

**COVID-19 AND PERFORMANCE OF SELECTED NON-GOVERNMENTAL
ORGANIZATIONS IN KABALE DISTRICT, UGANDA**

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DECLARATION

I, **Karungi Molly**, hereby declare that the dissertation titled, "**Covid-19 and Performance of Selected Non-Governmental Organizations in Kabale District, Uganda**" is my own, has been completed according to the guidelines established by the faculty and has not previously been presented for another assessment, and that my for (words, data, arguments and ideas) have been appropriately acknowledged and conforms to the guidelines for presentation and style set out in the relevant documentation.

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APPROVAL

We attest that the study entitled, "**Covid-19 and Performance of Selected Non-Governmental Organizations in Kabale District, Uganda**" has been carried out under our direction and is now ready for submission with our consent.

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DEDICATION

This dissertation is dedicated to my family for their support and encouragement that enabled me accomplish the study. I have a special feeling of gratitude to my loving parents, Chris and Teddy Kalenzi, whose words of encouragement gave me the tenacity to pursue the research. My sister Carol together with my brothers, Tom, Michael, Joseph, have been supportive in financial and spiritual matters. I also dedicate this dissertation to my many friends who have supported me throughout the process. I will always appreciate all they have done.

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LIST OF ABBREVIATIONS

COVID	:	Corona Virus Disease
CSR	:	Corporate Social Responsibility
EU	:	European Union
FRHAM	:	Federation of Reproductive Health Association Malaysia
GDP	:	Gross Domestic Product
MOARD	:	Ministry of Agriculture and Rural Development
MOH	:	Ministry of Health
NEMA	:	National Environmental Management Authority
NGOs	:	Non-Governmental Organizations
RDT	:	Resource Dependency Theory
SWAPs	:	Sector Wide Approaches
UNDP	:	United Nations Development Programme
UNEP	:	United Nations Environmental Programme
UNESCO	:	United Nations Education and Social Cultural Organization
UNICEF:		United Nations Children’s Fund
USAID	:	United States Agency for International Development
UWASNET	:	Uganda Water and Sanitation NGO Network
WHO	:	World Health Organization

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ABSTRACT

The study examined the impact of Covid-19 on performance of selected NGOs in Kabale District. It was guided by objectives which were: to assess the role of selected NGOs on their performance in Kabale District; to explore the impacts of COVID-19 on NGOs' performance during COVID-19 in Kabale District and to establish the best post-COVID-19 management strategies for better NGO performance Kabale District. The study used a survey design and a sample size of 371 respondents who were selected using purposive and simple random sampling techniques. Data collection was done using questionnaires and interview guide, and was analysed using Statistical Package for Social Sciences that generated descriptive statistics such as frequencies and percentages. Findings revealed that there were potential issues with the quality, accessibility or availability of health services provided to beneficiaries, as a significant proportion of respondents disagreed that adequate health services were provided. The researcher made a conclusion that NGOs in Kabale District were actively involved in community development initiatives, advocacy and the promotion of human rights, political and economic empowerment. The major conclusion was that the COVID-19 pandemic had a significant impact on networking and funding activities of organizations, as a majority of respondents agreed that networking was not possible and funds were diverted to other activities. The study concluded that there was need for NGOs to improve their performance in providing health services, particularly in the post-COVID-19 era. The majority of the respondents agreed or strongly agreed that NGOs needed to participate in developing comprehensive health-related policies to improve their performance in this area. The study recommended that efforts should be made to increase the accessibility and availability of health services to the beneficiaries by more outreaches in remote areas; increasing the number of health workers in underserved areas; and improving transportation infrastructure to make it easier for people to reach health facilities. NGOs should work to improve the communication and implementation of environmental initiatives. NGOs should continue to promote entrepreneurship by providing training, mentorship, and support for small-scale enterprise development. This will enable individuals to create sustainable livelihoods and contribute to the local economy through addressing complex societal needs beyond entrepreneurship. Organizations need to be flexible and adaptive in their strategies to respond to unexpected events such as pandemics. This may involve reallocating resources, phasing out certain projects, and exploring new opportunities for service delivery.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Corona Virus Disease 19 (COVID 19) is described by the World Health Organization (WHO) as an infectious disease brought on by a recently discovered virus (World Health Organization, 2020). The first symptoms of the Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV 2) caused by coronavirus disease (COVID-19) were reported in December 2019. The outbreak started in 2020, causing the World Health Organization to declare a COVID-19 pandemic. During 2020, the world witnessed societies going into lockdown, and people were asked to pay attention to social distance and stay at home as much as possible.

In December 2019, COVID-19, a virus that causes acute respiratory syndrome and has no known cure or vaccination, was discovered in Wuhan, China (Ning, Ren and Nkengurutse 2020). The greatest strategies to stop its spread are to quarantine cases, monitor patients' interactions with other members of society to lower mortality, and safeguard elderly patients and patients who require particular care (Young, 2020).

According to Rojas (2002), an organization's performance is determined by its actual output or results as compared to the anticipated outcomes and organizational goals and objectives. The execution of the task and the results attained are other factors that are said to affect an organization's performance. It can be described as the results of labor because it provides the strongest connection to organizational objectives, client satisfaction, and economic effects (March & Sutton, 2017).

Even during the gruesome Covid-19 Pandemic, NGOs have continuously played an unforgettable role. They have been on the forefront conducting webinars, distributing masks and sanitizers and looking into the mass vaccination drives (WHO African Regional Office, 2020).

When COVID-19 first arrived in Uganda in early March 2020, the Government of Uganda rapidly took a series of measures to minimize the risk of it entering the country. These included closing entry points into the country, banning public gatherings and the use of public transport, closing schools and places of worship, and declaring a national lockdown

and curfew that affected many activities in the country (WHO African Regional Office, 2020).

1.1 Background of the study

1.1.1 Historical Background

The COVID-19 pandemic, which is affecting millions of people globally, has been proclaimed by the World Health Organization in December 2019 after being discovered in Wuhan City, China's Hubei province. With more than 25 million people infected to far, the new coronavirus outbreak is acknowledged as the most significant global health crisis (pandemic) of the century (WHO, 2020). It quickly expanded everywhere, causing serious health and socioeconomic problems for the entire human race and seriously upsetting the global order.

The COVID-19 global epidemic has impacted operations of Non-Governmental Organizations as well as everyday life in general. Governments throughout the world shuttered their borders and shut down physical work locations as the number of cases rose in an effort to stop the virus's spread. Like citizens of many other nations, 95% of Americans were compelled to shelter-in-place within their homes as of April 7, 2020. Large portions of knowledge workers have quickly shifted to working from home as a result of how organizations have changed their work arrangements to account for these new realities. This sudden shift to remote labour takes place at a time when organizational coordination, decision-making procedures, and productivity have never been more crucial given the significant economic and social upheaval caused by COVID-19 (Raghuram et al., 2019).

The international response to COVID-19 is an extraordinary natural experiment in which many enterprises all around the world are experiencing a fully physically dispersed workforce for the first time. Employees also had to swiftly adapt to relying on digital communication technology to do their jobs, regardless of how convenient such arrangements would be for their home environment or task requirements. Prior to the pandemic, the majority of knowledge workers practiced some type of remote work, but they often did so with the assistance of coworkers who were physically present in the same office (Raghuram et al., 2019).

Non-governmental organizations are founded as community solutions to fill the hole of market failure since the "market failure" argument has typically been used to explain why

such groups exist (Valentinov, 2008). The market problems they address, nevertheless, are congruent with non-profit magnates' driving forces. Historically, non-profits have had a big impact on society (Benoy, 2020). They are essential in attempting to address the problems and disparities that exist in our communities. The non-governmental organizations sector has expanded over the past few decades while also undergoing major changes in terms of diversity and complexity. However, many non-governmental organizations have struggled with a lack of ideas for creating and maintaining a sustainable organization so that they can continue to offer essential, significant services (Benoy, 2020). The present pandemic drastically and swiftly altered the situation. Strategic plans have evolved into assets, giving non-governmental groups that had them in place a significant edge when it came to allocating resources and fostering clarity in decision-making. Plans have evolved into dynamic, adaptable living blueprints in these uncertain times.

India has a high level of inequality, with the wealth of the top 1% making up 67% of the national income. The majority of the poor population's life did not become any better as a result of GDP increase. A little more than 120 million Indians subsist on less than \$1.90 a day. India is ranked 129th on the 2019 UN Human Development Index (United Nations Development Programme, 2019). NGOs had a significant need for help, but their funding was being cut and their resources were being depleted. Non-Governmental Organizations also had to deal with the fact that there was less room for them due to growing restrictions and regulations from the government. With the epidemic, this slightly changed. When the lockdown situation began, the authorities contacted NGOs and requested their assistance. Most NGOs gave positive answers; some did so more so than others (United Nations Development Programme, 2019).

COVID-19 came at a time when Non-Governmental Organizations (NGOs) in India were facing other challenges with governance and the economy. The growing Indian economy, with a GDP growth rate in 2018 of 6.8% made India a low priority area for donors (World Bank, 2020). For example, the UNESCO report highlights the decrease in aid to India in the field of education in 2019 (UNESCO, 2020).

There is still little comprehensive research regarding how employees' day-to-day job activities in Non-Governmental Organizations have changed as a result of these unexpected shocks of Covid 19, despite all the anecdotes and speculation about working from home during the pandemic. In particular, how have employees modified their email and meeting

habits to make up for the lack of face-to-face interaction that traditionally takes place in a physical workplace and has the frequency or breadth of meetings and emails altered as organizations and people adjust to a new working environment, it is difficult to extrapolate from preceding research on work-from-home arrangements because most remote labour before COVID-19 was voluntary, less common, and undertaken in less dramatic situations (Bloom et al., 2015; Choudhury et al., 2019).

To address these issues, Non-Governmental Organizations have worked to raise public awareness, alter societal norms, and provide services and facilities to the most vulnerable groups of people (Nicola and David, 2012). Notwithstanding this encouraging development among NGOs, many initiatives are still dispersed and organizational in nature. Non-Governmental Organizations do not work together or in concert to effectively support individuals and enhance their performance. Additionally, there are no real-time statistics about their assistance, making it very challenging to estimate the involvement of NGOs at this moment (Kose& Sugawara, 2020).

The COVID-19 pandemic swept over the continent, posing obstacles to work continuity as well as social and financial difficulties and non-governmental organizations have suffered significantly as a result. According to a study done by UK Youth, a national charity in the United Kingdom, 64% of the youth organizations surveyed were expected to lose their funding sources (Giada, 2020), and this number is likely to have gone up as a result of the lockdown measures implemented at the end of March. The Non-Governmental Organizations' ability to satisfy those demands is under pressure despite the heightened risks presented for the vulnerable communities the NGOs typically operate for (Giada, 2020).

Non-governmental organizations (NGOs) in Europe have faced challenges akin to those in other modern democracies from all over the world (the inability to run operations as usual, the need to adapt budgets, volunteers' safety, etc.), as the pandemic produced relatively similar consequences (social interaction restrictions, new forms of running activities, sustained digital presence for citizens and other actors, etc.) in the majority of areas of the world. Non-Governmental Organizations were already vulnerable due to democratic erosion in many regions of Europe, including Central and Eastern EU Member States, Western Balkan countries, and Eastern Partnership countries, and it was having difficulty growing appropriately. NGOs are disproportionately affected in regions where the sector was already

vulnerable and had a lower possibility of recovery, despite the fact that the pandemic touched both developed and less developed countries (Bouchet, 2020).

One of the major problems brought on by the pandemic is the increased pressure placed on numerous NGOs to fight for their organizational recovery and relevance in the non-profit sector, which also causes a significant increase in competition for the few resources (like public grants, including EU funding) that are available (Michael, et al, 2020). This fierce rivalry is further exacerbated by evolving fundraising trends, as corporate sponsors are cutting their Corporate Social Responsibility (CSR) budgets in light of the impending economic crisis and individual donors are adopting more frugal spending practices (Krawczyk, 2020). Additionally, governments in Europe may be considering budget cuts or redistributions in order to maintain recovery programmes and give priority to sectors like public safety, health or saving businesses. This could result in fewer public grants being made available for NGOs, particularly those working on youth programmes, non-formal education, or those that cater to the needs of various marginalized people.

Some Non-Governmental Organizations are wholly dependent on government funding to function, while others rely nearly entirely on entrepreneurship and still others on corporate or foundation support. Many NGOs rely on physical ties and community access to fulfill their missions, which are now somewhat constrained as a result of public health regulations. In most European regions and nations, those needs are at an all-time high, but the ability of NGOs to meet them is declining (for instance, 13 percent of Romanian NGOs are planning to permanently close, while 86 percent of UK charities and 64 percent of non-profit respondents to a Charity Navigator survey said they were reducing their services and staff despite rising demand) (Gabriela, 2020).

While very small organizations reliant solely on volunteers would have very little financial needs and could also flourish on tiny budgets, large non-governmental organizations have considerable capacity to attract funding and implement programmes and will also be more tempted to tap into existing sources of financing, which they were not interested in before (Saskia, 2020). The majority of medium-sized NGOs are now seriously at risk due to the Covid 19 epidemic, which has narrowed the gap between large and very tiny NGOs. Large, well-established organizations frequently possess greater overall capacity (including the ability to draw in funding and carry out projects), better brand recognition, greater advocacy influence with public authorities, and more developed internal frameworks, all of which help

the organization adapt to new legal requirements more readily. Due to the fact that they were not focusing on the same source of funding or levels until recently, these huge NGOs were not in direct competition with small and medium-sized NGOs (Saskia, 2020).

NGOs have been working tirelessly on the ground and provide vital services to disadvantaged groups of individuals ever since the Covid 19 epidemic. They have proven crucial in helping the authorities and locating the hotspots for the corona virus. They were the first to reorganize themselves and push for new projects to supply medical facilities around the nation after realizing the gravity of the situation. They took the initiative to establish national emergency funds, collaborated to channel donations, and sent technical support and medical teams to assist at nursing homes and other facilities (Nivedita, 2020).

Non-Governmental Organizations (NGOs) started working with governments and other agencies to fight COVID-19 through community-based education by getting vital health information to communities. Non-Governmental organizations are also significantly impacted now and in the future during these historic times when COVID-19 is still spreading and having an indirect or direct impact on almost every person and organization worldwide (Polischuk and Fay, 2020).

Local NGOs have complied with preventative measures against the spread of COVID19 in East African nations for instance, in Rwanda since the appearance of the first cases of the disease there, including the lockdown. While NGOs have shown an enthusiasm in assisting the Rwandan government in addressing the effects of COVID 19, commercial firms continue to rule the market. As an illustration, the Bank of Kigali Group made use of Rwf282 million that was given to the government to assist in the distribution of cash and commodities to needy families affected by the crisis (Nsengiyumva, 2020).

Non-Governmental Organizations in Rwanda also participated in the rally with support ranging from educating the public to adopt preventive measures and change their behaviour in response to COVID 19, providing material and financial support to meet a variety of needs, including those of people whose income was significantly impacted by the lockdown, such as workers who earned a daily wage (motorcyclists and poor people who work for others to earn food, etc.). For instance, several NGOs have planned various radio and television programmes, as well as social media campaigns, to encourage their supporters to

deal with the quarantine period and observe other relevant preventive measures (Nsengiyumva, 2020).

Uganda reported its first COVID-19 case on March 22, 2020, 11 days after the World Health Organization proclaimed COVID-19 a global pandemic (Africanews, March 2020). The initial incident prompted the Ugandan government to act more firmly, restricting public meetings, enforcing a curfew, and prohibiting all movement into and out of the nation save for the transportation of necessities (Ministry of Health Uganda, 2020). Only 2179 active cases, 4101 confirmed cases, 1876 recoveries, and 46 COVID-19-related deaths were reported in Uganda as of September 10, 2020 (Ministry of Health Uganda, 2020). After Burkina Faso, Chad, Niger, Burundi, Western Sahara, and Tanzania, it had the seventh-lowest rate of cases (89 cases per million people) and the fourth-lowest rate of COVID-19-related deaths (1.0 deaths per million people), though some of the lower-ranking nations (Tanzania and Burundi) had disputed data (Worldometer August 2020).

Prior to Covid 19, NGOs in Uganda particularly those located in Kabale were mandated to implement interventions in relation to extending service delivery to local communities to improve the livelihoods thus socio-economic change in areas where they operate as agreed with the Government of Uganda. Covid 19 represented a shift from 'project approach' to a government led well-coordinated 'systems approach' with a view to adapt quickly to government programming and operations in context to COVID 19 to respond to the disease and address the consequences of health and safety measures on the most vulnerable populations in the respective communities (UNICEF Uganda, 2020). Yet Uganda's response measures, like the lockdown, night curfew and closed borders, have significantly disrupted economic activity.

Due to lockdown measures, the socioeconomic impacts of Covid-19 are disproportionately affecting the vulnerable sections of society. In Uganda, the private sector comprises largely Non-Government organizations, CBOs, FBOs and other non for profit agencies. It makes up 45% of the economy and employs 24% of the working age labour force according to World Bank. This sector has been one of the hardest hit, with people engaged in trading, services and hospitality most affected by Covid-19 restrictions. The direct impact of Covid-19 has caused the loss of jobs, incomes, poor service delivery with worst cases of organizations experiencing in-sufficient funds, resulting in the discontinuation, suspension of their project activities.

1.1.2 Theoretical Background

The resource dependency theory put forth by Pfeffer and Salancik (2003) was the study's foundation. According to the resource dependence theory (RDT), organizations struggle to obtain and keep resources from their surrounding environment because they lack the necessary resources. The Resource Dependence Theory (RDT) is interested in how the use of external resources by an organization, such as raw materials, influences its behaviour. The hypothesis is crucial because a company's capacity to acquire, transform and utilize raw materials more quickly than rivals might be essential to success.

Additionally, this theory suggests that an organization must interact with other organizations in the environment in order to obtain and keep resources if it is to exist (Bryant and Davis, 2012). The consequences are shaped by the interaction, which also shapes the organization's actions. Non-governmental organizations, according to Abouassi (2012), rely on outside funds to support and continue their operations. Donors are able to control how NGOs behave as their reliance on them increases, and the capacity of the organization to withstand donor demands decreases. NGOs in this situation are powerless to adapt to the shifting financing requirements (Bryant and Davis, 2012).

Since the environment in which NGOs operate is constantly dynamic and makes it challenging to foresee what will happen in the future, the performance of NGOs is never guaranteed. However, the organization faces both opportunities and challenges in assessing their present and future performance due to the situational and environmental changes. The effectiveness of NGOs in the present global Covid 19 pandemic has been influenced by factors like their size, financial resources, timeliness of access, methods for disbursing funding, and policies in place. Despite the COVID 19 epidemic, non-governmental organizations with sufficient funding have continued to perform well while others did not. However, the majority of non-governmental organizations diverted the cash to other, unintended uses, leaving some of them with insufficient funding to achieve their intended objectives (Bryant and Davis, 2012).

1.1.3 Conceptual Background

The performance of Non-Governmental Organizations was the dependent variable for the study and Covid 19 was the independent variable. A new virus called Covid 19 can transmit from person to person through droplets from sneezing and coughing and causes respiratory illnesses in both humans and animals (World Health Organization, 2019). When an infected

person speaks, sneezes, sings, or coughs, the virus can be disseminated through their lips or nose in tiny liquid particles. These particles range in size from larger respiratory droplets to tiny aerosols (World Health Organization, 2019). Lockdown, a financial crisis, and an infectious epidemic were conceptualized for COVID 19.

Performance of Non-Governmental Organizations is the difference between an organization's actual output or results and its expected outputs (or goals and objectives). Strategic planners, operational, financial, legal, and organizational development experts are just a few of the experts whose work is affected by how well a company performs. In recent years, numerous organizations have tried to manage organizational performance using the balanced scorecard methodology, where performance is tracked and measured in multiple dimensions like: financial performance (e.g. shareholder return); customer service; social responsibility (e.g. corporate citizenship, community outreach); and employee stewardship (Thomson and Strickland, 2018).

