed with the item check that Amiina Ministries' technical team should Partner with other organizations. This implies that for sustainability purposes its brilliant for Amiina Ministries' technical team to Partner with other organizations.

Under item five of the sub-section of the tool, the respondents a significant number 76% agreed, 22% disagreed and 2% were not sure on whether Amiina Ministries can solicit volunteer assistance. The results with 76% agree implied that Amiina Ministries can solicit volunteer assistance for sustainability purposes.

Under item six of the tool, the researcher asked respondents whether, Amiina Ministries experience of technical team has capacity to ensure efficient resource mobilization. A significant number 78% agreed, 14% were not sure and 8% disagreed. With 78% agree, this means that Amiina Ministries experience of technical team has capacity to ensure efficient resource mobilization.

Under item seven, the researcher wanted to find out whether Amiina Ministries technical team should create a diverse mix of funding sources. Majority 84% agree, while 18% disagreed implying that Amiina Ministries technical team should create a diverse mix of funding sources.

Under item eight of the tool, the researcher wanted to find out whether Amiina Ministries technical team has a role of relationship building between the organization and its resource partners. Majority 90% agreed, while 10% disagreed. This implies that Amiina Ministries technical team has a role of relationship building between the organization and its resource partners.

Under item nine of the tool, the researcher wanted to find out whether Amiina Ministries Technical team should assistance in developing programs that attract direct co-financing. Majority 90% of the respondents agreed while 10% disagreed implying that, Amiina Ministries Technical teams need assistance in developing programs that attract direct co-financing in the organization.

4.5 Funding policy of NGOs and the sustainability of Amiina Ministries

The following statements are designed to find out how funding policy of Amiina Ministries affect the sustainability of NGO services in Uganda. In the subsequent sections use the scale provided to tick or circle a number that describes your opinion. 5=Strongly Agree (SA), 4=Agree (A), 3= not sure (NS), 2=Disagree (D), 1=Strongly Disagree (SD) (Tick in the appropriate box provided)

Table 9 Responses on funding policy and the sustainability of Amiina Ministries

To what extent do you agree with the following on how funding policy of Amiina Ministries affect the sustainability of NGOs services? Choose SA - Strongly Agree (5), A - Agree (4), NS - Not sure (3), D - Disagree (2), SD - Strongly Disagree (1) to show your position.														
Funding policy of Amiina Ministries	SD		D		NS		A		SA		Mean	Std. Deviation	N	
	FQ	%	FQ	%	FQ	%	FQ	%	FQ	%				
1 Amiina Ministries remains highly dependent on external donor funding policy stream	04	08	00	00	05	10	11	22	28	57	4.24	1.09	49	
2 Funding policy of Amiina Ministries contemplates with its objective.	04	08	08	16	16	33	21	43	00	00	3.29	.95	49	
3 Amiina Ministries as one of the sub-Sahara Africa NGO rely on a single external source for funding.	04	08	03	06	12	24	16	33	14	29	3.63	1.07	49	
4 Amiina Ministries funding policy depends also on the nature of its formation intents.	04	08	07	14	04	08	13	26	22	45	4.06	1.20	49	
5 Amiina Ministries have a variety of funding sources	11	22	10	20	09	18	13	27	06	12	2.90	1.34	49	
6 Amiina Ministries funding policy covers it's accounting procedures.	08	16	00	00	13	27	13	27	15	31	3.76	1.25	49	
Overall Percentage Mean	19.33		20.00		57.00									

The researcher tested whether funding policy of the Amiina Ministries has effect on its sustainability of services in Uganda. Overall mean score of **57.00** showed that respondents agreed that funding policy of the Amiina Ministries affects the sustainability of delivery services.

Under item one, the researcher wanted to find out whether, Amiina Ministries remains highly dependent on external donor funding policy stream, a significant number 79% agreed, 10% not sure and 8% disagreed. 79% agreed response meant that Amiina Ministries remain highly dependent on external donor funding policy stream.

Under item two of the item check, the researcher wanted to find out whether Funding policy of Amiina Ministries contemplates with its objective. 43% agreed, 33% were not sure and 24%

disagreed. The results revealed that the funding policy of Amiina Ministries contemplates with its objective. However, the 43% who agreed was below average and it's unrealistic to consider results below average as a measure to determine the situation. This therefore, nullifies the item as non-significant measure though 43% agreed that funding policy of Amiina Ministries contemplates with the objective of Amiina Ministries.

Under item three, the researcher wanted to find out whether Amiina Ministries as a Sub-Saharan African NGO rely on a single external source for funding. A significant number 62% agreed, 24% not sure and 14% disagree. This implies that, Amiina Ministries rely on a single external source for funding.

Under item four of the tool, the researcher wanted to find out whether, Amiina Ministries funding policy depends also on the nature of intentions of its formulation. 71% agreed, 22% disagreed and 7% were not sure. This implies that Amiina Ministries funding policy depends on the intentions of its formulation.

Under item five, the researcher wanted to find out whether Amiina Ministries have a variety of funding sources. A number below average of 42% disagreed, 39% agreed and 18% were not sure. A number below average is immaterial to base on to determine the knowledge of the respondents on the item check. This means the respondents have no clear idea on whether Amiina Ministries have a variety of funding sources.

Under item six, the researcher wanted to find out whether Amiina Ministries funding policy covers its accounting procedures, a slightly above average 58% agreed, 27% were not sure and 16% disagreed. The response of 58% agrees revealed that, Amiina Ministries funding policy covers its accounting procedures.

4.6 Alternative income generating projects and the Sustainability of NGOs service

The following statements are designed to find out how the alternative income generating projects affect the sustainability of Amiina Ministries' services in Uganda. In the subsequent sections use the scale provided to tick or circle a number that describes your opinion. 5=Strongly Agree (SA), 4=Agree (A), 3= not sure (NS), 2=Disagree (D), 1=Strongly Disagree (SD) (Tick in the appropriate box provided).

Table 10 Respondents' response on alternative income generating projects

To what extent do you agree with the following on how the Alternative income generating projects affect the sustainability of Amiina Ministries services in Uganda? Choose SA - Strongly Agree (5), A - Agree (4), NS - Not sure (3), D - Disagree (2), SD - Strongly Disagree (1) to show your position.														
Alternative income generating projects of Amiina Ministries		SD		D		NS		A		SA		Mean	Std. Deviation	N
		FQ	%	FQ	%	FQ	%	FQ	%	FQ	%			
1	Amiina Ministries sustainability is vested in diversifying the income for sustainability of their project activities.	07	14	05	10	03	06	23	47	10	20	3.61	1.17	49
2	Amiina Ministries need to expand their funding portfolio.	07	14	00	00	00	00	17	35	25	51	4.29	.98	49
3	Amiina Ministries run social enterprises that serve to diversify their funding base.	04	08	07	14	15	31	06	12	17	35	3.59	1.27	49
4	The limitations of Amiina Ministries contribution to development are inadequate funding.	00	00	00	00	01	02	31	63	17	35	4.02	.99	49
5	Diversification of income is essential to securing a stable funding to sustain Amiina Ministries programs.	08	16	00	00	00	00	19	39	22	45	4.18	1.01	49
Overall Percentage Mean		19.20				3.80		76.49						

The alternative income generating projects scored 76.49 overall percentage score implying that alternative income generating projects affects the sustainability of Amiina Ministries services in Uganda. Five items were set to determine the effect of alternative income generating projects on the sustainability of NGOs services in Uganda.

Under item one, the researcher wanted to find out whether Amiina Ministries sustainability is vested in diversifying the income for sustainability of their project activities, a relevant number 67% agreed, 24% disagreed and 6% were not sure. A 67% agree response implies that Amiina Ministries sustainability is vested in diversifying the income for sustainability of their project activities.