The efficiency of an NGO's management and governance systems can be used to assess its performance. It indicates that an NGO's resources are managed effectively in a way that is open, responsible, fair, and sensitive to the needs of the community. Since NGOs want to be self-sustaining, good governance is essential to their continued existence. NGOs frequently lack the institutional capability and resources to function in many poor nations. Additionally, donor funds are occasionally mismanaged. Thus, excellent governance becomes a crucial component of every NGO in order to guarantee the efficient and appropriate administration of resources. Accountability is one of the essential elements of successful governance (Drucker, 2015).

Other performance measures of NGOs performance include Fundraising efficiency, the ability of an NGO to access to funding, how to best use the resources to achieve the required/ planned outputs through financial transparency by preparing and submitting reports to the concerned stakeholders.

On the non- financial efficiency, the measure of NGOs performance is reflected on the best use of the resources/inputs like time staff, expertise to achieve the required or the planned outputs, to what extent have the outcomes of NGOs programme been achieved, thus effectiveness and the long-term consequences of an NGO's programme including both positive or negative effects thus the impact, the level of networking with partners, their

relevance and satisfaction) and the quality of services provided by NGOs thus partnership(Niven, 2008).

1.1.4 Contextual Background

There are several non-governmental organizations in Kabale District that fall into the categories of charitable organizations, community service organizations, environmental conservation organizations, health organizations, nonprofit organizations, youth organizations, women organizations, and religious organizations. As indicated in Appendix V, they include the Bwindi Mgahinga Conservation Trust (BMCT), Kick Corruption Out of Uganda, African International Christian Ministry (AICM), and Transcultural Psychosocial Organization (TPO), Child Africa Uganda, Red Cross, Site for Community Service Program, (SCOSP), Forum for Women in Democracy (FOWODE), Integrated Community Based Initiative (ICOBI), Kabale Women in Democracy (KWIDI), Nature Uganda (NU), Lift Up Jesus Global Ministries, Let Us Save Uganda Development Initiative, Kabale Civil Society Forum, Kigezi Human Rights Foundation, Alongside Africa Uganda, Advocacy for Better Health (ABH), National Forum of People Living with HIV/AIDS Networks in Uganda (NAFOPHANU), USAID Regional Health Integration to Enhance Services (USAID RHITES), Children of the World Foundation, Congregations Around Richmond Involved to Assure Shelter (CARITAS), Rukundo International, Smiling Faces Foundation Uganda, Entuhe Project Uganda, Camp Davis-Uganda Hillside, Kigezi Youth Mentor & Development Project, Marianne Foundation For Youth Development- Uganda, Rise The Child, Ground Zero Project (GZP), Kazira Orphans, Amatsiko Project Uganda and Grace Villa Home & Sanctuary for Vulnerable Groups(<https://www.globalnpo.org/UG/Kabale/205464/genre/2235/NonGovernmental+Organization+%28NGO%29>).

In addition to a public health emergency, lockdown was imposed in Uganda and Kabale District in particular as a result of Covid-19, creating an economic crisis. Many people's livelihoods were affected, and it left them in a terrible financial situation where they were unable to buy food or basic hygiene products like soaps, masks, and sanitizers. In order to help the underprivileged and those in need, these non-governmental organizations have been giving them food, rations, and hygiene kits (Atumanya, et al., 2020).

Across the nation, and specifically in Kabale District, non-governmental organizations have been establishing communication and distribution networks. In order to stop the virus from spreading, they have also been doing essential work like educating people about social distance

and its value. Because NGOs are well-known and regarded in the neighborhoods where they operate, they have been assisting individuals in overcoming stigma by giving water bottles for hand washing, offering shelter, and establishing community dinners for those in need (Atumanya, et al., 2020). The constraints brought on by the Covid 19 outbreak have prevented these non-governmental organizations from delivering service mandated to them by the Government of Uganda. This is due to the fact that these NGOs were compelled to adopt new technologies in order to maintain their operations, such as the usage of telenetwork and zoom during meetings, which are problematic for the majority of NGO stakeholders.

1.2 Statement of the Problem

Since the COVID-19 initially surfaced in China, the majority of nations have implemented lockdowns as a response to the epidemic. Many NGOs have been forced to restructure or change the direction of their initiatives in order to adapt to the quickly shifting environment brought on by COVID-19. Organizations are modifying their goals and implementation plans for 2020 and probably beyond based on assessments of the difficulties communities are facing as a result of the pandemic. Thankfully, a lot of donors are relaxing their rules so that implementing partners can divert their cash and programme activities to the COVID-19 reaction (Centers for Disease Control and Prevention, 2020). Numerous Non-Governmental Organizations in Uganda like many other world countries have adopted new methods of cooperating, communicating, and functioning. Poor state of service delivery due to the growing reliance on the web, cloud-based platforms, and new technology to support projects, workers, and communities throughout the world, remote working and home offices have quickly become the new norm. Smaller organizations experienced insufficient financial support to secure the continuance of their activity, and several organizations downsized. Uganda faces a problem that may need to reconsider established business models and diversify revenue sources. Possibly, this presents an opportunity to forge new partnerships between NGOs and various industries (Centers for Disease Control and Prevention, 2020).

In addition to lack of physical oversight and evaluation, lockdown, the economic downturn, and the use of funding to address other community needs, such as the purchase of hand washing facilities, masks and sanitizers, NGOs performance in Kabale District has deteriorated (Kabale NGO Forum, 2021). Some NGOs received assistance from well-wishers in the shape of food and money to increase performance in order to deal with this circumstance. Despite these efforts, service delivery is still subpar, some beneficiaries in rural regions did not receive the necessary agricultural inputs, and NGOs' aims have not been

entirely met. Additionally, in order to help reduce poverty, some development projects and programmes were completed in full, while others were only partially completed (Kabale NGO Forum, 2021). Studies on Covid 19 have been done, but they do not demonstrate how Covid 19 affects the effectiveness of non-governmental organizations in Kabale District. For instance, Ohia and Ahmad (2020) expect that the effect on COVID-19 will be significant in Africa due to the poor health systems in African nations. A study on the COVID-19 pandemic's distributional impacts in Uganda was conducted by Jesse et al. in 2021. A study on the effects of COVID-19 on agriculture and food security in the East African Community was conducted by Kayiira (2021). There has not been a study of this kind done to explain the issue in Kabale District. It was with this background that this study was conducted to examine the impact of Covid 19 on the performance of selected Non-Governmental Organizations in Kabale District.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to examine the impact of Covid 19 on performance of selected Non-Governmental Organizations in Kabale District.

1.3.2 Specific Objectives

- i. To assess the role of selected Non-Governmental Organizations on their performance in Kabale District,
- ii. To explore the impact of COVID 19 on Non-governmental organizations' performance during COVID 19 in Kabale District;
- iii. To establish the best post COVID 19 management strategies for better non-governmental organizations' performance Kabale District.

1.4 Research Questions

- i. What are the roles of Non-Governmental Organizations on their performance during COVID 19 in Kabale District?
- ii. What are the impacts of COVID 19 on non-governmental organizations' performance during COVID 19 in Kabale District
- iii. What are the best post COVID 19 measures/interventions/ management strategies for better non-governmental organizations' performance Kabale District?

1.5 Scope of the Study

1.5.1 Content Scope

This study was about Covid-19 and the performance of selected Non-Governmental Organizations in Kabale District. The study focused on the roles of Non-Governmental Organizations on their performance in Kabale district, the impact of COVID 19 on non-governmental organizations' performance during COVID 19 in Kabale District and best post-COVID 19 measures/interventions/ management strategies for better non-governmental organizations' performance in Kabale District

1.5.2 Geographical Scope

This study was conducted in the District due to its proximity to the researcher and the poor state of service delivery by NGOs in the area. Kabale District is a district in the Western Region of Uganda. The Kabale District is bordered by Rukungiri District to the north, Rukiga District to the north-east, Rwanda to the east and south, Rubanda District to the west, and Kanungu District to the north-west. Kabale is approximately 420 km, by road, south-west of Kampala, the capital of Uganda.

1.5.3 Time Scope

This study considered a period of three years from 2019 to 2022 because it was within this period that Covid 19 broke out and affected all countries globally.

1.6 Significance of the Study

1.6.1 To the Management

The findings of the study would identify the COVID-19 pandemic response efforts and obstacles faced by non-governmental organizations on their performance. This would help the management of these NGO in putting strategies to enhance performance during post-Covid 19.

1.6.2 To the Policy makers

The findings of the study would help the government to understand on how best they could help NGOs improve their performance since they are involved in improving the welfare of the communities by funding the Non-governmental organizations and giving them guideline to continue performing well amidst Covid 19 Pandemic.

1.6.3 To other Researchers and Academicians

The study findings and recommendations would act as a foundation to spark interest in additional investigation into the effectiveness of NGOs in Uganda amidst the Covid 19 pandemic. From an academic perspective, the research would be very helpful to educational institutions at all levels both inside and outside the nation, notably universities as a source of information for future studies and research on the operations and sustainability of NGOs during pandemics related to Covid 19.

1.6.4 To the Community

The study findings would enable people of the community comprehend the reasons why non-governmental organizations did not perform to their expectations during Covid 19 and thus would embrace the substantial contributions they were able to provide to them and devise means to ensure continual community development.

1.6.5 To the Student

The completion of this study would act as a partial fulfillment of the requirements for the award of a Master of Arts Degree in Project Planning and Management of Kabale University.

1.7 Operational Definition of Terms

Community Based Organization (CBO): An organization wholly controlled by Ugandans, operating at sub county level and below, that is involved in NGO type activities (as per attached schedule) augment Government work but work clearly not profit or commercial purposes.

Covid 19: This means Corona Virus Disease which affects the respiratory organs causing destruction and death.

Economic crisis: An economic crisis represents a situation in which the economy of a country passes through a sudden decrease of its force, decrease usually brought about by a financial crisis. The economic crisis may have the shape of a stagflation, of a recession or of an economic depression.

Infectious diseases: These are diseases caused by microscopic germs (such as bacteria or viruses) that get into the body and cause problems such as Covid 19.

International Non-Governmental Organization (INGO): An NGO having its original incorporation in and partially or wholly controlled by citizens of one or more countries other than the Partner States forming the East African Community (EAC), but operating in Uganda under a certificate of registration.

Lockdown: A lockdown is a restriction policy for people or community to stay where they are, usually due to specific risks to themselves or to others if they can move and interact freely. The term "stay-at-home" or "shelter-in-place" is often used for lockdowns that affect an area, rather than specific locations

National Non-Governmental Organization: An NGO that is wholly controlled by Ugandans, registered exclusively within Uganda and with authority to operate within or across two or more districts in Uganda.

Non-Governmental Organization: Any legally constituted private, voluntary grouping of individuals or associations involved in community work which augment government work but clearly not for profit or commercial purposes.

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

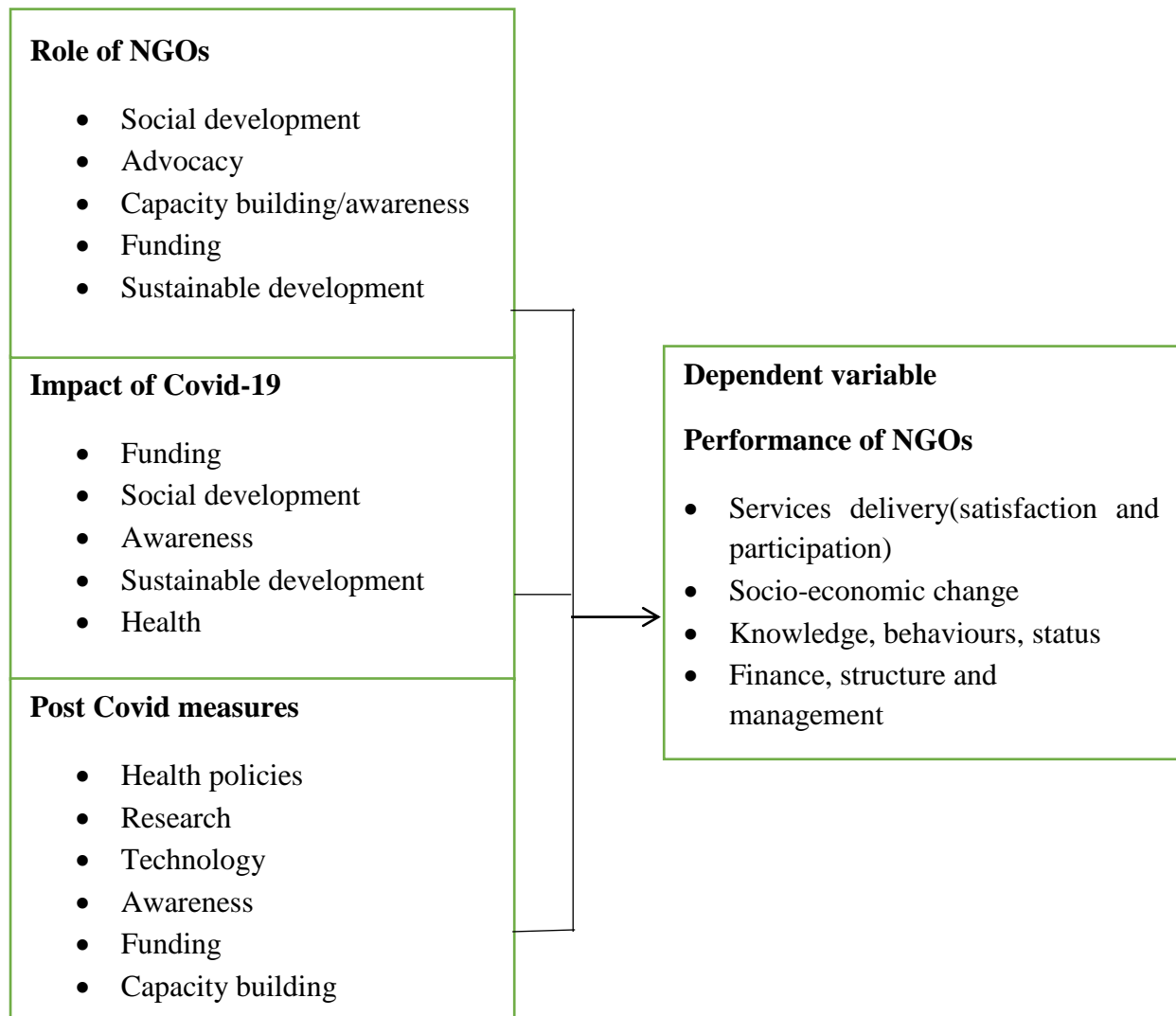
Regional Non-Governmental Organization (RENGO): An NGO having its original incorporation with one of the states of the East African Community (EAC) and partially or wholly controlled by citizens of one or more partner states in East Africa but operating in Uganda under a certificate of registration.

1.8 Conceptual Framework

The following figure shows the relationship between independent variable (Covid 19) and dependent variable (performance of NGOs).

Figure 1.1: Summary of Conceptual Framework

Independent variable (COVID 19)



Source: World Health Organization (2020) and modified by the researcher, (2022)

The conceptual framework for the study in Figure 1.1 shows the relationship between the independent and dependent variables. The Role of NGOs variable includes sub-variables that describe the activities and functions of NGOs. For example, social development initiatives like education, capacity building, entrepreneurship, communication, environmental management may contribute to the socio-economic change of the communities and status of the people. Awareness contributes to the knowledge, behaviours, satisfaction and participation thus sustainable development.

The Impact of Covid-19 variable includes sub-variables that describe the challenges and opportunities that the Covid-19 pandemic has presented to NGOs. For example, Funding

efficiency may contribute to organized structure, management through financial support. Awareness through remote delivery of services and information may contribute to knowledge, behaviour of the people to improve on the health. Social and sustainable development initiatives may contribute to the socio-economic change and community building. NGOs' mismanagement, phasing out activities, trouble in operation may negatively impact the performance of NGOs. NGOs' expectations may impact their ability to adapt and respond to the pandemic.

The Post-Covid measures variable includes sub-variables that describe the measures that NGOs could take to adapt and improve their Performance in response to the Covid-19 pandemic. For example, Health policies may contribute to socio economic change. Research and capacity building may contribute to Services Delivery through evidence-based approaches. Technology Awareness through innovative solutions can lead to better service delivery. Awareness may contribute to Exercise of human rights and Improved health outcomes through educating communities. Funding may contribute to all sub-variables under Performance of NGOs.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The review of the literature based on the objectives and associated studies are presented in this chapter. Reviewing relevant literature is important for bringing what other researchers have discovered about the issue at hand and for spotting prospective research gaps. This chapter evaluated the literature relevant to this topic, including the theoretical perspective.

2.1 Theoretical Perspective

The resource dependence theory developed by (Pfeiffer & Salancik 2003) served as the study's foundation. According to the Resource Dependency Theory, organizations need resources from outside sources in order to survive over the long run. It is also claimed that other organizations would also like to have access to these resources in this environment and that they can only be gained through their own environment (Pfeiffer & Salancik, 2003).

Resources can appear in a variety of forms, such as raw materials, labourers, and financial financing. When one institution controls or dominates a significant portion of the resources, another organization becomes overly reliant on it, creating a symbiotic relationship. When there is a great deal of over dependence or ambiguity, organizations become vulnerable to outside control. The government or other interested parties, such as an organization, typically direct or issue a directive that has an external control effect, which can have a significant impact on how businesses operate on a day-to-day basis. According to the idea, it is obvious that NGOs need to lessen the chance that they would rely heavily on one donor for their financial resources, and that can only be done by effectively mobilizing financial resources in order to have a big pool of financial resources.

Resource Dependence Theory has been previously used to study humanitarian relief programs (Prasad, et al., 2016). The idea is to keep an eye on how NGOs get the resources they need to carry out their stated missions or promote humanitarian causes because, on their own, NGOs lack the resources to accomplish their objectives (Prasad *et al.*, 2016); (Salamon, 1987). This idea demonstrates how organizations acquire and manage resources (Pfeiffer & Salancik, 2003). The study of how NGOs depend on the resources of other parties to carry out their mission and provide humanitarian aid is also made possible by this theory, which

adds to our understanding of operational procedures from the perspective of a dependency relationship between NGOs, state institutions, the business climate, and the community (Prasad et al., 2016). The participation of the organization and its stakeholders in getting the required resources is positively influenced by communication (Lai and Fu, 2020; Atouba and Shumate, 2020) and organizational accountability through transparent reporting.

The World Health Organization (WHO) declared the outbreak of COVID-19 as a global pandemic on 11 March 2020. In response to the outbreak in neighbouring countries, the Ministry of Health (MOH) of Uganda immediately activated a National Task Force and developed the Uganda COVID-19 Preparedness and Response Plan. On 19 March, the President of Uganda issued the first guidelines and preventive measures to contain the spread of Coronavirus in the country. These measures included immediate closure of all educational institutions, prohibition on mass public gatherings, closure of religious places of worship, scaling down the number of people attending weddings and funerals, and restriction on travelers arriving in the country (Pozhidaev, 2020).

2.2 Role of Non-Governmental Organizations on Performance

2.2.1 Social Development

In GramaNiladari Divisions of the Nawagaththegama Divisional Secretariat Division in Sri Lanka, Panampitiya (2018) conducted a study to determine the operational patterns of non-governmental organizations in the process of community development and to evaluate the impact of NGO programmes on raising sustainably peoples' standards of living. For the purpose of examining the workings and outcomes of NGO community development programmes, survey and functional methods were employed. The three primary methods for gathering data were surveys, semi-structured interviews, and observation. This study has examined the relationship between the government and the NGO sector, which are in charge of implementing programmes related to livelihood, health, nutrition, education, and empowerment, as well as the impacts of those programmes on the community. Based on the findings, it has been recommended that programmes aimed at enhancing human potential and skills to support people's livelihoods be introduced rather than concentrating on social welfare. It has also been suggested that an efficient integrated approach between the state and NGO sectors is crucial to incorporating local residents' full potentials into development discourse by enhancing abilities, skills, and strengths.