Under item two of the research tool, the researcher wanted to find out whether Amiina Ministries need to expand their funding portfolio. A significant number 86% agreed, and 14% disagreed. 86% agree response means that Amiina Ministries need to expand their funding portfolio to be sustainable.

Under item three, the researcher asked whether Amiina Ministries run social enterprises that serve to diversify their funding base. A number below average 47% agreed, 31% were not sure and 22% disagreed. Though majority of 47% agreed, the number is below average and so its immaterial to consider such a number to determine whether Amiina Ministries run social enterprises that serve to diversify their funding base. This means the respondents did not have enough ideas on the item under check.

Under item four, the researcher wanted to find out whether the limitations of NGOs' Contribution to Development are as a result of inadequate funding. A significant number of 98% agreed and 2% disagreed. This means the results revealed that the limitations of NGOs' Contribution to Development are as a result of inadequate funding.

Under item five of the tool under this section, the researcher wanted to find out whether diversification of income is essential to securing stable funding to sustain the Amiina Ministries programs. A significant number of 84% agreed, and 16% disagreed. The results where 84% revealed that diversification of income is essential to securing stable funding to sustain the Amiina Ministries programs.

4.7 Accountability Mechanism and the sustainability of Amiina Ministries

The following statements are designed to analyze how Accountability Mechanism affects the sustainability of Amiina Ministries services in Uganda. In the subsequent sections use the scale provided to tick or circle a number that describes your opinion. 5=Strongly Agree (SA), 4=Agree (A), 3= not sure (NS), 2=Disagree (D), 1=Strongly Disagree (SD) (Tick in the appropriate box provided)

Table 11 Respondents response on accountability Mechanisms of Amiina Ministries

To what extent do you agree with the following on how Accountability Mechanism affects the sustainability of Amiina Ministries services in Uganda? Choose SA - Strongly Agree (5), A - Agree (4), NS - Not sure (3), D - Disagree (2), SD - Strongly Disagree (1) to show your position.														
Accountability Mechanism on Amiina Ministries		SD		D		NS		A		SA		Mean	Std. Deviation	N
		FQ	%	FQ	%	FQ	%	FQ	%	FQ	%			
1	The financial situation of Amiina Ministries should be reviewed on a monthly basis.	07	14	03	06	00	00	10	20	29	59	4.33	1.16	49
2	The Financial Manager of Amiina Ministries is responsible for ensuring that financial control is in place	03	06	15	31	00	00	11	22	20	40	4.37	1.11	49
3	Funders fears that governments are corrupt and they do not give reliable accountability	04	08	06	12	06	12	19	39	14	29	3.96	1.31	49
4	Amiina Ministries keep track of the progress of spending as on a funding agreement.	00	00	04	08	03	06	19	39	22	45	4.29	.84	49
5	External auditor reports must be submitted to the Board Members of Amiina Ministries within 3 months	04	08	00	00	00	00	18	37	26	53	4.37	.99	49
Overall Percentage Mean		18.60				5.40		78.40						

The researcher wanted to find out how accountability mechanism affects the sustainability of NGOs services in Uganda. The overall mean score of **78.40** showed a strongly agree response that accountability mechanism has effect on sustainability of Amiina Ministries' services. Five items were set to determine the effect of accountability mechanism has effect on the sustainability of NGOs services in Uganda.

Under item one, the researcher wanted to find out whether the financial situation of Amiina Ministries should be reviewed on a monthly basis. A significant number of 79% agreed, while 20% disagreed. This means that 79%agreed revealed that the financial situation of Amiina Ministries should be reviewed on a monthly basis.

Under item two the researcher wanted to find out whether a financial manager of an NGO is responsible for ensuring that financial control is in place. Majority 62% agreed, and 37% disagreed. This means that, majority number 62% agree that the financial manager of Amiina Ministries is responsible for ensuring that financial control is in place.

Under item three the researcher wanted to find out whether funders fear that governments are corrupt and they do not give reliable accountability. Majority of 68% agreed, 20% disagreed and 19% were not sure. This means that the majority 68% agree response revealed that funders fear that governments are corrupt and they do not give reliable accountability.

Under item four, the researcher wanted to find out whether NGOs keep track of the progress of spending as on a funding agreement, the findings showed a significant number 86% agreed, 8% disagreed and 6% were not sure. This means a response rate of 86% agrees implied that NGOs keep track of the progress of spending as on a funding agreement.

Under item five, the researcher wanted to find out whether external audit reports must be submitted to the Board Members of Amiina Ministries within 3 months, the results revealed a significant number 90% agreed and 10% disagreed. This means that a response rate of 90% agree revealed that external auditor reports must be submitted to the Board Members of Amiina Ministries within 3 months.

CHAPTER FIVE

DISCUSSIONS, SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents discussions, summary of findings, conclusion and recommendations drawn from results in chapter four.

5.1 Discussion of Findings

The discussions of findings are covered in sections following the thematic areas of the specific objectives as presented below;

5.1.1 Discussion of how technical capacity to mobilize funds affects the sustainability of Amiina Ministries services in Uganda.

Objective one. To assess how technical capacity to mobilize funds affect the sustainability of Amiina Ministries services in Uganda

Research question one: How does technical capacity to mobilize funds affect the sustainability of Amiina Ministries services in Uganda?

The researcher set out to assess the effect of single donor dependency on the sustainability of Amiina Ministries services. The central research question was why has Amiina failed to expand its funding portfolio? Through the perception of the relevant respondents in Amiina Ministries, several questions were posed and the responses obtained showed an overall percentage mean of **73.00** agreed, it reflects a high effect that technical capacity to mobilize funds in Amiina Ministries has high effect on its sustainability of service delivery in Uganda. This means that technical capacity to mobilize funds has a high effect on the sustainability of Amiina Ministries service delivery in Uganda.

The researcher found out how technical capacity to mobilize funds affect the sustainability of Amiina Ministries service delivery in Uganda.

It was found that Amiina Ministries relies on the generosity of donors to cover the costs of their activities through donations. 90% agreed that Amiina Ministries relies on the generosity of donors to cover the costs of their activities through donations.

Amiina Ministries find that traditional funding sources are insufficient to meet their growing needs, 94% agreed implying that Amiina Ministries find traditional funding sources insufficient to meet the growing service delivery needs.

The dependence on grants/donations constrains the autonomy of Amiina Ministries. A significant number of 85% agreed implying that dependence on grants/donations can constrain the autonomy of Amiina Ministries.

Amiina Ministries technical team need to partner with other organizations. A relevant number of 70% agreed that Amiina Ministries' technical team need to partner with other organizations as the results obtained revealed that for sustainability purposes.

Amiina Ministries needs to solicit volunteer assistance. Results reveal 76% agree implying that Amiina Ministries need to solicit volunteer assistance for sustainability purposes.

Amiina Ministries needs to have capacity to ensure efficient resource mobilization, 78% agreed that they need experienced technical team in resource mobilization.

Amiina Ministries' technical team needs to create a diverse mix of funding sources, 84% of the respondents agreed.

90% agreed that Amiiina Ministries technical team has a role of building relationship between the organization and its resource partners.

90% agreed that Amiiina Ministries technical team need assistance in developing programs that attract direct co-financing.

Nevertheless, Urselmann, M. (2019) asserts that technical team in an organization has capacity to ensure structured and efficient resource mobilization for the continuation of the organization's service provision to her beneficiaries. If the organization recruits high level educated and experienced technical team, it does not only support organizational sustainability but also allows for improvement and scale-up of programs, service and products delivery since they have capacity to plan for sustainability using their current cash inflows. However, Craig Linton & Paul Stein (2016) argues that, Rather than focusing on soliciting large amounts from big funders, the scholars recommend that, technical team should create a diverse mix of funding sources, including individual donors, corporations and international organizations. The technical team should have capacity to create a unique "funding mix" hence, spreading the risk when a funder falls short or ends the engagement.