According to Abiddin (2022), non-governmental organizations are becoming more well-known in the fields of alternative medicine, community development, social justice, and education. Abiddin (2022) found in his study on the function and influence of non-governmental organizations on sustainable community development in Malaysia that local non-governmental organizations significantly contribute to community development through community self-help initiatives, training, and the creation of community member awareness and sensitization. The findings also demonstrated how non-governmental organizations support community development and economic growth. This study was conducted in a developed nation where NGOs may not perform as well as they do in Uganda. Therefore, research on the contribution of non-governmental organizations in Kabale District was necessary.

Mapfumo (2017) conducted a study to identify the role of Caritas on community development in Murewa, Zimbabwe using a case study design and qualitative research methodology and the results showed that Caritas has focused on a small number of community development activities, including infrastructural development, income-generating projects, environmental management, and assisting enhanced service delivery. Additionally, Bashir (2016) made a connection between NGO's and community development in Pakistan; this study combined a qualitative and quantitative approach with the use of a questionnaire. The results showed that NGOs are valued by the community and play a significant role in community development. These studies, however, were conducted outside of Uganda, where the situation can differ from that in Uganda, necessitating the necessity for this investigation.

Amenorhu (2015) also investigated the impact of non-governmental organizations on the sociopolitical growth of communities in Ghana's Madamfoghana district of the Kpando Municipality. The study advocated using both qualitative and quantitative methods in a case study design. Surveys were given out, focus groups were convened, and respondents were monitored and included in open talks so that conclusions could be taken from their statements. The study's conclusions showed that while some non-governmental organizations benefited communities for a long time, others only did so briefly.

According to Adeyeye (2016), through the work of non-governmental organizations, social entrepreneurship has evolved into a means of addressing the social needs of the underprivileged. According to the results of his study on non-governmental organizations and the rise of social entrepreneurship in Nigeria's Niger state, non-governmental organizations

are a direct cause of this expansion. He continues by saying that the expansion needs are influenced by the types of parent organizations, which in turn are influenced by the need for growth and the source of funding. Despite the fact that this study's main focus is NGOs' impact on entrepreneurship, it was conducted in Nigeria, where conditions are different from those in Uganda

According to Rotich (2021), NGOs are crucial to Kenya's social and economic development. These NGOs support government initiatives for sustainable development and funding initiatives in several industries that support entrepreneurship. In his research, Rotich (2021) looked at how financial support from NGOs, digital technology, networking, mentoring, and training and development affect the expansion of women's entrepreneurship initiatives in Nakuru County.

Adokorach(2019) conducted a study to examine the contributions of non-governmental organizations in Social Development in Moroto District, Uganda using a case study research design and the study sample of 58 participants including 18 NGO officials staff in Moroto District, 1 Chairman LC III Moroto District and 39 NGOs Beneficiaries in Moroto District. According to the study's findings, community-based cooperatives and groups can buy, divide, and develop land, build homes, supply infrastructure, and run and maintain infrastructure including wells, public restrooms, and solid waste collection services. The study was conducted in a different geographic setting with a limited sample size, which made it impossible to generalize the results. The same study was thus conducted in Kabale District with a larger sample.

Achuka (2019) did a study to look at how Non-Governmental Organizations in Uganda contribute to community development. According to the report, non-governmental organizations encourage public involvement in various community programs, such as pig farming, poultry farming, and brick production, among others. The study found that government involvement in eradicating poverty frequently comes at the expense of strategic community changes, necessitating that nations embrace and support NGO operations in their nations.

Rashida (2019) examines the role played by Non-Governmental Organizations in the development of rural areas in Nabukalu Sub County Bugiri District. According to the findings, NGOs assisted the residents of Nabukalu Sub County become self-sufficient by providing loans for the start-up of small companies and investments in agriculture. The study

also showed that enlightenment efforts by NGOs like ATEFO Uganda, NAADs, and MUCOBAD helped people practice agriculture. Additionally, locals are participating in various activities to encourage growth and have received assistance in acquiring basic requirements as a way to combat poverty. According to study results, NGOs play a significant role in the development of rural areas, participating 80% of the time, with 70% of that time demonstrating improvements in agriculture and, consequently, in food security and health. The role of NGOs and the development of rural areas were likewise shown to be positively and significantly correlated, with a Pearson correlation coefficient of 0.426 at a 0.01 significance level. The study's results also showed that the community members' level of involvement in the conception, planning, and execution of the NGO initiatives was judged as being good at 70%. Further research revealed that 83% and 17%, respectively, of NGO initiatives' funding came from government or donor funds and community contributions. The association between the function of NGOs and development initiatives was examined using the Pearson linear correlation coefficient in this study. Because descriptive statistics was used, the results might differ from those of the current study.

According to Masereka (2017), non-governmental organizations have become more significant in the field of economic development. These organizations are well-known for being innovative, community-driven, and capable of pursuing participation and people-centered forms of development. They also fill in the gaps created when states in the developing world fail to adequately care for their most vulnerable citizens. In his research, Masereka (2017) examined how NGOs helped the residents of Mahango sub county, Kasese district with their socioeconomic development. The study's findings demonstrated that numerous NGOs in Mahango Sub County had unquestionably supported the locals' economic development. In terms of education, health, agriculture and food security, economic empowerment, and good governance, the communities had improved.

Conversely, a study was done by Hategekimana (2017) to evaluate the role that FBOs (Caritas - Kabale Diocese) played in enhancing social welfare among the underprivileged rural residents of Nyamweru Sub-county. A case study approach was taken for the investigation. Eighty respondents, chosen both randomly and on purpose, made up the study's sample size. In this study, focus groups, interview guides, and questionnaires were employed as data gathering tools. Descriptive statistics like frequencies and percentages were used in the data analysis. According to the research's conclusions, FBOs, such as the Caritas Kabale Diocese, play a crucial role in enhancing the welfare of rural poor households. These

responsibilities pertain to the Caritas Kabale Diocese and involve, among other things, the development of agriculture, education, and health in terms of HIV/AIDS awareness. Inputs, animals, and money are given to beneficiaries so they can start income-generating activities including raising Irish potatoes, raising goats and cows, and keeping chickens, according to research findings.

According to the survey's findings, non-governmental organizations supported the majority of women-owned businesses in the studied area. The current study utilized a survey research design to examine the function of NGO in Kabale District as opposed to the descriptive research design that was used in this study to examine the role of NGO in Kabale District.

2.2.2 Policy advocacy

The advocacy work done by NGOs involves spreading information across a variety of channels and increasing awareness by networking, lobbying, campaigns, conferences, and research. Both activism and lobbying efforts are employed as advocacy tactics to sway policymakers. Additionally, advocacy is employed to organize, mobilize, and engage constituents (Teegen, Doh&Vachani, 2004). NGOs carefully plan which topics to pursue, the methods they will use, and the organizational structure they will need to have in place in order to accomplish their goals. These are the methods they use to set themselves apart from the competition (Johnson & Prakash, 2007).

In their work as advocates, NGOs frequently employ a variety of political tactics to influence lawmakers and the general public. First, they practice information politics, disseminating information through media outlets to the general public as well as to members of their own network. They frequently use personal experiences to emotionally frame the content. Second, they engage in symbolic politics, which comprises the use of symbols to spread knowledge and broaden their influence. Thirdly, they mobilize while using leverage politics to put further pressure on policymakers to make good policies that would bring a positive change to the communities. Finally, they employ accountability politics, in which they publicly shame actors for a variety of actions they deem to be environmentally harmful. These tactics could be applied in tandem to exert pressure on decision-makers (Keck &Sikkink, 1998).

It has been suggested that this makes the selected strategy reliant on political connections. Therefore, NGOs are still fighting to gain access to political forums (ibid.). NGOs also put in a lot of effort to intentionally create or make use of political opportunity structures (POS) to achieve their goals (Keck &Sikkink, 1998; Johnson & Prakash, 2007). The political

opportunity structure determines their chances of having access to power and influence in systems of government. The degree to which the institutionalized system of government is relatively open, the constancy of elite alliances, the presence of elite allies, and the state's ability and propensity for repression are all signs of a political opportunity structure (Johnson & Prakash, 2007). Therefore, depending on the situation, the techniques used by Non - Governmental Organizations can be described using the political opportunity structure. Few academics have looked into how non-governmental organizations strategically use political opportunity structures, despite the fact that this has been asserted. Additionally, it has been said that NGO advocacy work is more effective when state, industry, and society are already aware of the issues at hand and more open to change (Johnson & Prakash, 2007).

The goal of non-governmental organizations is to sway public opinion. For instance, these approaches include mobilization, campaigns, news media, and social media (Rietig 2016). These are actions taken to exert pressure on the institutions under consideration. Utilizing insider tactics when the topics are hotly contested runs the danger of counter-mobilization, which could diminish efficacy (Dellmuth&Tallberg, 2017). Thus, NGOs tend to rely on outside techniques more frequently when there is a significant amount of political tension. This is because the problems being addressed are more urgent, which makes it simpler to organize public opinion (Hanegraaff, Beyers& De Bruycker 2016; Dellmuth&Tallberg, 2017). When there is a solid rapport with the decision makers, inside lobbying is more frequently done. Lacking the same access, actors are more prone to resort on extraneous tactics, like demonstrations to gain influence (Nasiritousi, 2019).

Additionally, Marcinkutė (2012) claims that the globalization of society has given NGOs the chance to establish themselves as major players in the global process of promoting and defending human rights. The emergence of new players in the field of human rights raises concerns not only about their effect on the protection of human rights but also about their impact on the state, which for a very long time has had the sole authority to decide how to treat its citizens. The impact of human rights NGOs on state sovereignty and the protection of human rights depends on a variety of factors, including the country's level of development, the political system, and the size of human rights NGOs, according to Marcinkutė (2012), who examined the role of human rights NGOs from the perspective of state sovereignty and human rights. The technique and location of this study's execution were not disclosed. There is a methodological and contextual gap as a result, which this study sought to close.

According to Kinyera (2014), many African nations, including Uganda, have included references to the respect for and protection of women's human rights in their constitutions. It is true that some cultures in Gulu and throughout Uganda are still uninformed about the rights of women. In his study on the roles of NGOs in the promotion and protection of women's rights in Laroo Division, Gulu Municipality, it was discovered that the cultural, social, and economic makeup of the community in the area of study does not favor the rights of women and demonstrates the competence of the NGOs in delivering towards the promotion and protection of the rights of women in accordance with the state of the law.

In addition, Ikram (2016) used a descriptive cross-sectional research approach to investigate Non-Governmental Organizations and the application of human rights in Uganda. The results showed that the funding of NGOs did not function well and that the level of advocacy by NGOs was low. Although it was determined that there was a strong connection between NGOs and the execution of human rights The existence of a major link between the application of human rights and humanitarian NGOs is a result. This study was carried out in Kabale District using a case study design to examine the contribution of Non-Governmental Organizations on human rights.

In Uganda, according to Ikram (2016), NGOs engaged in policy advocacy work have variously contributed to the country's evolving democratic processes, human and gender rights, conflict resolution and peace building, good governance and accountability in public office, among other challenges, by keeping the spotlight on policy and behavioral issues that shape the character and direction of national development, including championing participatory development.

2.2.3 Capacity Building

Kieu & Singer (2017) state that non-governmental organizations (NGOs) with participatory and experiential approaches have made significant contribution to education for sustainable development (ESD) globally. Examination of five NGO training courses conducted at a Vietnamese teacher education institution reveals that NGOs apply interactive teaching pedagogies that promote student teachers' sustainability competencies, including systems thinking, future thinking, values thinking and an action-orientation. This study was done in a developed nation where the situation could be different from Ugandan NGOs context thus, the need for the current study.

Aluonzi (2008) uses a descriptive research design using a combination of qualitative and quantitative data gathering methods to examine the effects of training on the performance of community-based organizations in the Arua District. According to the survey, training is the primary method used by Community Based Organizations to address subpar performance, with a rate of 67%. The majority of organisations regularly train their employees and utilize tools like performance evaluations and staff training needs assessments to determine what courses they should take. Therefore, the study came to the conclusion that training by itself cannot help to increase employee performance and suggested that a comprehensive approach that incorporates incentive and promotions be used. This study did not address training as a role played by Non-Governmental Organisations in Arua District, but looked at it as an independent variable and performance of Non-Governmental Organisations as a dependent variable whereas the current study addressed training as a role of Non-Governmental Organizations in Kabale District.

2.2.4 Funding

Additionally, Samantha and Almalik (2019) did a study on the relationship between donor funding and financial sustainability of non-governmental organizations in UasinGishu County using correlation research design and the population was 146 NGOs that were actively engaged in development projects in UasinGishu County. The findings of the study showed that there was a positive correlation between donor funding and financial sustainability of the NGOs in UasinGishu County. Improved financial sustainability could be achieved as a result of diversifying sources of funds, retaining qualified staff and improving governance practices and organizational capacity. However, this study was done in a developed country and did not show how Non-Governmental Organisations contributed in terms of funding local community developmental projects to show their great performance. This study therefore was conducted in Kabale District to explain the role of Non-Governmental Organizations in terms of finance in addressing community problems.

Lydia *et al.* (2021) used a descriptive survey research design to examine the effects of donor funding on the effectiveness of NGOs working in the field of sexual and reproductive health in Mombasa County, Kenya. The research revealed that the management of funds, the availability of funds, capacity building, and government policies all had a positive impact on the success of NGOs' projects. The analysis comes to the conclusion that NGOs had a range of financing sources. The study comes to the conclusion that the NGOs managed finances by

hiring skilled accountants, embracing transparency for routine donor reviews, and assuring financial disclosure to stakeholders. The analysis comes to the conclusion that NGOs' staff had sufficient project management experience. The study focused on donor funding and performance of NGOs in Mombasa, Kenya but this section focused on role of Non-Governmental Organization in providing finance for community development.

Omollo (2017) also conducted research on the impact of financial resources on the successful execution of donor-funded projects in Kenya's Busia County. The population of 415 donor-funded projects made up the study's target population, which was studied using a descriptive research design. 204 project managers and 204 citizens made up the sample. Data were gathered for the study using a semi-structured questionnaire. Both descriptive statistics and regression analysis were used in the study to analyse the data. The researchers discovered that different funding sources had an impact on how well donor programmes were implemented. The study also discovered that maintaining responsibility encourages funders to continue funding the programmes. However, it was discovered that inadequate funding had a detrimental impact on how well donor programmes were carried out. Drawing conclusions, however, was challenging because the study was conducted in Busia, Kenya, a county with unique physical characteristics and also number of organizations. The current study therefore joined the debate to assess the role of Non-Governmental organizations in the provision of finance for community development.

NGOs in Uganda have played a crucial role in channeling the significant financing coming from western nations and international organizations like the International Monetary Fund, The World Bank, and UN agencies. The role of NGOs as the final stage of a process from funding by donors to the implementation of development-oriented activities in the regions where they operate is a crucial one in the aid chain. This has aided young people in raising their level of living and obtaining essential services like elementary education, safe drinking water, and health care (World Bank, 2019).

Berta and Ronelle (2015) did a study on financial vulnerability: an empirical study of Ugandan NGOs. The study modified the approaches previously used for wealthy nations to predict financial vulnerability in underdeveloped countries. The analysis supports the findings of other studies that revenue concentration and surplus margin are important determinants of financial risk. Another factor that can be used to manage financial vulnerability is the presence of equity. The survey also discovered that bigger, locally

supported NGOs are less likely to be financially fragile. This study was carried out in the context of Non- governmental organizations in Uganda but did not explain their role in financing communities. Thus, this study was conducted in Kabale District to explain the role of Non -governmental organizations in provision of finance.

2.2.5 Awareness

According to Shankarrao (2019), environmental concerns have become a top priority for the welfare of Indians. Different NGOs are now interested in social health, and environmental issues. The majority of these NGOs promote environmental awareness, protection and conservation. In fact, our nation has more of these voluntary organizations actively engaged in environmental conservation than any other developing nation. These groups operate outside of their local area and occasionally have access to locations where government organizations do not. Even though non-governmental organizations (NGOs) with a mission to help solve numerous social and environmental problems have proliferated recently, their efficacy in achieving their claimed objectives is rarely analyzed or critically examined. NGOs can inform decision-makers about the needs and priorities in their community. They frequently have access to information that informs decision-makers about the needs of the impoverished and the ecosystem as a whole. NGOs can contribute significantly to the provision of training facilities at the community and governmental levels.

Additionally, Shankarrao (2019) also emphasizes that the development of NGOs represents a concerted reaction by civil society, particularly in those sectors where the state has either failed to do so properly. Non-Governmental Organizations (NGO) have been making a number of efforts to spread awareness of and engage in discussion about environmental issues outside of the traditional channels of mass media and education. The NGO's role in fostering advocacy and awareness is crucial for advancing sustainable development, the preservation of natural resources, and ecosystem restoration. NGOs can enlighten policymakers about the needs and priorities in their community.

Alizadeh (2020) conducted research on Nongovernmental Organizations and Social Aspects of COVID-19 Pandemic: A Successful Experience in Health Policy. The study sought to provide details on the initiatives and encounters of NGOs in Tabriz with regard to Covid 19. The research showed that NGOs worked together to spread public health awareness, raise money to provide vulnerable families with medical care and food, advocate for change by

submitting letters to the governor and city council, and stress the importance of epidemic control.

In their study on the role of the World Health Organization in the Covid 19 pandemic, Müller et al. (2021) found that the organization and its staff made a significant contribution to reducing the pandemic's negative effects by participating in the provision of scientific guidance and coordinating international efforts to ensure trustworthy and timely research as well as equitable access to various medical tools. Instead of focusing on NGOs in Uganda, where the current study will be undertaken, this study was conducted in the context of international organizations. Due to this, it was unclear how NGOs had aided in the provision of healthcare during the COVID 19 pandemic.

According to Johnston *et al.* (2020), making sure that people have access to reliable and practical health information is essential during the COVID-19 pandemic, particularly in low-resource settings. Disparities in information availability and a high level of mistrust of official sources exist among excluded groups. When it comes to overcoming suspicion and directing information to vulnerable people, non-governmental organizations (NGOs) engaged in community-level health education can be very helpful. In their research, community-based organizations active in COVID-19 public education were examined for their existing methods, difficulties, and needs utilizing a qualitative approach. Five themes that are pertinent to the functions and difficulties of locally active NGO's were found: (1) they have a deep understanding of community needs during the pandemic; (2) they adjust to pandemic restrictions to continue assisting vulnerable populations; (3) they play a special role in educating the public about COVID-19 because of established access and trust within communities; and (4) they are able to tailor health information and education to meet the specific needs of local communities. The study advances knowledge of the role of NGOs in providing vulnerable populations with the support they need and with specialized health education during a worldwide public health emergency. NGOs would gain by having access to instructional materials that are simple to adapt, assistance in negotiating technology and safety problems during the pandemic, and sustainable funding to the extent possible to support their communities.

2.2.6 Sustainable Development

A study was undertaken by Yldrm&Ayna (2018) to examine the effects of non-governmental organizations on environmental governance in Turkey. There has been enough

institutionalization capacity and a wide range of NGO functions in environmental governance, according to the study's conclusions after descriptive analysis. Environmental governance examines whether the governing process is fair, lawful, and whether the results are equitable and ecologically sustainable. It focuses on issues including design, implementation and performance (Bennett, 2015).