On the other hand, Mechai .V & Jonathan .H, 2011 stated that, NGOs rely on the generosity of donors to cover the costs of their activities through donations. The scholars further stated that, NGOs find such traditional funding sources insufficient to meet growing needs and rising costs. In addition, restrictions imposed on many grants and donations, along with the uncertainty of these funds over time, make it difficult for NGOs to do long-term planning, improve their services or reach their full potential. UNAIDS (2021 report on NGOs sustainability) stated that, lack of funds limits the quantity and/ or quality of the important work NGOs do. The report continued to asserts that, when the costs of an NGO's core activities exceed the inflow of grants and donations, it is

forced to either reduce the quantity, continuity and quality of its work, or to find new sources of funds to cover the difference.

5.1.2 Discussion of how funding policy of NGOs affect the sustainability of Amiina Ministries services in Uganda.

Objective Two. To find out how funding policy of Amiina Ministries affect the sustainability of its service delivery in Uganda.

Research question Two: 2. How does the funding policy of NGOs affect the sustainability of Amiina Ministries services in Uganda?

The survey results show that funding policy of Amiina Ministries affects the sustainability of its services in Uganda. The variable has great effect measuring **57.00 percentage mean** showing how Amiina Ministries' portfolio has failed to expand due to its funding policies and hence crippling the sustainability of its service delivery in Uganda.

This finding agrees with Weerawardena et al., (2009) who stated that, Funding is paramount for NGOs as it enables its survival and sustainability to serve. This means that an organization will be able to fulfill commitments to "its clients, its patrons, and the community in which it operates" so that the groups who depend on it can "place their trust in that commitment" (Weerawardena et al., 2009). However, the Nana & Maureen (2012) revealed that NGOs are highly dependent on external funding policy to source their funds for their programmes/ activities which undermines their independence as they tend to bend to the donor objectives visa vi the NGO objectives.

NORAD (2012) indicated that, majority of NGOs are influenced by the interests of funders/donors. Therefore, the funding policy of NGOs contemplates with the objective of individual NGOs hence compromising the sustainability of their programs. Availability of donor funds is a stronger pull factor for individuals starting an NGO and has a more dominant influence on sustainability (IMF

2018 report). The NGO Sustainability Index for Sub-Sahara Africa (2019) findings revealed that a common issue for many NGOs in Sub-Sahara Africa, is reliance on a single, external source for funding. In this situation, if international funding is cut off, many NGOs would collapse.

This was also reflected in the questions that the researcher posed to the respondents in the field and the results revealed that, 79% agreed that the NGO sector remains highly dependent on external donor funding policy stream, 62% agreed that NGOs in Sub-Sahara Africa rely on single external source for funding, 71% agreed that NGO funding policy depends also on the nature of NGO, 58% agreed that NGO funding policy covers the accounting procedures of the organization. However, respondents had no idea on whether funding policy of NGOs contemplates with the objective of individual NGOs, though majority 43% agreed, it was below average and this could not be used to determine the respondents knowledge about the matter at hand.

When the respondents were asked whether Amiina Ministries has a variety of funding sources, below average 42% disagreed, 39% agreed and 18% were not sure. This is was a clear indicator that Amiina Ministries lacks diverse funding sources. Hence, they depend much on single donor funding which affects the sustainability in their service delivery.

5.1.3 Discussion on how alternative income generating projects affect the sustainability of Amiina Ministries services in Uganda.

Objective Three: To find out how alternative income generating projects affect the sustainability of Amiina Ministries' services in Uganda.

Research question Three: How do alternative income generating projects affect the sustainability of Amiina Ministries' service delivery in Uganda?