A study was conducted by Asfawet *al.* (2017) to investigate the contribution of non-governmental organizations in Ethiopian corporate environmental responsibility practices. The study used content analysis as part of its qualitative research methodology. According to the findings, environmental NGOs in Ethiopia focus more on responding to the harm done by unsustainable business practices than they do on taking proactive action by engaging with businesses, the government, and other stakeholders. The findings offer a framework for NGOs to push businesses to enhance environmental performance and boost environmental transparency. The study was conducted outside of Uganda and used qualitative methods. The current study methodology, however, employed a variety of methodologies to address the impact of NGOs on the environment.

In Yei River County, Boboya (2014) focused on the role that non-governmental organizations played in partnering with the local government to providing basic healthcare services. In Martha Primary Health Care and, to a lesser extent, Yei Civil Hospital, the study found that efficiently managed NGO reproductive and child health services have reduced child and mother mortality. The research also found that the contribution of Nongovernmental Organizations has also given the Yei River community a choice of service outlets and to create an effective voice in respect to service needs and expectations. In Yei River County, the importance of (NGOs) in the delivery of services has gained recognition in terms of filling gaps in government programmes

Another study by Leemabari&Wordu (2019) focused on the role that non-governmental organizations played in preserving the ecosystem in Ogoni, a region in River State, Nigeria. Utilizing descriptive statistics like mean and standard deviation, data were gathered. At a significance level of 0.05, the Z-test was utilized to test the null hypothesis. The study's conclusions showed that the host communities' NGO was tackling the difficulties associated with environmental conservation in Ongoni Rivers State. These studies have contextual and methodological shortcomings, which the current study addressed by undertaking a survey-based study on the impact of NGOs on the environment.

Wilembe (2017) investigates how National Environmental Management Authority (NEMA) contributes to sustainable environmental use in Kampala. The results showed that NEMA was established by the National Environmental Act as the primary agency in Uganda for the management of the environment, responsible for coordinating, monitoring, and overseeing all environmental-related activities across the nation. The current study focused on the role of Non-Governmental Organizations on environment during Covid 19 epidemic, despite the fact that this study concentrated on NEMA, a government agency in the protection of the environment.

McCormick (2014) conducted a study to evaluate the involvement of NGOs in Uganda policymaking related to land degradation using an online semi-structured survey that collected both qualitative and quantitative data. The findings showed that non-governmental organizations are interested in the policy-making processes surrounding issues of land degradation because of the effects they have on sustainable development. The findings imply that, despite chances for direct engagement from the government, Non-Governmental Organizations (NGO) attempt to influence policy processes primarily through indirect participation in policy processes.

Patrick *et al.* (2015) used a case study approach to analyze the role Non-Governmental Organisations had in the rural development of smallholder farmer groups and NGOs in Uganda. Considering rural development as a crucial outcome for progress in health, education, agriculture and rural industry in rural areas of Uganda was prompted by the findings. Additionally, enhancing health through investments in community information sharing, policy creation, program planning, and service delivery promotes rural development, whereas subsidizing health insurance and financing health services would have a detrimental impact on rural development. Additionally, enhancing education through an appropriate geographic scope of the organization entails encouraging the dissemination of information and technology for learning and access to various types of information, coordinating major sources of funding for education, developing policies on education for rural areas, conducting research and development, and having a sufficient number of employees.

Providing basic and advanced training, boosting access to land and other agricultural production variables, and expanding the organization's geographic reach are further ways to improve agriculture, increasing Industry through Investment in Geographic Scope of the Organization includes Supporting Infrastructure Development, Including Financial Facilities,

Supporting Rural Advocate for Agro-Based Industry Policies for Industry Promotion, Conducting Research and Development Programs, and considering the total employed.

2.3 Impact of COVID 19 on Non-Governmental Organizations

2.3.1 Funding

The COVID 19 epidemic severely disrupted the functioning of non-governmental organizations because they are now struggling financially as a result of governments and businesses cutting expenditures in an effort to save money (Bhandari, & Mahat, 2020). After scaling back operations owing to the pandemic, non-governmental organizations and NGOs still have a long road to regular operations. They place a strong emphasis on the value of communication, cultural acceptance, volunteerism, and maintaining the long-term objective as the primary objective (Bhandari, Mahat, 2020). Now that the epidemic has actually slowed down the economies, it may be difficult for the government to continue funding grants to NGOs for their charitable efforts. Companies are also searching for ways to reduce costs, which could result in a reduction in international and corporate social responsibility money.

According to Tripp Aili, MarL (2020), NGOs in Uganda rely heavily on outside funding for their programmes, objectives, and activities. This invariably jeopardizes both their programmes' sustainability and independence. Additionally, this issue weakens any social support that NGOs may have and causes them to be answerable to their paymasters rather than the communities they seek to serve or their home constituents. The relatively simple access to international money may also lead NGOs to approach donors rather than attempting to mobilize local and popular support for a cause, Dissertations for Sector Wide Approaches (swaps) and donor-funded budget support will complicate this dependency issue. According to the aforementioned ideas, donors from NGOs will put money in a hat to help the government's budget. By being subcontracted by the state to provide services to communities, NGOs are anticipated to get some of these revenues for their operations. Without a doubt, this further eroded NGOs' independence and limited their capacity to "bite the hand that feeds them."

Mymunah (2015) looked into the difficulties non-governmental organizations (NGOs) encountered when trying to raise money for the UNEP's operations due to the outbreak of Covid 19 using a survey research design was used for the investigation. The data showed that UNEP receives its funding from outside sources, indicating an excessive reliance on donations of free will. Financing for the United Nations Environment Programme is in

competition with funding from other non-governmental organizations, donors with conditional relationships, and bureaucratic donor regulations. The financing patterns are always shifting in the vibrant donor world. When donors use basket funding or occasionally move their attention from NGOs to government institutions, the NGOs find themselves in a competition for the same cash with those institutions since they have the resources and capacity to mobilize resources (Bryman, 2012). According to Mavuto (2013), NGOs' ability to diversify their funding sources is hampered by limits placed on them, such as prohibiting them from interacting with another donor while they are supporting the organization.

Some nations also have windows of opportunity, which NGOs occasionally miss out on because they are unaware that they exist. According to Beverly et al. (2012), civil society organizations were unable to acquire government subsidies because they were not aware of their existence or the procedures needed to do so. On the other hand, NGOs that have learned about the chances to raise money have produced profits through a variety of endeavors. Environmental NGOs that run tourism businesses, write nature books, own eco-enterprises that make money, and promote environmental awareness are cited by Viravaidya&Hayssen (2011).

The NGO sector in Uganda is highly donor-dependent. The COVID-19 pandemic impacted the working world as well in three areas: (i) quantity of jobs, (ii) quality of work, and (iii) effect of specific groups (temporary employees) that are more exposed to the negative labour market situation (ILO, 2020). According to the Ministry of Health in National Guide for Management of COVID 19 (2020), 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 fragility of the local NGO sector and weak sustainability of its programme activities especially during and after COVID 19.

2.3.2 Social Development

Tvedt (2019) points out that NGOs are mainly seen as an elite phenomenon in Uganda, with a limited social base, a feeble numerical base and a sparse geographic coverage. In these organizations, or at least those that are most noticeable to the public, the middle class is a major player. The majority of people only engage in a small number of activities outside of Kampala, where they are concentrated. At the local level, there is no established (granted) membership. This fact has the effect of preventing rural-based NGOs from receiving grassroots community support. These advocacy groups or NGOs that assist development

organizations have very little presence in rural regions, where the majority of the population live, hence they cannot legitimately claim to speak for the rural poor. It goes without saying that the broad agreement or consent in the allocation of social power is necessary for any democratization drive to succeed.

A study on the impact of COVID-19 on the wellbeing of children in Uganda was done between June and August 2020 by the AfriChild Center of Excellence for the study at Makerere University as part of its Centre of Excellence for the Study of the African Child (2021). To avoid conflicts that might result from a longer study period in light of shifting COVID-19 dynamics, the study adopted a retrospective methodology and concentrated on the three months of the COVID-19 lockdown (April–June 2020). A cross-sectional survey design using quantitative and qualitative data collection methods was employed to produce evidence. A systematic questionnaire was used to collect data from a total of 644 kids between the ages of 10 and 17 who were spread out among four districts such as Lyantonde, Kampala, Gulu, and Luuka.

The most significant findings showed that biological moms cared for eight out of ten children (75.4%), biological fathers for roughly six out of ten children (58%) and grandparents for one out of ten children (8.8%). According to the evidence, children during the COVID-19 period resided in households with an average composition of seven people, which is higher than Uganda's average household size of 4.7 people. Across the board, 17.6% of the kids reported that more people moved in during lock down than they had previously during their families. During COVID-19, it was difficult for children to get access to basic requirements like food and other items of hygiene. During COVID-19, four out of ten kids (42.1%) who took part in the survey reported a change in their eating habits, such as eating their favorite food less frequently than in the previous period. Nine out of ten youngsters (90.9%) reported lack of affordability as the primary reason why their preferred cuisine was consumed less frequently than it had been before to COVID-19.

According to Nsengiyumva (2020) NGOs have been major contributors to Uganda's social, economic and political development. Their contribution is evident in the Social Development Sector (SDS) including education, health, water and sanitation, environmental management, infrastructure development and a host of other important areas that impact the quality of life of Ugandans. Humanitarian and relief-oriented NGOs continue to make vital contribution to

emergency management efforts in different parts of the country, supplementing the work of Government.

2.3.3 Awareness

The COVID-19 pandemic and its societal effects were the subject of a study conducted in Tabriz by Alizadehet *al.* (2020). The purpose of this study was to gather data on the COVID-19-related activities and experiences of nongovernmental organizations in Tabriz in order to create a framework for practical policies and initiatives for other communities based on comparable successes and experiences. The Tabriz University of Medical Sciences' Social Determinants of Health Research Center coordinated the NGOs to deal with the COVID-19 disease's effects by announcing, inviting, developing networks, and preparing goals and objectives and action plans with the NGOs. Together, these NGOs were able to educate the public about health issues, raise money for food and medical supplies for low-income families, and advocate for better epidemic control by submitting letters to the governor and the City Council. In conclusion, NGOs can address these issues by raising public awareness, altering social policies, and supplying services and facilities to the most disadvantaged populations.

The roles for such NGOs include “counseling and support service, awareness raising and advocacy, legal aid and microfinance” (Patrick *et al.*, 2015)). The long-term aim for these NGOs is to assist in sustainable community development through activities such as capacity building and self-reliance. This can be done by funding projects, contributing to awareness, and promoting the self-organization of various groups (Patrick *et al.*, 2015).

2.3.4 Sustainable Development

Sayarifardet *al.* (2022) used qualitative data analysis based on virtual and semi-structured interviews to undertake a study to look into the actions and challenges of Non-Governmental Organizations in reaction to Covid 19 epidemic in Iran. Respondents were chosen using a snowball and purposeful sampling method. The results showed that the NGOs' representatives' activities and difficulties included the need for NGOs to take part in the fight against pandemics, societal responses to the Covid 19 crisis, difficulties in providing services to the target group during the crisis, difficulties in NGOs' interactions with government and Non-Governmental Institutions, sources of information used by NGOs during the crisis, and strategies to aid NGOs in their work.

Muhoja (2015) conducted research to determine the efficiency of non-governmental organizations' contributions to the growth of entrepreneurship in Tanzania's Mwanza region and Ilelele district. Utilizing both qualitative and quantitative research methods, the study used a survey study design. The study had an interest in entrepreneurship development, as shown by the indicators of funding, training, technical assistance, and business counseling. Budgets, employees, external relationships, target community, and strategic planning were found to be the major obstacles to the development of entrepreneurship

Kato (2017) used a cross-sectional and descriptive research approach to investigate the impact of non-governmental organizations on microfinance institutions in the Kampala District. Using a straightforward random procedure, a sample of 90 respondents was chosen. The study's results made it clear that NGOs play a big part in the expansion and advancement of microfinance institutions. However, the difficulties that NGOs in the Kampala district confront prevent them from being effective in moving the microfinance industry forward. They are unable to represent a realistic viewpoint due to difficulties with Accounting and Management information systems, among others.

The Private sector, as a primary engine of Uganda's growth and development, is an important stakeholder and partner in the development of the NGO sector. Within the context of corporate social responsibility, the Private Sector is encouraged to extend innovative support to NGO sector development. This can take various forms including: i) Appreciating the complementary role of the NGO sector to the vision and mission of business enterprise; ii) Supporting the objectives and principles of the NGO Policy; and iii) Developing productive linkages with international, national, local NGOs and CBOs aimed at improving the quality of life of communities (Nsengiyumva, G.2020).

2.3.5 Health

Asogwa *et al.*, (2022) examined how COVID-19 affected the management and functioning of NGOs in Nigeria using multiple case study design. The findings showed that COVID-19 has both positive and negative effects on NGOs. Negative effects include a fall in health-seeking behaviors, poor program implementation, higher costs and waste due to the switch to virtual meetings, a decrease in capacity building, and staff burnout/stress. Conversely, there are certain benefits as well, such as improved efficiency due to the use of technological advancements, peer-to-peer intervention through the creation of networks, adaptability and speedy response to the crisis, wise resource management, etc. The study shows a significant

future perspective with policy implications for both the governance of NGOs and the government's facilitation of sustainable development goals, even though the detected impact may be valuable in formulating operational regulations and guidelines.

The detrimental effects of COVID-19 on population health outcomes raise serious concerns about the readiness and resilience of the healthcare system, particularly in environments with constrained resources. In a study by Seruwagiet *al.* (2021), they used a cross-sectional, mixed-method descriptive study in 17 health facilities in 7 districts from 4 major regions to investigate health worker readiness for COVID-19 management and implementation experiences in Uganda's refugee-hosting areas. A pre-validated questionnaire was used to evaluate the knowledge, attitude, and behaviours (KAP) of healthcare personnel. Statistical significance was assumed at p 0.05 for all statistical tests while processing and analysing the quantitative data using SPSS 26. The criterion for sufficient knowledge and practices was determined using Bloom's cutoff of 80%, with scores classed as high (80.0-100.0%), average (60.0-79.0%), and low (59.0%). Interviews that were audio-recorded, categorized, and thematically analysed were used to further study qualitatively healthcare workers' implementation experiences and important stakeholder opinions. Although there is a broad range in knowledge, on average 71% of healthcare workers were familiar about the various COVID-19 components. 95% of HCWs had the highest symptom awareness (p value 0.0001), but only 35% had the lowest (p value 0.0001) understanding of the COVID-19 patient intubation criterion. Falsehoods concerning the etiology, prevention, and treatment of COVID-19 varied between the Central (p value 0.0356) and West Nile (p value 0.0161) regions.

According to published accounts, the epidemic in Uganda caused uncertainty in the country's educational, mental health, and economic operations (Mbazzi et al., 2021; Tumwesige, 2020; Isiko, 2020). Despite the existing economic difficulties that make it difficult for the majority of Uganda's population to meet their basic necessities, the unexpected effects of the epidemic on the population of students were painful (Tumwesige, 2020). Schools and education departments allegedly rethought online options, according to Tumwesige (2020). They would not also provide for all-encompassing school activities. The Ministry of Education and Sports also launched a homeschooling plan. Delivering printed notes to students' families helped to support this. The above studies were done in Uganda but did not address the issue regarding Non-Governmental Organizations' performance during Covid 19 which was the focus of this study.

Mbazzi et al. (2022) also evaluated the effects of the COVID-19 public health response on families of children with disabilities in Central Uganda. Most parents and kids were knowledgeable about COVID-19 and eager to follow government preventative guidelines. The majority of respondents claimed that lock-down procedures had a negative impact on their mental and physical health, social life, finances, education, and food security. Due to travel constraints, access restrictions at some facilities, and a lack of financial resources, access to medical services and medications for chronic illnesses had previously been minimal or nonexistent. Most parents reported losing their jobs, which made it difficult to pay their rent and get enough food. Parents are concerned that their kids may lose out on school and friends. When implementing mitigation and long-term actions, we advise paying closer attention to children with impairments and their families.

2.4 Post Covid 19 Best Management Strategies

2.4.1 Health strategies

Su (2021) claims that policies have an impact on society and public health policies are particularly significant since they frequently determine matters of life and death. Increasing evidence suggests that COVID-19 policies, such as those that encourage people to stay put, can frequently have unintended effects on vulnerable groups like nursing care patients and victims of domestic abuse. In a research by Su (2021) on rigorous policy-making during COVID-19 and beyond, the goal was to find procedures that may lead to the development of policies that could lead to the best possible results with few to no unintended consequences during the pandemic and beyond. According to the findings, policy-making methods that are (1) people-centered, (2) artificial intelligence (AI)-powered, (3) data-driven, and (4) supervision-enhanced could assist society in creating laws that have the ability to provide desired results with few unexpected consequences. This study concentrated on how policies are made in the context of COVID 19 and beyond, but it did not offer any recommendations for post-health regulatory policies that would address COVID 19 and improve the performance of NGOs, which was what this section aimed to do.

The government of Uganda through the Inspectorate of government Ministry of Health put in place strict measures to contain the Covid-19 outbreak at the population level. These measures were clearly stated in the Covid 19 prevention Standard Operating Procedures (SOPs) including wearing a protective mask while outside in public, observing social

distancing, washing hands , emergency use of medical toll-free number without delay (Public health control of Covid - 19 rules 2020).

The Constitution of Uganda 1995 embeds the right of every Ugandan to engage in peaceful activities to influence the policies of Government through civic organizations. Additionally, the Local Government Act 1997 specifically provides Civil Society Organizations (CSOs)-including Non-Governmental Organizations (NGOs)-with an important role in service delivery at community level. Furthermore, Government, through its overarching policy framework, the Poverty Eradication Action Plan (PEAP), recognizes Civil Society as an important actor and influencer in the promotion of grassroots democracy. Specifically, Government fully acknowledges and recognizes the key role NGOs play in improving accountability of public institutions including Ministries (National NGO Policy 2010).

2.4.2 Research

Kilmarx and Glass (2021) state that research and development of new tools and interventions are necessary to improve global health, as has been made apparent by the Coronavirus Disease 2019 (COVID-19) pandemic. The COVID-19 pandemic illustrates the importance of having research capacity in place as a critical element of pandemic preparedness. Furthermore, according to Zachariah *et al.* (2020), the Structured Operational Research and Training Initiative (SORT IT) helps nations develop their operational research capacities for enhancing public health. A study by Zachariah *et al.* (2020) found that investing in people and research training before public health emergencies yields downstream returns by boosting health system resilience for combating pandemics.

According to Faghy *et al.* (2022), there have been pandemics of chronic diseases linked to poor lifestyles for many years. A dangerous synergy exists between these enduring crises and the coronavirus disease 2019 (COVID-19) pandemic. It is becoming more and more important to set research priorities in response to COVID-19 in order to address long-term implications on social, economic, and general health and welfare. The research priorities were developed and assessed using a five-step methodology with an emphasis on the overall effects on health and well-being. A multinational and multidisciplinary team from the Healthy Living for Pandemic Event Protection network implemented the methodology. Each member of this team was actively involved in the Pandemic response, either in leadership roles or on the "front-line," assuring the relevance and authenticity of the procedure. Eight research priorities were found and grouped into two categories: clinical and societal &

environmental. With help from previously published research priorities from other groups, our eight research priorities are provided.

2.4.3 Awareness

Ebijuwa, et al. (2021) conducted a research to assess the degree to which librarians in Public University Libraries in South-Western Nigeria raise awareness of the COVID-19 epidemic and encouraged information literacy. The study was conducted using a descriptive survey research approach. In South-Western Nigeria, librarians from public university libraries provided the information for the study. Due to the COVID-19 epidemic, a total of 315 librarians took part in the study through an online questionnaire. Of those, 233 (74%) returned copies of the questionnaire were analyzed. The data was analyzed using frequency counts, percentages, and means. Libraries educated their communities on COVID-19 prevention through a variety of means, and they did a great job of spreading this knowledge through social media and mobile phones. There was a strong link between librarians' information literacy promotion and their efforts to raise awareness of the COVID-19 pandemic. To promote COVID-19 prevention information, librarians, however, faced numerous obstacles. Due to the high level of misinformation about the COVID-19 pandemic in the communities, it is advised that librarians and other information stakeholders increase their efforts to educate their communities about the pandemic. This study was not done in the context of Non-Governmental Organizations and therefore, the situation in private universities could be different from NGOs in Kabale District which formed the basis for this study.