The findings showed that alternative income generating projects scored **76.49** overall percentage mean implying that, alternative income generating projects affect the sustainability of Amiina Ministries service delivery in Uganda.

This is in line with Barr, Fafchamps & Owens (2003) who stated that, the NGO sector remains highly dependent on external donor funding. Only 15-30% of NGO sector in Uganda that register go operational, this was attributed to failure to successfully mobilize funding to commence operations. This is an indicator that they are constrained due to low funding portfolio. Similarly, Lavie, (2016) stated that, income diversification is a process that entails strategic analysis of existing income streams. Hence NGOs ought to get a blessing from the NGO leadership that is charged with providing overall direction and reserves the mandate to unlock resources mobilization by facilitating that process (Reisch, Spash and Bietz, 2018).

5.1.4 Discussion of how accountability Mechanism affect the sustainability of Amiina Ministries services in Uganda.

Objective Four: To what extent does accountability mechanism affect the sustainability of Amiina Ministries' services in Uganda?

Research question Four: How much does accountability mechanism affect the sustainability of Amiina Ministries' services in Uganda?

The survey findings showed that accountability mechanism affects the sustainability of Amiina Ministries' service delivery in Uganda. The responses showed a **78.40** percentage mean score which reflects a strongly agree response that accountability mechanisms of Amiina Ministries strongly affect the sustainability of its services in Uganda. To answer why Amiina Ministries has failed to expand its funding portfolio, accountability mechanism had a strong effect.

This was in consent with the related literature from Advocacy Center for democratic culture (ACDC-2024) which affirmed that, the financial situation of the NGO should be reviewed on a monthly basis, with the focus on the budget, receipts and expenditures. ACDC-(2024) further states that, internal accounting controls significantly increase the likelihood that: financial information is reliable, that managers and the board can depend on the accurate information to make decisions, that the assets and records of the organization are not stolen, misused or accidentally destroyed, and that the organization's policies are followed. Nevertheless, Burger. R. Owens. T. (2012) asserts that, the funding agreement between the donor and NGO outlines all aspects regarding the project and should include activities to achieve the deliverables, funding of the project, reporting on activities i.e. narrative report, financial report, periods of reporting then management of funding and procurement of goods and stipulations in the budget regarding how the funding is to be applied.

5.2 Summary and Conclusion of Findings.

The major findings from this study show that “technical capacity to mobilize funds, funding policy of NGOs, alternative income generating projects and accountability mechanism significantly affect “why Amiina Ministries has failed to expand its funding portfolio”. However, Amiina Ministries can take the recommended measures to expand its funding portfolio as summarized below;

5.2.1 Summary on how technical capacity to mobilize funds affects the sustainability of Amiina Ministries' services in Uganda.

Given an overall percentage mean of **73.00** agreed, technical capacity to mobilize funds in Amiina Ministries has high effect on the sustainability of service delivery in Uganda.

It was found out that; Amiina Ministries relies on the generosity of donors to cover the costs of their activities through donations; Amiina Ministries find traditional funding sources insufficient

to meet their growing needs; the dependence on grants/donations constrains the autonomy of Amiina Ministries; Amiina Ministries technical team need to partner with other organizations; Amiina Ministries need to solicit for volunteer assistance for sustainability purposes; the experience of technical team in an organization has capacity to ensure efficient resource mobilization; Amiina Ministries' technical team should create a diverse mix of funding sources, Amiina Ministries technical team has a role of building relationships between the organization and its resource partners and Amiina Ministries technical team needs assistance in developing programs that attract direct co-financing.

5.2.2 Summary on how funding policy of NGOs affect the sustainability of Amiina Ministries' services in Uganda.

The survey results show that funding policy of Amiina Ministries affects the sustainability of its services in Uganda. The variable has great effect measuring **57.00 percentage mean** showing that failure of Amiina Ministries' portfolio expansion is due to its funding policies that cripple the sustainability of its service delivery in Uganda.

5.2.3 Summary on how alternative income generating projects affect the sustainability of Amiina Ministries' services in Uganda

The findings show that alternative income generating projects scored **76.49** overall percentage mean implying that, alternative income generating projects affect the sustainability of Amiina Ministries service delivery in Uganda. Nevertheless, the ministries service delivery sustainability is vested in diversifying its income for the sustainability of their project activities. Amiina Ministries needs to expand their funding portfolio. Amiina Ministries do not run social enterprises that help to diversify their funding base. The minimal NGOs' contribution to development are as a result of inadequate funding, and diversification of income is essential in securing stable funding to sustain the Amiina Ministries programs.

5.2.4 Summary on how accountability Mechanism affects the sustainability of Amiina Ministries' services in Uganda.

Accountability mechanism affects the sustainability of Amiina Ministries' service delivery in Uganda. The response showed **78.40** percentage mean score which reflects a strongly agree response that accountability mechanism of Amiina Ministries strongly affects the sustainability of its services in Uganda. To answer why Amiina Ministries has failed to expand its funding portfolio, found that accountability is a strong effect.

5.3 Recommendations

Based on the research findings, the researcher makes the following recommendations to overcome single donor dependency and sustainability of Amiina Ministries' service delivery in Uganda.

Amiina Ministries should employ experienced staffs who have expertise to source for funds to avoid single donor dependency. It was revealed in the study that NGO's single donor dependency is a result of inexperienced technical team. Therefore, the technical team should create a diverse mix of funding sources.

Amiina Ministries should improve on their accountability mechanism to attract funders and other organizations which may wish to fund them. Many NGO's poor accountability mechanisms limit the number of donors who fund them.

Amiina Ministries should raise funds from other sources than relying on the generosity of donors to cover the costs of their activities. The results got showed that Amiina Ministries relies on the generosity of donors to cover the costs of their activities through donations. The traditional funding sources are insufficient in meeting the growing needs of Amiina Ministries hence the research recommends that there is need to expand their funding portfolio.

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Table 12 Morgan's Table of Sample Size

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Dear Respondent,

I am ALICE NYANGOMA: REG. No.: RJ22M02/027 a student of Uganda Christian University (UCU) pursuing a MASTER OF ARTS IN ORGANISATIONAL LEADERSHIP of Uganda Christian University (UCU). You have been purposely identified and selected to participate in this study that lead to an award of master degree in award of Master of Arts in Organizational Leadership of Uganda Christian University (UCU). The study topic is **SINGLE DONOR DEPENDENCY AND SUSTAINABILITY OF SERVICE DELIVERY BY NON-GOVERNMENT ORGANISATION “AN ANALYSIS INTO WHY AMINA HAS FAILED TO EXPAND ITS FUNDING PORTFOLIO”**. The purpose of the study is to find out the effect of single donor dependency on the sustainability of NGOs services. The information provided is used to inform numerous NGOs.

Your participation is voluntary and the information that is provided is treated with uttermost confidentiality and used only for the purposes for which this study has been commissioned. Whatever information that is provided is anonymized and no person outside the study team ever knows that you were part of this study.

Thank you for your consent!

For more information concerning the study, please reach me on the numbers provided below:

ALICE NYANGOMA [Researcher]

Tel:0780-812482

APPENDIX II: Questionnaire for survey on the *Church Growth and Development*.