Matovu *et al.* (2021) evaluated COVID-19 awareness, adoption of COVID-19 prevention measures, and the effects of COVID-19 lockdown on the mental health status, socio-economic disruptions, and engagement in unhealthy behaviours among 2500 in- and out-of-school adolescent boys and young men (ABYM) aged 10 to 24 in Kampala, Uganda. Nearly half (47.3%, n=1182) were between the ages of 15 and 19 and made up 74.8% (n=1869) of the population. Even though more than 80% of participants were aware of at least two COVID-19 prevention strategies, only 22.2% (n=555) said they always wore a face mask when in a public setting; 40.9% (n=1023) said they always washed their hands with soap and running water; and 17.6% (n=440) said they always avoided crowds of more than five people. This study did not address how awareness as a post-Covid 19 management strategy which the current study seeks to address.

2.4.4 Technology

According to Samir (2020), decision-makers may view the COVID-19 crisis as a chance to restructure administrative and political procedures that were previously constrained by ingrained institutional restrictions. The UN refers to the rapid adoption of "electronic public goods" as being the most obvious. These are the typical digital "railways," which boost the effectiveness of numerous business and governance processes. For example, India's Digital ID system, which ensures financial transfers and digital payments for a variety of important items, has assisted the nation in navigating the pandemic. Around the world, there has been an increase in demand for similar architectures. The introduction of Covid 19 digital tracking is also necessary to handle post-Covid 19 conflict. The biggest opportunity will also be for nations and people to fully embrace the potential of a genuinely global digital society. Authorities and communities have been forced to share sporadic information, certain best practices, and crucial technologies quickly in response to COVID-19. Take, for instance, the rapidly expanding business community that distributes ventilator 3D printing designs under an open source license. The COVID-19 opportunity may be used by civil society organizations and policymakers to promote the creation of new technology and innovation transfer pipelines and to encourage them to reconsider the inflexible intellectual property regimes that previously prevented such transfers.

Amy *et al.* (2017) investigated the novel approaches Non-Governmental Organizations in Nairobi County, Kenya used to obtain competitive advantage in the health industry. According to the survey, non-governmental organizations use a variety of techniques to maintain themselves, from finance to building relationships with the local population. Utilizing technology and automation while utilizing diversified funding sources was a very innovative tactic that produced a competitive edge. Additionally, it became clear that the NGOs must embrace novel techniques if they hope to remain in operation in the distant future. Only NGOs who use cutting-edge tactics will be able to draw funds from donors, subsequently grow their operations and eventually gain a sustained competitive advantage.

Mugume and Bulime ((2022) published a research titled "Post-COVID-19 recovery for African economies: Lessons for digital financial inclusion from Kenya and Uganda." According to the report, when COVID-19 and other limitations became more severe, people, companies, and governments turned to mobile digital platforms to cut expenses and lessen the risk of the virus spreading among the populace. The study explores the factors that contribute

to digital financial inclusion as a means of facilitating post-COVID-19 recovery, using on lessons from Kenya and Uganda. It was shown that middle-aged male digital users with multiple SIM cards registered in their names have greater rates of digital financial inclusion. Additionally, the findings indicated that users who trusted mobile money agents were more inclined to use digital financial services. Based on these findings, we advise the government to tighten consumer protection laws and national identification systems in order to boost confidence in online financial services. Furthermore, firms in the financial sector like mobile network providers and commercial banks must create and launch specialized digital financial products for the underserved/unbanked population including women, the elderly, and young people. This study indicated that digital platforms were important during Covid 19 period and therefore governments need to continue embracing this technology in the post Covid 19 era.

2.4.5 Capacity building

According to Oladapo (2017), non-governmental organizations (NGOs) play a significant role in achieving development in communities in Rwanda's Gasabo, Kicukiro, and Rulindo Districts using both qualitative and quantitative methods. Data collection tools included a questionnaire and an interview guide. Of the 100 respondents, 46.1% mentioned that World Vision offered educational support, career training, and capacity building in regard to the initiatives it ran for sustainable community development in the Kigali Cluster. Other actions included providing healthcare, ensuring that everyone has access to clean water and sanitation, establishing school projects, starting support groups, and advocating for legislation; only 2.1% mentioned lending money. Out of 100 respondents, the study found that 55.1% benefited from access to social services like healthcare, clean water, and education; others benefited from access to skills and knowledge through capacity building and training; some benefited from involvement in decision-making and prioritizing for urgent societal problems; others benefited from technical and financial assistance; and only about 1.6% said they had not benefited. According to Pearson Correlation, the study's findings on the connection between community empowerment and sustainable community development show that the two are influenced by each other at a rate of $p = 0.05$. The study focused on capacity building in relation to sustainable development in Rwanda where capacity building and sustainable development could be different from Uganda's context which formed the foundation for this study.

Liu et al., (2022) conducted a study on compliance with COVID-19-preventive behaviours among employees returning to work in the post-epidemic period using a cross-sectional study

design. The findings revealed that for employees returning to work during the post-COVID-19-epidemic period, compliance with recommended preventive behaviors requires improvement. Consequently, comprehensive intervention measures, including the provision of health education and psychological counseling as well as the continuance of a strict isolation policy.

According to Mikoajczak (2019), Non-Governmental Organizations will need to diversify their funding sources as this gives them the chance to increase revenue, strengthen the stability and predictability of their operations, as well as to limit the control of public and private donors, especially when one of them predominates in capital contributions. Access to a variety of income sources may lessen the mission changeability of organizations and increase organizational autonomy in mission-related tasks. Additionally, Mikoajczak (2018) used logistic regression to examine how specific funding sources affect the commercialization of non-governmental organizations in Poland, and the results showed that the likelihood of commercialization slightly declines as more private external financial sources are used. These two studies were done outside Uganda and did not specifically show the strategies which that NGOs in Kabale District should adopt to improve their performance which was the focus of this study.

Tsiouris et al. (2022) conducted a study on the quick scale-up of COVID-19 training for frontline health workers in 11 African nations employing pre- and post-test assessments were completed on participants completing the COVID-19 programme. We compared performance across nations, cadres, sexes, and facility types, as well as average individual-level changes from pre- to post-test. To gauge participant satisfaction and examine the programme's applicability and influence on their capacity to handle COVID-19 in their facilities and communities, a post-evaluation online training survey utilizing Qualtrics was provided. Between June 2020 and October 2020, 8797 healthcare workers at 945 health facilities received training. The length of the training sessions varied from 1 to 8 days (the median was 3 days), and they might be in-person, online, or self-paced. The majority (62%) of the 8105 (92%) HCW employed by healthcare facilities worked in secondary-level facilities, which were the HF targeted for COVID-19 patients. 2370 (25%) trainees had paired pre- and post-test data available, and 1768 (18%) participants had completed the post-evaluation training survey. Participants improved their post-test scores by an average of 15 percentage points (95% CI: 0.14, 0.15). Despite having a high level of confidence in their abilities to handle

COVID-19 after the training, respondents noted that key obstacles included a lack of testing kits (55%) and PPE (50%), a lack of room in the facility to segregate patients (45%), and a lack of staff (39%) among others. According to the study, strengthening the ability of the health workforce and investing in health systems would be crucial to responding to outbreaks.

Nagawa (2018) used a descriptive correlational research approach to explore how staff development influences NGOs' performance in Kampala District. The results showed a positive and significant relationship between staff development and staff performance of NGOs in Kampala, showing that when staff are effectively trained, empowered, and have the right to participate on issues concerning NGOs, the performance of NGOs becomes satisfactory and they perform their duties through implementing programmes effectively, obtaining quality results, and completing projects the way required by their funders.

2.4.6 Funding

According to Asige (2020), the potential and challenges in resource mobilization and fundraising for non-governmental organizations in Narok Town, Kenya, NGOs should broaden their funding sources, seek local corporate bodies, and ask benefactors for financial help. Non-Governmental Organizations should practice prudent and ethical management in order to uphold their primary mission of serving those in need. All other participants in the development process must jointly reevaluate their contributions toward the financing of local NGOs in light of the anticipated roles that local NGOs must play in the development of less privileged communities. In order to improve sustainability, policies relating to NGO management must be strengthened. Furthermore, steps must be taken to ensure that NGOs can respond to contemporary problems. In order to build long-lasting networks inside the NGO sector, proper networking must also be supported.

In his study, Gachui (2017) evaluated the effects of donor funding on the success of community developments in Kenya. The target population was 1853 respondents. A two-stage sampling procedure was used to select 330 respondents. The study used constructed questionnaires to gather information from the respondents. The multiple regression analysis was used to conduct data analysis. The study established that training and development, stakeholder involvement, and adequate donor funds had positive significant relationship with the success of development projects. A unit increase in donor grants would lead to a 0.324 increase in success of community development projects; a unit increase in training and development would lead to a 0.216 increase in success of community development projects

and a unit increase in stakeholder involvement would lead to a 0.462 increase in success of community development projects. However, the study used success of projects as dependent variable whereas the current study used performance of local NGOs as the dependent variable. Again, the current study focuses on sexual reproductive health NGOs hence the results of the study could not be used to generalize the situation of all local NGOs in Kenya hence there was a need for the current study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The research methods used to gather data for the study are covered in this chapter. The research design, study population, sample size, sampling strategies, data collection tools, validity and reliability, data collection process, data analysis, and ethical considerations are all mentioned in this chapter.

3.1 Research Design

A survey design was used for the investigation. A survey design was suitable for gathering, classifying, evaluating, comparing, and interpreting data, according to Kombo and Tromp (2006). When creating a full description of an issue is the goal of the study, the survey research approach is most appropriate (Mugenda and Mugenda, 1999). The study used a mixed methodology, which is defined as the concurrent independent gathering of data and analysis of both quantitative and qualitative data, with the results being combined to create a more thorough understanding of a phenomenon (Sweeney, 2016). The researcher used mixed methods to get a thorough description of the study variables by using both qualitative and quantitative methods.

3.2 Study Population

The study primarily focused on the population of 5170 from selected Non-Governmental organizations operating in Kabale District. The NGOs were Kigezi Youth Mentor & Development Project, Grace Villa home & Sanctuary for Vulnerable Groups, Kick Corruption Out of Uganda, Greenfield Kids Foundation and African International Christian Ministries depending on their roles, functions and contributions to local development as per Appendix iii(Records of the selected NGOs, 2021).

Most of the targeted NGOs are found in Kabale municipality, for example, Kigezi Youth Mentor & Development Project is found in central division, Grace Villa home & Sanctuary for Vulnerable Groups in central division on Makanga hill, Kick Corruption Out of Uganda is found in central division, Greenfield Kids Foundation is found in Buhara and African International Christian Ministries (AICM) is found in Rushambya, Kirigime ward.

3.3 Sample Size

The statistical formula for calculating sample size from a population was used to determine the sample size, which was total to 371. The formula given by Yamane (1967), $n = N/[1+N(e)^2]$, was used to determine this. Where, n = total sample size of the study N = total population size of the study e = sampling error (margin of error).

$$5170/[1+5170(5\%)^2]$$

$$5170/[1+5170(0.0025)]$$

$$5170/[1+12.925]$$

$$5170/[13.925]$$

$$= 371$$

Therefore, a sample size of 371

Table 3.1: Population distribution and sample size

Population category	Study population	Sample size	Beneficiaries	Board members	Staff	Sampling techniques
Kigezi Youth Mentor & Development Project	Board members	4		4		purposive
	Members of staff	7			3	purposive
	Local communities	70	30			simple random
	Local government	30	9			simple random
	Ministry of health official	12	3			simple random
Grace Villa home & Sanctuary for Vulnerable Groups	Board members	4		4		purposive
	Members of staff	8			6	purposive
	Local communities	300	60			simple random
	Local government	80	5			simple random
	Ministry of health official	20	5			simple random
Kick Corruption Out of Uganda	Board members	4		4		purposive
	Members of staff	6			4	purposive
	Local communities	2700	60			simple random

	Local government	280	5			simple random
	Ministry of health official	20	6			simple random
Greenfield Kids Foundation	Board members	4		4		purposive
	Members of staff	8			6	purposive
	Local communities	460	60			simple random
	Local government	30	7			simple random
	Ministry of health official	10	6			simple random
African International Christian Ministry	Board members	4		4		purposive
	Members of staff	9			6	purposive
	Local communities	900	60			simple random
	Local government	90	6			simple random
	Ministry of health official	10	4			simple random
Total		5170	326	20	25	

3.4 Sampling Techniques

Purposive sampling was used by the researcher to select the Non-Governmental Organizations that took part in the study. The researcher chose the groups based on their geographic scope, length of existence, and contributions to local development. The researcher chose 25 staff and 20 board members for data collection by purposive sampling since the respondents are regarded suitable and have the information required for data collection. In situations when it gives the researcher access to a wide variety of non-probability sampling approaches, purposeful sampling is beneficial. Because they were key primary informants, it was applied to staff and directors.

The researcher also utilized simple random sampling to choose 326 beneficiaries from the chosen NGOs because it was straightforward to create a sampling frame using the employee and beneficiary lists that are already available in the Organizations' data base. The sampling technique, where a set of people (a sample was chosen from a wider group, was crucial (a

population). Every person was chosen at random, and every member of the population had an equal chance of being represented in the sample. The respondents who were included in the study were chosen using a random selection technique. Because it ensured that the sample was proportionately represented, random sampling was crucial. Using this technique, it was possible to divide the target population into a number of homogeneous groups, with each group being represented in the sample in a percentage that is equal to its size in the accessible population.

3.5 Data Collection Instruments

3.5.1 Questionnaires

Questionnaires were used as the main data collecting tool. The selection of these tools was guided by the nature of data that was collected, time available and objectives of the study. The questionnaires were designed and delivered to beneficiaries and staff from the selected NGOs since the questionnaires were self-administered thus reduced the cost, saved time and avoided prejudice. Questionnaires were divided into three parts where the first part was on background information of the respondents and the second part was on to assess the role of selected NGOs in Covid 19 pandemic, to explore the impact of Covid 19 on performance of NGOs and to establish the post Covid 19 prevention measures to reduce the challenges faced by NGOs. The researcher designed a questionnaire on a five point scale rating ranging from strongly agree, agree, undecided, disagree, strongly disagree. Questionnaires were designed to capture all the aspects of the objectives of the study.

3.5.2 Interview Guide

This is an instrument which consists of unstructured questions used for in depth interviews with key respondents to validate the range of information. Face to face interaction between the interviewer (researcher) and interviewees (respondent) was made through the interview guide where the researcher was required to fill in the guide the responses given by the respondents. Interviews were conducted with board members of the selected NGOs because it helpful in providing adequate and detailed data.

3.6 Validity and Reliability of Questionnaire

3.6.1 Validity

To check that the instruments are valid, the researcher will use the Content Validity Index. Here, questionnaires were distributed to subject-related specialists, in particular the

supervisors, to ascertain whether the instruments used were appropriate or pertinent to assess the study's variables. In addition, further conversations were brought up with academic peers to guarantee the authenticity or suitability of data gathering devices. The materials (questionnaires/interview guides) were created by the researcher and distributed to the chosen participants who were not among the key respondents. With the intention of evaluating their accuracy, they filled them. By contrasting, the instruments with other tests whose validity was known, the validity of the instruments were evaluated. The field pre-tests and frequent reviews by knowledgeable researchers accomplished this. A set of 20 respondents participated in a pre-test of the questionnaires by the researcher. In order to do this, the pertinent questions on the instruments evaluated and scored in connection to the research variables, with a consensus judgment being offered for each variable. The algorithm developed by Amin (2005) was used to calculate the Content Validity Index (CVI);

CVI = Number of items declared valid / Total Number of items.

CVI = 22 / 25 = 0.88

The researcher interpreted the CVI based on Polit & Hungler(2007) 's assertion that an average Content Validity Index of 0.70 and above was sufficient for the researcher to proceed with data collection after computing the CVI to assess the instrument's level of accuracy. The value of 0.88 indicates that the instruments were valid and worthy for data collection.

3.6.2 Reliability

The capacity of a measurement tool to consistently deliver the same result under the same conditions is known as reliability (De Vaus, 2002; Kipkebut, 2010). This means that the instrument can be deemed to be dependable if respondents consistently provided the same response to a question. Kothari (2009) went on to claim that measurement consistency is a function of instrument dependability; the more consistently an instrument measures something, the more dependable it is. The researcher administered some copies of questionnaires to respondents who were not part of the final sample for the study. They administered questionnaires were later entered into Statistical Package for Social Sciences (SPSS). Reliability analysis was conducted on 1-5 Likert scales using Cronbach's Alpha. The internal consistency of the elements in the questionnaire was higher closer to the Alpha almost near 1. The value grows as the number of objects (variables) in the construct does. The Cronbach's coefficient alpha was calculated for each part of the questionnaire. The most identical values of alpha showed that the mean and variances in the original construct do not

differ much, and thus standardization does not make a great difference in alpha. The value obtained was 0.857, considered high and acceptable and indicated a good degree of reliability of the entire questionnaire, hence, it was proved that the questionnaire was valid, reliable and suitable for the study.

3.7 Data Collection Procedure

Data collection is described by Burns and Grove (2003) as the exact, methodical gathering of material pertinent to the research sub-problems using techniques like interviews, participant observations, focus group discussions, narratives, and case studies. I first asked permission from Kabale University Directorate of Postgraduate Training to let me go to the field in order to gather data. The collection of data was only permitted with the permission of the directors of non-governmental organizations from Kabale District. The primary data was gathered using questionnaires and an interviewing plan. The questionnaires were distributed to the respondents together with an introduction letter from the university and a questionnaire-forwarding letter. The researcher located the respondents, made an introduction and asked them to drop the surveys, then collected the returned instruments with the answers. The questionnaire approach was chosen because, according to Ghauti and Gronhaug (2002), it was an efficient and reasonably unobtrusive way to collect data. Additionally, interviews with purposefully chosen respondents were done to produce qualitative data for the study. Following the collection of data, the data was edited, entered and coded in the Statistical Package for Social Sciences software, and a dissertation was written.

3.8 Data Analysis and Presentation

3.8.1 Qualitative Data

Nominal (named) data that is concerned with qualities and other non-numerical features is referred to as qualitative data. A variety of techniques and procedures are used to translate the qualitative information gathered into an explanation, understanding, or interpretation of the subjects of the study. Responses from qualitative data were recorded, arranged and categorised. The analysis was performed manually and the replies were compiled into a narrative form of presentation of the main findings of the study. Content analysis was the method used for qualitative data analysis.

3.8.2 Quantitative Data

The term "quantitative data" describes information gathered in numerical form. Quantitative analysis is a methodical approach to study in which numerical data is gathered or the researcher converts seen or collected data into numerical data (Yin, 2008). Quantitative data was coded, processed and analysed using the Statistical Program for Social Scientists (SPSS) version 20.0 software to provide frequencies and percentages for the purpose of presenting results.

3.9 Ethical Considerations

Written informed consent was requested from respondents by the researcher. One way to safeguard a person's right to autonomy is through informed consent. Through self-determination, informed consent aimed to embrace the rights of independent people.

The study was carried out without endangering the volunteers. The Hippocratic maxim "be of benefit, do not hurt" is referenced in the ethical principle of beneficence. The professional obligation to do worthwhile research is part of the beneficence principle, which involved the goal of improving the welfare of our people.

Respect for anonymity and secrecy: The researcher showed respect for the problem of anonymity and confidentiality.

Respect for privacy: Privacy is the right of an individual to choose when, how, and under what general conditions they shared or not shared their private information with others.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents findings of the study on Covid 19 and performance of selected NGO in Kabale district. The findings were presented on the background information of respondents, to assess the role of selected Non-Governmental Organizations on their performance in Kabale District, to explore the impacts of COVID 19 on non-governmental organizations' performance during COVID 19 in Kabale District and to establish the best post COVID 19 management strategies for better non-governmental organizations' performance Kabale District.

4.1 Response Rate

Table 4.1: Response Rate

Categories	Expected participants	Actual participants	Percentage
Respondents who answered questionnaires	326	227	69.6
Respondents who answered interview questions	45	20	44.4
Total	371	247	66.6

Source: Field Data, 2022

From Table 4.1, the response rate show 66.6% which was very good as recommended by Mugenda and Mugenda (2003) which state that a response rate of 50% is enough for analysis, a response rate of 60% is acceptable, and a response rate of 70% or above is excellent. The implication of a high response rate (in this case, 66.6%) showed that the data collected was likely to be more representative of the population being studied. A higher response rate meant that the sample size was larger, which could lead to more accurate and reliable results. Moreover, a high response rate suggested that the respondents were motivated to participate in the study and that they found the study to be relevant and important. This could increase the validity of the study and make the results more generalizable to the larger population.

Additionally, the fact that the response rate exceeded the minimum threshold of 50% recommended by Mugenda and Mugenda (2003) suggested that the study was conducted using appropriate sampling techniques and that the survey instrument used was effective in eliciting responses from participants.

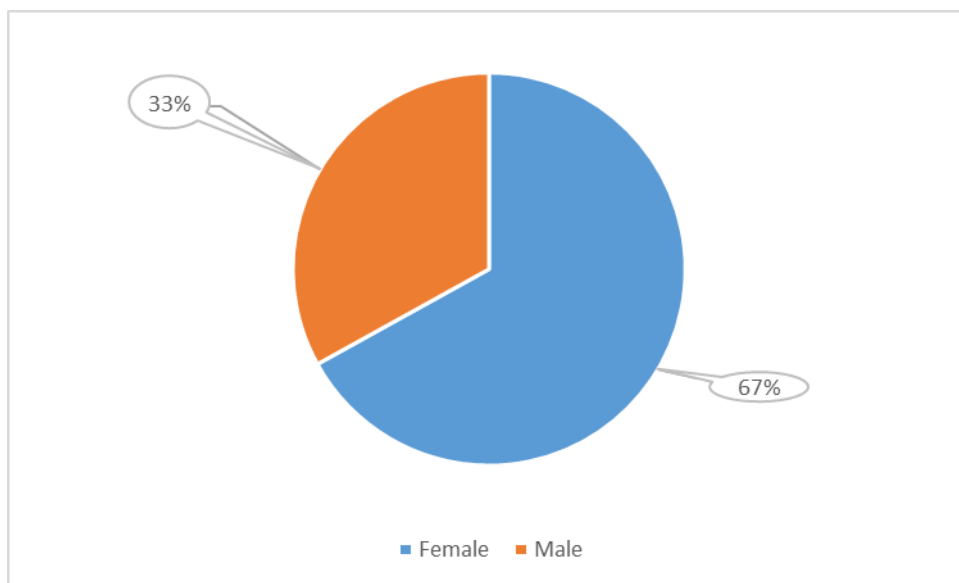
4.2 Background Information of Respondents

The study examined the demographic characteristics of respondents in order to obtain a clear understanding of the study. Therefore, the researcher examined the demographic characteristics of the respondents as follows;

4.2.1 Gender of Respondents

The study aimed at investigating the gender of respondents in order to ascertain which gender was more involved in the activities of NGOs in Kabale District and the results were presented in the table below;

Figure 4.2.1 Gender of Respondents



Source: Field Data, 2022

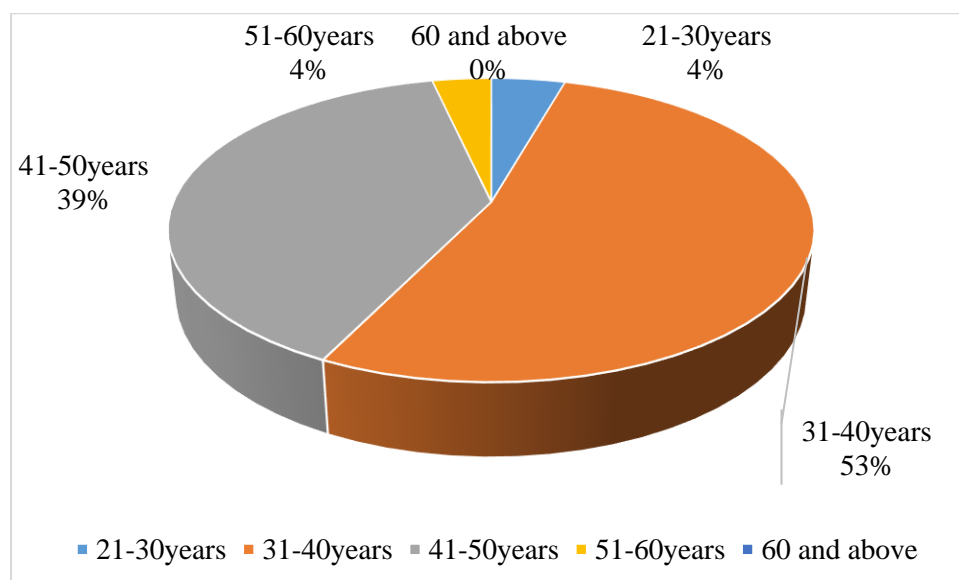
The findings in Figure 4.2.1 revealed that the majority of the respondents 67% were females, 33% were males. The findings implied that most of the beneficiaries of NGOs were females. The implication of the findings in Figure 4.2.1 was, that there was a gender disparity in the beneficiaries of NGOs. The fact that 67% of the respondents were females suggests that women were more likely to be the beneficiaries of NGO programs compared to men. The

finding indicated that there were specific needs and challenges faced by women that require the attention of NGOs. It also suggested that NGOs have identified women as a vulnerable group that needs support and assistance. However, the gender disparity in NGO beneficiaries also raised questions about equity and inclusion. It's important to ensure that the needs of both men and women were addressed, and that programs were designed to benefit all members of the community regardless of their gender.

4.2.2 Age of Respondents

The study examined the age of respondents who participated in the study in order to know which age bracket had high retention or attrition rate and the following were the results.

Figure 4.2.2: Age Bracket of Respondents

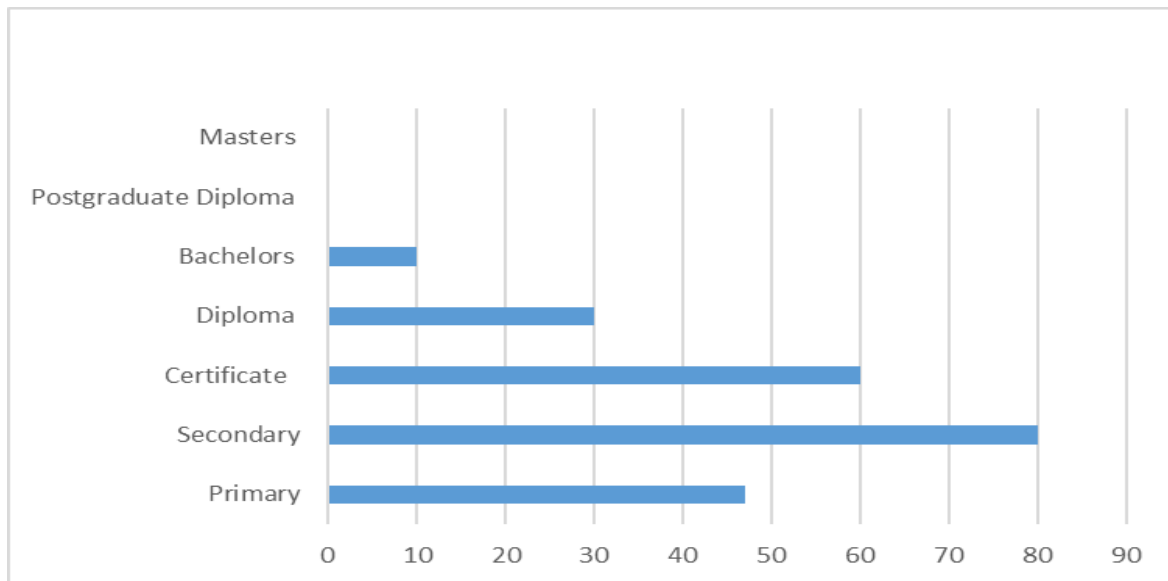


Source: Field Data, 2022

The findings in Figure 4.2.2 indicated that the majority of the participants in the study 53 % were in the age bracket of 31-40 years old, which meant that they were born between a certain range of years that falls within this age range. Additionally, the results indicated that there 39% were in the age bracket of 41-50 years old, 4% were in the age bracket of 21-30 years old, 4% who were in the age bracket of 51-60 years old. This information provided an insight into the age distribution of the participants in the study, and could be used to draw conclusions or make inferences about how age may have influenced the results of the study.

4.2.3 Educational Qualifications of Respondents

Figure 4.2.3: Educational Qualifications of Respondents



Source: Field Data, 2022

From the findings in Figure 4.2.3, 35.2% of the respondents had finished secondary, 26.4% of the respondents had finished certificate, 20.7% were primary holders, 13.2% had diploma while the remaining 4.4% had bachelor's degree. The data suggested that the majority of respondents had completed secondary or lower education levels. That could have implications for their access to certain opportunities, such as higher-paying jobs or higher education, which may require a higher level of education. The data suggested that there could be barriers to accessing higher education for some respondents, as fewer respondents had completed diploma or bachelor's degree programs. That could be due to various factors such as financial constraints, lack of available programs, or other factors.

4.3 Role of selected Non-Governmental Organizations

The findings in Table 4.2 show descriptive statistics on the role of selected Non-Governmental Organizations on their Performance during Covid 19 Pandemic and results were presented using frequencies, percentages, mean and standard deviation as below;

Table 4.2: Showing the Role of selected Non-Governmental Organisations

Statements	SD		D		Un	A		SA	
	F	%	F	%	F	F	%	F	%
Adequate health services are provided to beneficiaries	55	24.2	64	28.2	0	48	21.1	60	26.4
Our NGO has been involved in environmental management	53	23.3	62	27.3	0	61	26.9	51	22.5
Our NGO is involved in community development	24	10.6	45	19.8	0	94	41.4	64	28
Our NGO is involved in advocacy and promotion of human rights	27	11.9	36	15.8	0	86	37.9	80	35.2
Our NGO has been involved in promotion of political and economic empowerment	35	15.4	41	18.1	0	86	37.9	65	28.6
Our NGO has helped in promoting entrepreneurship	24	10.6	32	14.1	0	98	43.2	73	32.2
The voices of the beneficiaries are heard through our NGO	36	15.9	44	19.4	0	77	33.9	70	30.8
NGOs have provided a means of expressing and actively addressing the varied and complex needs of society	30	13.2	47	20.7	0	89	39.2	61	26.9
Average	35.5	15.6	46.3	20.4	0	79.8	35.1	65.5	28.8
SD	12.3	5.4	11.4	5.0	0	17.2	7.6	8.9	3.9

Source: Field Data, 2022

Findings in Table 4.2 indicate that the majority of the respondents, 28.2% disagreed getting adequate health services to beneficiaries, 26.4% of the respondents strongly agreed, while 24.2% of the respondents strongly disagreed 21.2%, agreed getting adequate health services to beneficiaries. The findings suggested that a significant proportion of the respondents 52.5% either disagreed or strongly disagreed that adequate health services were provided to beneficiaries. That implied that there may have been issues with quality, accessibility or availability of health services in the surveyed area. On the other hand 47.5% of the respondents either agreed or strongly agreed that adequate health services were provided

which indicated that a sizable small portion of the population was satisfied with quality of health services. The findings therefore suggested that there could be room for improvement in the provision of health services to beneficiaries. It could important for NGOs involved in heath service delivery to identify reasons why some respondents were dissatisfied with health services and take steps to address those concerns.

The study revealed that in Kabale District there were many NGOs and CBOs involved in providing health services to beneficiaries including Integrated Community Based Initiative (ICOB), Uganda Water and Sanitation NGO Network (UWASNET): World Health organizations (WHO) United Nations Development Program (UNDP), United Nations Environmental Programme (UNEP), United Nations Education and Social Cultural organization (UNESCO), The United Nations Children's Fund (UNICEF) United States Agency for International Development (USAID).

Those findings concurred with Asogwa *et al.*, (2022) who examined how COVID-19 affected the management and functioning of NGOs in Nigeria and the findings showed that COVID-19 had both positive and negative effects on NGOs. Negative effects included a fall in health-seeking behaviours, poor programme implementation, higher costs and waste due to the switch to virtual meetings, a decrease in capacity building, and staff burnout/stress.

The findings in Table 4.2 indicated that the majority 27.3% strongly disagreed that NGOs could have been involved in environmental management during COVID 19, results also indicated that 26.9%agreed while23.3% strongly disagreed and 22.5% of the respondents strongly agreed.

The results implied that most of the NGOs were not involved in environmental management to control soil erosion. The findings meant that most of the respondents 50.6% of the respondents either disagreed or strongly disagreed that their Non-Governmental Organisations were involved in environmental management to control soil erosion. That implied that there may have been a lack of awareness or communication about environmental initiatives undertaken by Non-Governmental Organizations. More still, 49.4% of the respondents either agreed or strongly agreed that some NGOs were involved in environmental management to control soil erosion which showed that a small portion of the population was aware of the environmental initiatives. The findings suggested that there could be a need for NGOs to improve its communication and outreach effort to increase awareness about its environmental initiatives. More so, the NGOs like Nature Uganda (NU),

Bwindi Mgahinga Conservation Trust (BMCT), Uganda Water and Sanitation NGO Network (UWASNET), AICM needed to engage with local community and stakeholders to ensure that they were aware of the steps being taken to control soil erosion and other environmental issues. It could also be important for the NGO to collect feedback from the community to understand their concerns and suggestions for improvement.

The findings in Table 4.2 revealed that the majority of respondents 28.2% strongly agreed that NGOs were involved in community development while 41.4% of the respondents agreed and 19.8% of the respondents disagreed while 10.6% of the respondents strongly disagreed. The findings implied that most of the respondents 69.6% agreed or strongly agreed that Non-Governmental Organizations were involved in community development initiatives and engaged with the local community.

Additionally, according to Table 4.2 results, 30.4% of the respondents either disagreed or strongly disagreed that NGOs were involved in community development which indicates that there could be a need for the NGOs to improve its communication and outreach efforts to increase awareness about community development initiatives so that all community members were involved to enhance development. The findings suggested that NGOs have made a significant progress in its community development efforts. However, there was a need for the NGOs to continue its engagement with the local community and to ensure that its efforts were aligned with the needs and priorities of the community, thus it could be important for the NGOs to collect feedback from the community to understand their concerns and suggestions for improvement.

The findings in Table 4.2 on NGOs' role in community development were in agreement with Achuka (2019) who did a study on how Non-Governmental Organizations in Uganda contribute to community development and found that NGOs encouraged public involvement in various community programs, such as pig farming, poultry farming, and brick production, among others which lead to community development. The findings were also supported by Mapfumo (2017) who conducted a study to identify the role of Caritas on community development in Murewa, Zimbabwe and the results showed that Caritas improved on a small number of community development activities, including infrastructural development, income-generating projects, environmental management, and enhanced service delivery. Additionally, Bashir (2016) made a connection between NGO's and community development in Pakistan; this study combined a qualitative and quantitative approach with the use of a

questionnaire. The results showed that NGOs were valued by the community and play a significant role in community development.

Again, the findings concurred with Nsengiyumva (2020) which the Private sector, as a primary engine of Uganda's growth and development, was encouraged to extend innovative support to NGO sector development. That could take various forms including: i) Appreciating the complementary role of the NGO sector to the vision and mission of business enterprise; ii) Supporting the objectives and principles of the NGO Policy; and iii) Developing productive linkages with international, national, local NGOs and CBOs aimed at improving the quality of life of communities (Nsengiyumva, 2020).

The study findings in Table 4.2 indicated that the majority of the core correspondents, 37.9%, agreed that NGOs were involved in advocacy and promotion of human rights, while 35.2% strongly agreed and 15% of the respondents agreed while 11.9% of the respondents of the respondents disagreed. From the findings, the majority of the respondents agreed as represented by 73.1% of the respondents that the NGOs in Kabale District were involved in advocacy and promotion of human rights. NGOs like Kick Corruption Out of Uganda, Kigezi Human Rights Foundation, Advocacy for Better Health (ABH) were sited, that implied that they have been achieving success about their activity of human rights advocacy initiatives and engaging with the local community. More so, 26.9% of the respondents disagreed that NGOs were involved in advocacy and promotion of human rights. That indicated that there may be a need for the NGO to improve its communication and outreach efforts to increase awareness about its human rights advocacy initiatives. Nevertheless, there was still a need for the NGOs to continue its engagement with the local community and to ensure that its efforts were aligned with the needs and priorities of the community.

The Results in Table 4.2 showed that the majority of respondents 37.9% agreed that NGOs were involved in promotion of political and economic empowerment, while 28.6% of the respondents strongly agreed 15.4% strongly disagreed while 18.1% disagreed. The NGOs cited include Forum for Women in Democracy (FOWODE and Kabale Women in Democracy (KWIDI).

The findings suggested that a majority of the respondents 66.5% agreed that their NGO was involved in promotion of political and economic empowerment. That implied that the NGO had been successful in creating awareness about its initiatives in promoting political and

economic empowerment and engaging with the local community. On the other hand, 33.5% of the respondents either disagreed or strongly disagreed that their NGO was involved in promotion of political and economic empowerment. That indicated that there was a need for the NGO to improve its communication and outreach efforts to increase awareness about its initiatives in promoting political and economic empowerment. These findings suggested that the NGO made significant progress in its initiatives to promote political and economic empowerment. However, there was still a need for the NGO to continue its engagement with the local community and to ensure that its efforts are aligned with the needs and priorities of the community. It might also be important for the NGOs to collect feedback from the community to understand their concerns and suggestions for improvement.

The study results in Table 4.2 indicated that the majority 43.2% agreed that NGOs helped in setting up small scale enterprises thus promoting entrepreneurship, while 32.2% of the respondents strongly agreed whereas 14.1% disagreed and 10.6% strongly disagreed.

The implication of the given data was that a majority of the respondents 75.4% believed that the NGO has helped them in setting up small scale enterprises, thus promoting entrepreneurship. That was evident from the fact that 32.2% of the respondents strongly agreed and 43.2% agreed with the item. However, it was also noteworthy that a small proportion of the respondents 10.6% strongly disagreed and 14.1% disagreed with the item. The NGOs cited included Hillside, Kigezi Youth Mentor & Development Project, Marianne Foundation For Youth Development- Uganda, Rise The Child, Ground Zero Project (GZP), LUSU, Kazira Orphans, Amatsiko Project Uganda and Grace Villa Home & Sanctuary for Vulnerable Groups and foreign agencies.

That suggested that there could be some areas where the NGOs could improve efforts to support entrepreneurship among its beneficiaries. The data indicated that the NGOs made a significant impact in promoting entrepreneurship among its beneficiaries, but there was still scope for improvement. The organizations could use those findings to identify areas where they could enhance support and ensure that their efforts were aligned with the needs and aspirations of the beneficiaries.

The findings on NGOs helping in setting up small scale enterprises was in harmony with Rashida (2019) examined the role played by Non-Governmental Organizations in the development of rural areas in Nabukalu Sub County Bugiri District. According to the

findings, NGOs assisted the residents of Nabukalu Sub County become self-sufficient by providing loans for the start-up of small companies and investments in agriculture.