SECTION A: SOCIO-DEMOGRAPHIC CHARACTERISTICS

Questionnaire number: _____

Respondent's demographics

I. Gender of the respondent

Male _____ Female _____

II. Age: *17-22, 23-28, 29-33, 34-38, 39-above. Please circle the age range you fall in.*

III. Respondent's Religion: catholic _____ protestant _____ born again _____ Muslim _____
others _____

IV. Education level of the respondent:

Primary	
Secondary	
Vocational	
University	
Did not attend school	

V. Marital status: Married _____ Single _____ divorced _____ widow/widower

VI. Period served in your NGO: 1-3Yrs. _____ 4-8Yrs. _____ 9-13Yrs _____ 14-18Yrs _____ 19
and above _____

SECTION B: TECHNICAL CAPACITY TO MOBILIZE FUNDS AND THE

SUSTAINABILITY OF NGOS

The following statements are designed to assess how technical capacity to mobilize funds affect the sustainability of NGOs in Uganda. In the subsequent sections use the scale provided to tick your opinion. 5=Strongly Agree (SA), 4=Agree (A), 3= Not sure (NS), 2=Disagree (D), 1=Strongly Disagree (SD).

To what extent do you agree with the following on how technical capacity to mobilize funds affect the sustainability of NGOs in Uganda? Choose SA - Strongly Agree (5), A - Agree (4), NS - Not sure (3), D - Disagree (2), SD - Strongly Disagree (1) to show your position.		SD		D		NS		A		SA	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	NGOs rely on the generosity of donors to cover the costs of their activities through donations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	NGOs find traditional funding sources insufficient to meet growing needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Dependence on grants/donations can constrain the autonomy of NGOs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	For Sustainability purposes, NGO's technical team should Partner with other organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	For sustainability purposes, NGOs can solicit volunteer assistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	The experience of Technical team in an organization has capacity to ensure efficient resource mobilization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7	The technical team should create a diverse mix of funding sources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	The technical team has a role of relationship building between the organization and its resource partners.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Technical teams should assistance in developing programs that attract direct co-financing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: FUNDING POLICY OF NGOS AND THE SUSTAINABILITY OF NGOS

SERVICES

The following statements are designed to find out how funding policy of NGOs affect the sustainability of NGOs services in Uganda. In the subsequent sections use the scale provided to tick or circle a number that describes your opinion. 5=Strongly Agree (SA), 4=Agree (A), 3= not sure (NS), 2=Disagree (D), 1=Strongly Disagree (SD) (Tick in the appropriate box provided)

To what extent do you agree with the following on how funding policy of NGOs affect the sustainability of NGOs services? Choose SA - Strongly Agree (5), A - Agree (4), NS - Not sure (3), D - Disagree (2), SD - Strongly Disagree (1) to show your position.										
		SD		D		NS		A		SA
	FUNDING POLICY OF NGOS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	NGO sector remains highly dependent on external donor funding policy stream	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Funding policy of NGOs contemplates with the objective of individual NGOs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1	The financial situation of NGO should be reviewed on a monthly basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	The Financial Manager of an NGO is responsible for ensuring that financial control is in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Funders fears that governments are corrupt and they do not give reliable accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	NGOs keep track of the progress of spending as on a funding agreement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	External auditor reports must be submitted to the Board Members of an NGO within 3 months	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>			<input type="checkbox"/>		<input type="checkbox"/>			

SECTION E: Sustainability of NGOs

The following statements are designed to assess **Sustainability of NGOs**. In the subsequent sections use the scale provided to tick or circle a number that describes your opinion. 5=Strongly Agree (SA), 4=Agree (A), 3= not sure (NS), 2=Disagree (D), 1=Strongly Disagree (SD) (Tick in the appropriate box provided)

To what extent do you agree with the following on Sustainability of NGOs? Choose SA - Strongly Agree (5), A - Agree (4), NS - Not sure (3), D - Disagree (2), SD - Strongly Disagree (1) to show your position.						
		SD	D	NS	A	SA

Sustainability of NGOs										
1	NGO's Single Donor Dependency is a result of inexperienced technical team.									
2	Single Donor Dependency is due to Donors' tight instructions on NGOs.									
3	Single Donor Dependency shows the NGO's inability to match the objectives of funders with that of the NGO.									
4	Single Donor caters for all the objectives of the NGOs.									
5	The NGO's poor accountability mechanism limits the donors to fund the organization.									
6	The NGO's core values do not favor multi donor funding.									