The study findings in Table 4.2 indicated that the majority of respondents 33.9% agreed that the voices of the beneficiaries were heard through NGOs and 30.8% strongly agree while 15.9% of the respondents strongly disagreed and 19.4% disagreed. The findings imply that majority of the respondents 64.7% believed that their voices were heard through the NGO, as evidenced by the fact that 30.8% strongly agreed and 33.9% agreed with the item. However, it was also noteworthy that a significant proportion of the respondents 15.9% strongly disagreed and 19.4% disagreed with the item. The NGOs cited included Children of the World Foundation, Congregations around Richmond Involved to Assure Shelter (CARITAS), Rukundo International, Smiling Faces Foundation Uganda, Entuhe Project Uganda, Camp Davis-Uganda Hillside, Kigezi Youth Mentor & Development Project, Marianne Foundation for Youth Development- Uganda, Rise the Child, Ground Zero Project (GZP), Kazira Orphan.

The findings suggested that there could be some gaps in the NGO's efforts to ensure that the voices of all beneficiaries were heard and taken into consideration. The data indicated that the NGO needed to take steps to address the concerns of those who feel that their voices were not being heard. That could involve measures such as holding regular consultations with beneficiaries to gather feedback, establishing channels for beneficiaries to provide feedback and suggestions, and ensuring that the organizations' decision-making processes are transparent and inclusive. Overall, the findings suggested that while the NGOs were making efforts to ensure that the voices of beneficiaries were heard, there was still room for improvement in that area. By addressing the concerns raised by the respondents who feel that their voices were not being heard, the NGOs could strengthen their impact and ensure that it was truly responsive to the needs and aspirations of beneficiaries.

The study results in Table 4.2 indicated that the majority of respondents 39.2% agreed that NGOs provided a means of expressing and actively addressing the varied and complex needs of society, while 26.9% of the respondents strongly agreed and 13.2% of the respondents strongly disagreed while 18.5% of the respondents disagreed. The results from the survey indicated that a majority of the respondents agreed that NGOs provided a means of expressing and actively addressing the varied and complex needs of the society. That suggested that NGOs have been recognized as important actors in addressing societal issues

and meeting the needs of the people. Nonetheless, a significant number of respondents 18.5% disagreed and 13.2% strongly disagreed indicated that there could be criticism towards the effectiveness of NGOs in addressing societal needs. It was important to consider the reasons behind that perspective and explore ways to address any potential shortcomings of NGOs. The survey results highlighted the importance of NGOs in the society and the need to continue to support and strengthen their capacity to address complex societal issues.

Qualitative findings revealed that many respondents emphasized the role of NGOs in delivering services to the community. NGOs were seen as important actors in providing healthcare, education, and other basic needs that the government could not have the capacity to provide.

Most key informants highlighted the advocacy role of NGOs in Kabale District. NGOs were seen as important voices for marginalized groups and for raising awareness of important issues such as gender equality, environmental protection, and human rights.

Some key informants emphasized the role of NGOs in building the capacity of local organizations and communities. NGOs were seen as important partners in developing local skills and knowledge to sustain development projects over the long-term.

Several informants noted the role of NGOs in mobilizing resources for development projects. NGOs were seen as important actors in securing funding from donors and in leveraging resources from other sources to support development initiatives.

One key respondent reported that, “Non-governmental organizations (NGOs) play a critical role in environmental management by advocating for policies and practices that promote environmental sustainability, conducting research and analysis to inform decision-making, and implementing programmes and projects to protect natural resources and ecosystems.”

Another respondent reported that, “NGOs play an important role in raising public awareness and educating people about environmental issues. They provide information and resources to individuals and communities on how they can reduce their environmental impact and promote sustainable practices.”

4.4 Impact of Covid 19 on Performance of selected Non-Governmental Organizations in Kabale District

The study investigated the impact of Covid 19 on performance of selected Non-Governmental Organizations in Kabale District. The researcher used descriptive statistics such as frequency, percentages, mean and standard deviation to present results on the items as below;

Table 4.3: Impact of Covid 19 on Performance on selected NGOs in Kabale District

	SD		D		UN	A		SA	
Statements	F	%	F	%		F	%	F	%
Networking was not possible due to Covid 19 pandemic	35	15.4	40	17.6	0	78	34.4	74	32.6
Funds were diverted to other activities	24	10.6	30	13.2	0	94	41.4	79	34.8
Monitoring was being done using online method	54	23.8	64	28.2	0	53	23.3	56	42.7
Covid 19 caused mismanagement with in NGOs	10	4.4	19	8.4	0	107	47.1	91	40.1
Some projects/activities were phased out to due to lockdown	0	0	0	0	0	124	54.6	103	45.4
NGOs have been troubled in the operations to serve the communities	0	0	0	0	0	123	54.2	104	45.8
Some NGO's objectives have not been reached	30	13.2	45	19.8	0	85	37.4	67	29.5
Expectations of NGO beneficiaries were affected	0	0	0	0	0	118	52	109	48
Average	19.1	8.4	24.7	10.9	0	98	43	85.3	39.8
SD	20	8.8	24.1	10.6	0	25	11	19.3	6.8

Source: Field Data, 2022

The study results in Table 4.3 showed that the majority of the respondents 34.4% agreed that networking was not possible due to Covid 19 pandemic while 32.6% of the respondents strongly agreed and 15.4% strongly disagreed while 17.6% of the respondents disagreed.

The results showed that the NGOs that networked, their focus on virtual networking with limited face to face networking. That led to increased focus on building and maintaining relationship through platforms such as zoom, Google meet and webinar which were difficult to use by many people. The pandemic highlighted the importance of technology in facilitating networking. Individuals and organizations needed to invest in technology to make virtual networking more effective and efficient.

The study results in Table 4.3 revealed that the majority 41.4% of the respondents agreed that funds were diverted to other activities due to COVID 19 while 34.8% of the respondents strongly agreed and 10.6%strongly disagreed while 13.2%disagreed. The findings suggested that there might have been financial mismanagement or malpractice within the organizations due to Covid 19 which could have serious consequences for the organization's reputation and financial stability.

The findings revealed that organizations had to divert funds to address the impact of the pandemic, such as covering unexpected expenses like COVID 19 prevention Standard Operating Procedures(SOPs) or investing in new technology to enable remote working. However, it was also possible that the pandemic was used as an excuse to cover up financial mismanagement or malpractice within the organization. The fact that a significant portion of respondents agreed with the statement suggesting that there were concerns among employees or stakeholders about the transparency and accountability of the organizations' financial practices. The findings suggested that there was need for greater transparency and communication from organizations about how funds were being used during the pandemic and for measures to ensure that financial practices were aligned with ethical and legal standards. Further investigation and remediation could be necessary to address any issues identified and to rebuild trust among stakeholders.

From the findings in Table 4.3showed that the majority of respondents, 28.2%, disagreed that monitoring was being done using online method as a result of Covid 19 pandemic while 23.8% strongly disagreed and 24.7% of the respondents strongly agreed and 23.3% agreed. The findings suggested that there was some disagreement among the respondents regarding whether monitoring was being done using online methods as a result of Covid 19 pandemic.

A significant proportion of respondents represented by 48% agreed that monitoring was being done using online methods, suggested that the organization could have implemented online monitoring solutions to adapt to the pandemic and ensure the continuity of its operations. Nonetheless, most of the respondents represented by 52% disagreed that monitoring was being done using online methods which indicated that some employees or stakeholders were not aware or had access to online tools. The findings suggested that there was need for greater communication and training on the use of online monitoring tools and for measures to ensure that all employees had access to the necessary technology and resources to effectively carry out their work. Generally, the findings implied that the pandemic had a significant impact on the monitoring practices of the organisations and that further effort was needed to ensure that monitoring was effective, transparent and aligned with the best practices.

The study findings in Table 4.3 revealed that the majority, 47.1%, of the respondents agreed that COVID 19 caused mismanagement in NGOs which affected service delivery while 40.1% of the respondents strongly agreed, and 4.4% of the respondents strongly disagreed while 8.4% of the respondents disagreed. The findings implied that a significant number of respondents 87.2% believed that Covid 19 caused mismanagement in the NGOs. That implied that there was perceived impact of the pandemic on Non-Governmental Organizations' management and service delivery. The fact that a small proportion of respondents 12.4% disagreed or strongly disagreed with the statement suggested that some individuals could feel that the NGOs were able to effectively manage the impact of Covid-19 on their operations and service delivery. Those findings suggested that there could be a need for the NGO to evaluate its management practices and take steps to address any issues that arose due to the pandemic to improve service delivery. The findings concurred with Bhandari, and Mahat (2020) who stated that the COVID 19 epidemic severely disrupted the functioning of non-governmental organizations because currently struggling financially as a result of governments and businesses cutting expenditures in an effort to save money.

The results in Table 4.3 clearly revealed that the majority of the respondents 54.6% agreed that some projects/activities were phased out to due to lockdown and 45.4% of the respondents strongly agreed. This suggests that most of the respondent agreed that projects or activities were affected by the lockdown. Largely, these findings suggested that lockdown measures had a significant impact on projects or activities and majority of respondents perceived that some projects or activities were phased out or affected in some way as a result of the lockdown.

The study results showed that the majority of the respondents 54.2% agreed that Non-Governmental Organizations were troubled in their operations due to Covid 19 pandemic while an additional 45.8% strongly agreed with the statement. That suggested that a large proportion of the respondents perceived that the pandemic had a negative impact on the ability of NGOs to carry out their missions and provide services to communities. The findings suggested that the pandemic presented significant challenges for Non-Governmental Organizations in their effort to serve communities and that there was a wide spread perception among the surveyed respondents that those challenges were significant. However, without more information about the survey methodology and sample characteristics, it was difficult to draw broader conclusions about the experiences of NGOs during the pandemic.

The study results in Table 4.3 showed that the majority of respondents 37.4% agreed that some NGOs' objectives were not reached as a result of the pandemic, while 29.5% strongly agreed and 13.2% of the respondents strongly disagree while 19.8% disagreed. The findings showed that the majority of the respondents 66.9% agreed with the statement with either strongly agreed 29.5% or agreed 37.4%. That suggested that the pandemic had a significant impact on the ability of some NGOs to achieve their objectives. On the other hand, a minority of the respondents 33.1% disagreed with the statement, either strongly disagreed 13.2% or disagreed 19.8%. That indicated that some respondents could not believe that the pandemic had a significant impact on the ability of NGOs to reach their objectives. The implication of the findings were that COVID 19 pandemic had a significant impact on the ability of some NGOs to reach their objectives as perceived by majority of the respondents. This highlighted the need for NGOs to adapt their strategies and operations to the challenges presented by the pandemic in order to continue to effectively serve their target communities.

The findings indicate that a majority of the respondents 52% agreed that COVID 19 pandemic had a significant impact on the expectations of NGO's beneficiaries and 48% of respondents strongly agreed. That suggested COVID-19 pandemic did not only affect the operations of NGOs, but also affected the perceptions and expectations of the beneficiaries they serve. That highlighted the need for NGOs to communicate with their beneficiaries and adjust their programs to address changing needs and expectations in the context of the pandemic. More so, those findings also suggested that NGOs might need to explore new ways of engaging with their beneficiaries and understanding their evolving needs and expectations. By doing so, NGOs could be better equipped to serve their beneficiaries and achieve their objectives in the current challenging environment.

One key informant revealed that; “Lockdowns and other Covid-19 control measures disrupted the implementation of programs and activities of NGOs. That was due to restrictions on movement and gatherings, as well as the diversion of resources to Covid-19 response activities”.

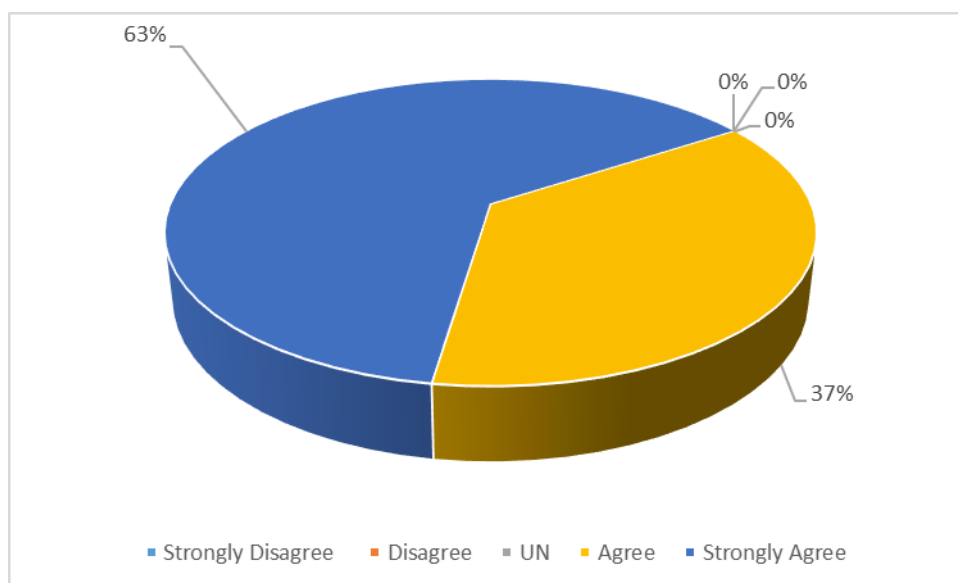
Another key informant had to say; “The pandemic led to decreased funding for NGOs, as donors redirected their resources to Covid-19 response efforts. That affected the capacity of NGOs in Kabale District to deliver on their programs and activities”

More still, it was reported that by a respondent that; “Covid-19 led to an increased demand for services provided by NGOs in Kabale District, particularly those related to health and livelihoods. NGOs had to adapt to this increased demand while also facing the challenges of lockdowns and other Covid-19 control measures”

4.5 Post Covid 19 Measures to Improve Performance

4.5.1 Development of comprehensive policies

Figure 4.5.1 Develop comprehensive policies

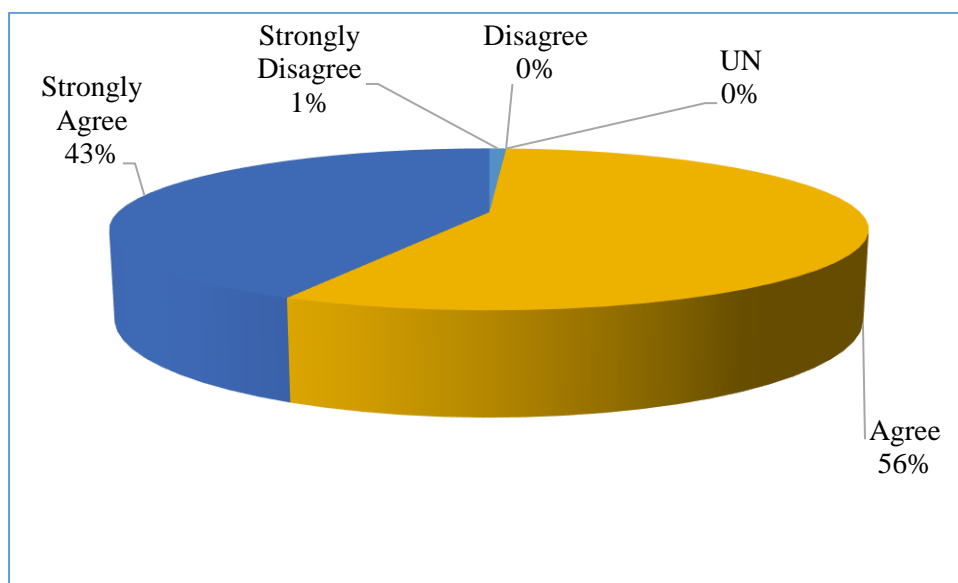


The study results from Figure 4.5.1 indicated that the majority of the respondents 63% strongly agreed that developing comprehensive policies regarding health services was important, while 37 %of the respondents agreed. The results suggested that there was general consensus among the respondents that non-governmental organizations (NGOs) needed to improve their performance in the provision of health services post Covid-19 by participating in developing comprehensive health related policies. The findings implied that Non-Governmental Organizations should prioritize developing policies that address the health

needs of the communities they serve. The policies should focus on improving access to quality healthcare services, especially for vulnerable groups and promoting preventive healthcare practices. NGOs should also consider collaborating with other stakeholders in the health sector, including governments, private healthcare providers, and community-based organizations, to leverage resources and expertise to improve the quality of healthcare services.

4.5.2 Research and innovation

Figure 4.5.2 showing Research and innovation strategy



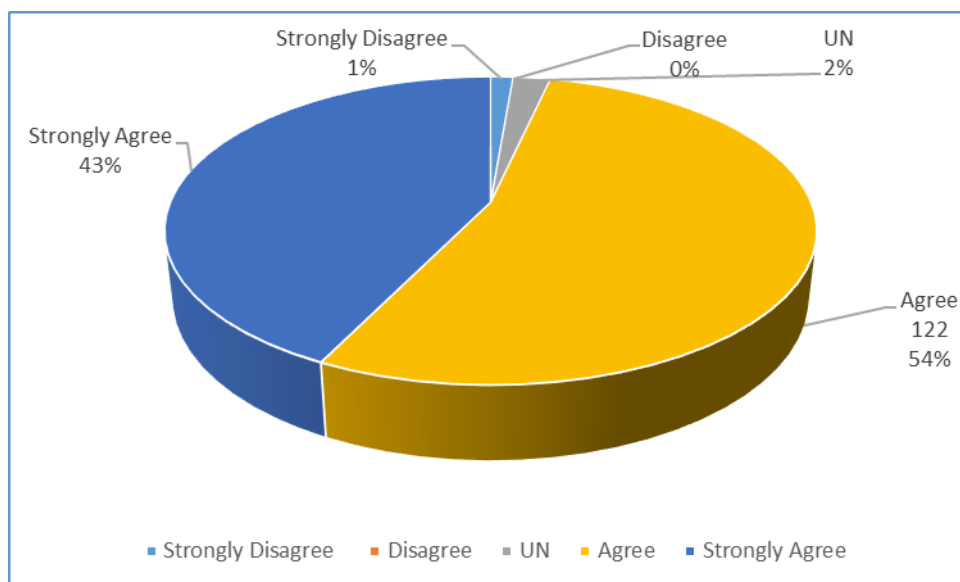
From the findings on Fig 4.5.2, the majority of respondents 56% of the respondents agreed while 43% strongly agreed that there was need to improve on research and encouraging innovations, and 1% of the respondents strongly disagreed. The findings indicate that 99.1% of the respondents agreed that was a need to improve on research and encourage innovations in the post Covid-19 pandemic to enhance the performance of NGOs was significant. It suggested that the respondents recognized the importance of research and innovation in improving the performance of NGOs by addressing the health needs of the communities they serve. The implications of those finding were that NGOs should prioritize research and innovation as a key strategy for improving their performance. That could involve investing in research to identify emerging health needs, developing new and innovative health interventions, and evaluating the effectiveness of existing interventions. NGOs should create an enabling environment for innovation, which involves providing resources and support for staff and volunteers to engage in research and develop innovative solutions. That could

include creating a culture of innovation within the organization, providing funding for research and development, and establishing partnerships with academic and research institutions. Additionally, NGOs should collaborate with other stakeholders in the health sector, including governments, private healthcare providers, and community-based organizations, to share knowledge and resources and leverage expertise to promote innovation and improve the quality of healthcare services. Generally, the findings suggested that research and innovation should be a key focus for NGOs in the post-Covid-19 pandemic period, and that investing in these areas can help to enhance their performance and better meet the health needs of the communities they serve.

4.5.3 Awareness creation

The study results from Figure 4.5.3 indicated that the majority of the respondents 54 % agreed that awareness creation among people needed to be done while 43% of the respondents strongly agreed, 2 % were un decided and 1% of the respondents strongly disagreed. The findings suggested that a majority of the respondents 96.4% agreed that awareness creation among people needed to be done.

Figure 4.5.3 Showing awareness creation strategy



That implied that there might be a lack of awareness or knowledge on a particular issue, and that there was a need to educate people on it. The issue that required awareness creation was not specified in the statement, but it could be related to health, environment, social justice, or any other issue that affects society. The 2% of respondents who were not sure indicated a need for further information or clarification on the issue, or that they did not think deeply

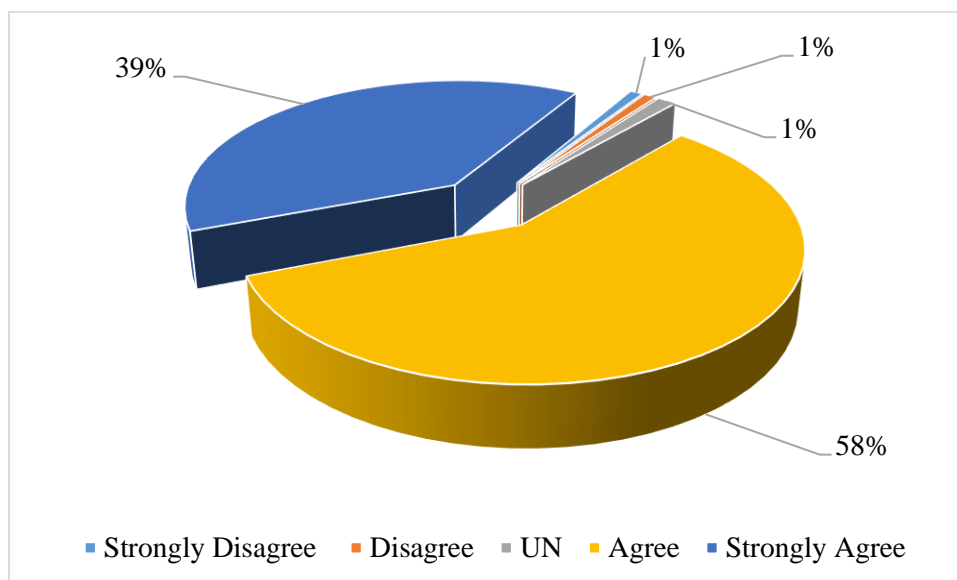
about it. The 1% of respondents who strongly disagreed could have a different perspective or could not see the importance of awareness creation.

The findings suggested that awareness creation was seen as important by a large majority of respondents, and that indicated a potential area for action or intervention to address the issue.

4.5.4 Embracing new Technology

The study findings in Figure 4.5.4 indicated that the majority of respondents, 58%, agreed to embrace the need for new technology in working, communicating and collaborating and 39 % of the respondents strongly agreed while 1% strongly disagreed,1% disagreed while1 % were not sure. The findings suggested that a majority of the respondents 97% agreed or strongly agreed with the idea of embracing new technology in working, communicating, and collaborating.

Figure 4.5.4 Showing new technology adaptation



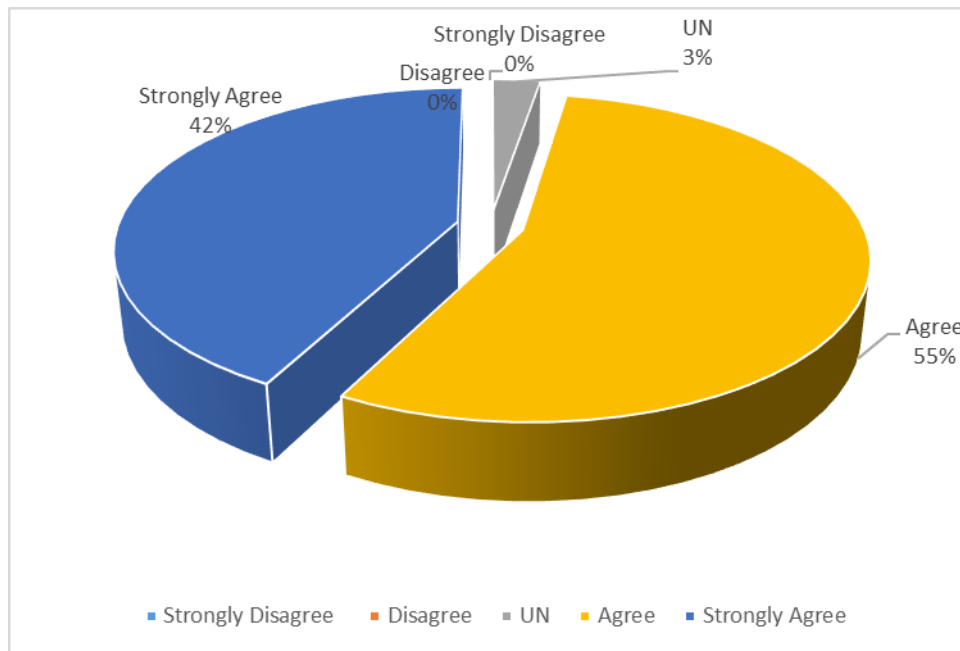
This indicated a positive attitude towards the adoption of new technology, which could have several implications, such as increased productivity, help organizations and individuals become more efficient and productive in their work. That could lead to better output and increased competitiveness, improved communication help improve collaboration and teamwork, leading to better decision-making and problem-solving.

4.5.5. Funding

The findings in Figure 4.5.5 showed that the majority of respondents, 55 %, agreed with the idea that new funding opportunities should be explored while 42 % of the respondents

strongly agreed and 3 % of the respondents had no opinion. The findings suggested that a majority of the respondents agreed that new funding opportunities should be explored. That implied that there was a perceived need for additional sources of funding and that organizations or individuals could be interested in pursuing alternative funding options.

4.5.5 Showing Funding needs



Based on these findings, it might be worthwhile for organizations or individuals to consider expanding their search for funding opportunities beyond traditional sources such as grants, loans, and investment.

Additionally, the findings suggested that there could be a willingness among respondents to consider new or innovative funding models, such as impact investing, social finance, or blended finance. That could provide an opportunity for organizations or individuals to tap into new sources of funding while also achieving social or environmental objectives.

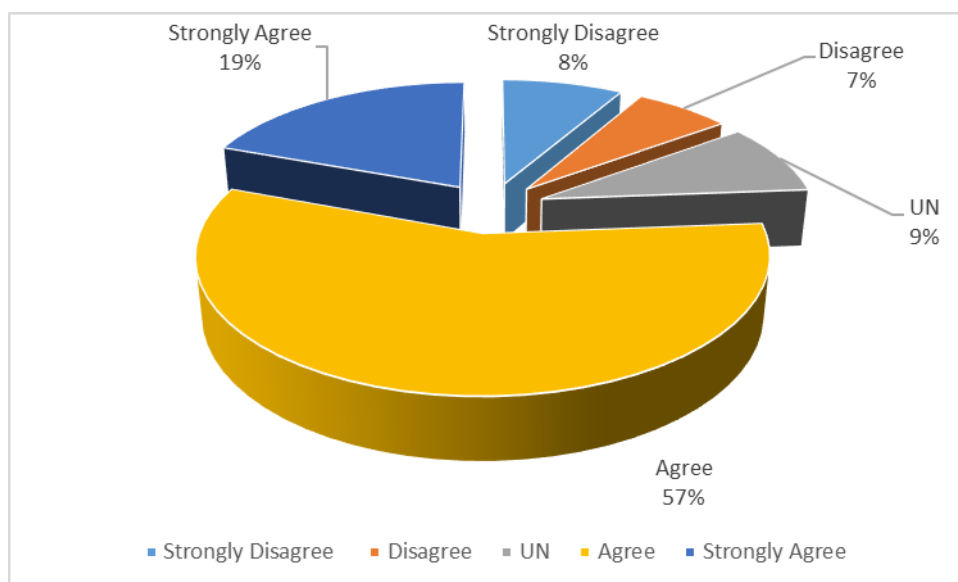
The findings on the new funding sources were in agreement with Mikoajczak (2019) who stated that Non-Governmental Organizations need to diversify their funding sources as it gives them the chance to increase revenue, strengthen the stability and predictability of their operations, as well as to limit the control of public and private donors, especially when one of them predominates in capital contributions. Access to a variety of income sources could lessen the mission changeability of organizations and increase organizational autonomy in mission-related tasks. Additionally, Mikoajczak (2018) used logistic regression to examine how specific funding sources affected the commercialization of non-governmental

organizations in Poland, and the results showed that the likelihood of commercialization slightly declined as more private external financial sources were used. These two studies were done outside Uganda and did not specifically show the strategies which that NGOs and CBOs in Kabale District should adopt to improve their performance which was the focus of this study. The cited NGOs included USAID Regional Health Integration to Enhance Services (USAID RHITES), Children of the World Foundation, Congregations Around Richmond Involved to Assure Shelter (CARITAS), Rukundo International, Smiling Faces Foundation Uganda, Entuhe Project Uganda, Camp Davis-Uganda Hillside, Kigezi Youth Mentor & Development Project, Marianne Foundation For Youth Development- Uganda, Rise The Child, Ground Zero Project (GZP), Kazira Orphans, Amatsiko Project Uganda and Grace Villa Home & Sanctuary for Vulnerable Groups and foreign agencies.

4.5.6 Capacity building strategy

The study findings in Figure 4.5.6 indicated that the majority of respondents 57% of respondents agreed that there was need to increase capacity building of stakeholders, while 19% strongly agreed. 7% disagreed and 8 % strongly disagreed. Additionally, 9% of respondents were undecided about the need for capacity building.

Figure 4.5.6 showing need for Capacity building



This indicated that a significant number of individuals recognized the importance of capacity building for stakeholders. On the other hand, a small percentage of respondents disagreed, the implication of those findings was that there was a general recognition among the respondents that capacity building was essential for stakeholders. That suggested that there might be

willingness to invest resources in developing the skills and knowledge of stakeholders, which could lead to improved performance and outcomes. However, the fact that a small percentage of respondents disagreed or were unsure about the need for capacity building indicated that there was some resistance or lack of understanding of its importance. It might be necessary to address those concerns and educate stakeholders on the benefits of capacity building to ensure broader buy-in and support for such initiatives.

Furthermore, NGOs should invest in building the capacity of their staff and volunteers to ensure that they have the necessary skills and knowledge to deliver effective health services. That could involve providing training and mentorship programs, as well as creating a supportive work environment that promotes continuous learning and development. Overall, the findings suggested that NGOs should take a more proactive approach to improving their performance in the provision of health services, and developing comprehensive policies is a crucial step towards achieving this goal.

That was in agreement with Muhangiet *al.*, (2021) who highlighted the fact that NGOs have always been on the forefront taking accountability by offering multiple solutions for policies and development. Development was strengthened when NGOs especially collaborate with governments and markets. These organizations apart from acting as a mediator between the society and government, lend a helping hand by acting as a ‘think-tank’, improvising and offering creative solutions. An efficient research work was also carried out that improves the development activities further.

The study results cited NGOs that included Kigezi Youth Mentor & Development Project, Marianne Foundation For Youth Development- Uganda, Rise The Child, Ground Zero Project (GZP), Kazira Orphans, Amatsiko Project Uganda and Grace Villa Home & Sanctuary for Vulnerable Groups and foreign agencies e.g. United USAID Regional Health Integration to Enhance Services (USAID RHITES), Children of the World Foundation, Congregations Around Richmond Involved to Assure Shelter (CARITAS), Rukundo International, Smiling Faces Foundation Uganda, Entuhe Project Uganda, Camp Davis-Uganda Hillside.

Qualitative findings revealed that: “NGOs could adapt their programs and activities to respond to the changing needs and priorities of communities and the environment in the post-Covid-19 era. For example, they could incorporate virtual components into their programs

and activities to reduce the need for in-person contact, or shift their focus to address emerging environmental challenges such as the impacts of Covid-19 on waste management”.

It was also reported that “The need to have good technology so that NGOs could enhance their ability to monitor and manage environmental challenges. For example, they could use remote sensing technologies to track changes in ecosystems and identify areas of concern, or use social media and other digital platforms to engage with communities and raise awareness of environmental issues”.

One respondents suggested that: “NGOs could strengthen their partnerships with governments, businesses, and other stakeholders to address environmental challenges in the post-Covid-19 era. By working collaboratively, NGOs could leverage resources, share knowledge and expertise, and amplify their impact”.

Another key informant had to say: “NGOs could prioritize sustainability in their operations and activities to reduce their own environmental impact and model best practices for others. That could include adopting sustainable procurement practices, reducing energy and resource use, and implementing sustainable transportation strategies.”

“NGOs needed funding to support their operations and activities in the post-Covid-19 era. That would require identifying new sources of funding, diversifying their funding base, or adapting their fundraising strategies to the changing landscape.”

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter serves as a critical component of the research study as it provides an opportunity to summarize and synthesize the findings from the previous chapters. The results are presented in clear and concise manner. This chapter typically begins with a brief summary of findings following the objectives of the study and then draws conclusions and makes recommendations. The areas for further research were also presented in this chapter.

5.1 Summary of Findings

5.1.1 Role of selected Non-Governmental Organizations

The findings showed that only a minority of respondents agreed 47.5% that adequate health services were provided to beneficiaries. A significant proportion of respondents 52.5% disagreed that adequate health services were provided, indicating potential issues with quality, accessibility, or availability. The findings indicated that a majority of respondents either disagreed 50.6% that their NGO was involved in environmental management to control soil erosion. Only a small portion of the population 49.4% agreed that some NGOs were involved in environmental management, indicating that there was room for improvement in the communication and implementation of environmental initiatives by NGOs.

The respondents were able to record several NGOs including Kabale Civil Society Forum, Kigezi Human Rights Foundation, Alongside Africa Uganda, Child Africa Uganda, Red Cross, Site for Community Service Program, (SCOSP), Forum for Women in Democracy (FOWODE), Entuhe Project Uganda, Camp Davis-Uganda Hillside, Kigezi Youth Mentor & Development Project, Marianne Foundation For Youth Development- Uganda, Rise The Child, Ground Zero Project (GZP), Kabale Women in Democracy (KWIDI), Nature Uganda (NU).

The findings of the survey showed that a significant number of respondents 69.6% agreed or strongly agreed that the NGOs were involved in community development initiatives and were engaged with the local community. The majority of the respondents 73.1% agreed that NGOs in Kabale District were involved in advocacy and promotion of human rights, indicating that those organizations have been successful in their efforts to promote and protect human rights

in the local community. Additionally, a majority of the respondents 66.5% agreed that the NGOs were involved in the promotion of political and economic empowerment.

The data indicated that the NGOs had been successful in promoting entrepreneurship by helping individuals set up small-scale enterprises, as 75.4% of the respondents agreed. The data revealed that while the majority of respondents believed that their voices were heard through the NGO 64.7% a significant proportion of respondents 35.3% either disagreed or strongly disagreed with the statement. The data suggested that a majority of respondents 66.1% agreed that NGOs provided a means of expressing and actively addressing the varied and complex needs of society, with 26.9% strongly agreeing and 39.2% agreeing with the statement.

5.1.2 Impact of Covid 19 on the Performance of selected Non-Governmental Organizations

The findings revealed that a majority of respondents 67% agreed that networking was not possible during the COVID-19 pandemic, with 32.6% strongly agreed and 34.4% agreed with the statement. From the findings, majority of respondents 76.2% agreed that funds were diverted to other activities due to the COVID-19 pandemic, while 34.8% strongly agreed and 41.4% agreed with the statement.

The results also indicated that a significant proportion of respondents 48% agreed that monitoring was being done using online methods and majority of the respondents 52% disagreed that monitoring was being done using online methods. More so, the findings suggested that a large percentage of the respondents 40.1% strongly agreed and 47.1% agreed that Covid 19 caused mismanagement in their NGO which had a negative impact on service delivery. The findings also showed that a majority of the respondents agreed or strongly agreed that some projects or activities were phased out due to lockdown. Specifically, 45.4% of respondents strongly agreed with this statement while 54.6% of respondents agreed with it.

The major findings from the data presented suggested that a significant proportion of the respondents agreed that some NGOs' objectives were not reached as a result of the pandemic. Specifically, 29.5% of respondents strongly agreed with the statement while 37.4% of respondents agreed with it. The findings indicated that a majority of the respondents 52% agreed with the statement expectations of NGOs beneficiaries were affected while 48% of respondents strongly agreed.

The study findings revealed the negative effects on a fall in health-seeking behaviors, poor program implementation, higher costs and waste due to the switch to virtual meetings, a decrease in capacity building, and staff burnout/stress. Conversely, there were certain benefits as well, such as improved efficiency due to the use of technological advancements, peer-to-peer intervention through the creation of networks, adaptability and speedy response to the crisis, wise resource management this is also reflected in World Health Organization. (2020).

5.1.3 Post Covid 19 Measures to Improve Performance of selected Non-Governmental Organizations

The major findings from the data presented in showed that a majority of the respondents agreed that NGOs needed to improve their performance in the provision of health services post Covid-19 by participating in developing comprehensive health-related policies together with Ministry of Health especially, Inspectorate of Government Covid19 on Prevention Standard Operating procedures(SOPs).

Specifically, 63.4% of the respondents strongly agreed with the statement while 36.6% agreed with it. Those findings suggested that there was room for improvement in the performance of NGOs in providing health services, and that a more coordinated approach involving policy development might be needed.

Results indicated that 99.1% of the respondents agreed that there was a need to improve on research and encourage innovations in the post-Covid-19 pandemic to enhance the performance of NGOs. That finding was significant and highlighted the importance of investing in research and innovation as a means to enhance the performance of NGOs in the post-Covid-19 era. The major findings from the data presented suggested that there was a strong agreement among the respondents that awareness was highly recommended as 42.7% of the respondents strongly agreed and 53.7% agreed. The results suggested that a majority of the respondents 96.4%agreed or strongly agreed with the idea of embracing new technology in working, communicating, and collaborating. These findings suggested that the respondents recognized the importance of awareness creation and the use of technology in enhancing the performance of NGOs in the post-Covid-19 era.

5.2 Conclusions

Role of NGOs on their performance

The major findings indicated that there were potential issues with the quality, accessibility, or availability of health services provided to beneficiaries, as a significant proportion of respondents disagreed that adequate health services were provided (UN,2021) Additionally, there was a need for improvement in the communication and implementation of environmental initiatives by NGOs, as only a minority of respondents agreed that some NGOs were involved in environmental management to control soil erosion. These findings suggested that there were opportunities to enhance the delivery of health services and environmental management initiatives by NGOs to better meet the needs of beneficiaries (ACODE, 2020).

The Government of Uganda recognizes the important role of Non-State actors in accelerating the country's development process. Government fully acknowledges and recognizes the key role Non-Governmental Organizations (NGOs) play in service delivery especially to marginalized groups, and improving accountability of public institutions. Furthermore, the Local Government Act 1997 specifically provides Civil Society Organizations (CSOs) with an important role in service delivery at community level.As Government's Economic Recovery Programme (ERP) and the subsequent Poverty Eradication Action Plan (PEAP) are predicated on promotion of private sector-led growth. At the same time, Uganda's Constitution 1995 guarantees the right of every Ugandan to engage in peaceful activities to influence the policies of Government through civic organizations.

The study also revealed that there was contribution of NGOs in the areas of service delivery, advocacy, democracy and good governance as well as community empowerment especially after COVID-19. However, the process of NGO sector development, methods of work and the impact of NGO program activities, among other issues, have continued to generate varied and sometimes contradictory views and experiences.

The study found out that most NGOs in Kabale District, for example the African International Christian Ministry (AICM), Transcultural Psychosocial Organization (TPO), Child Africa Uganda, Red Cross, Site for Community Service Program, (SCOSP), Forum for Women in Democracy (FOWODE), Integrated Community Based Initiative (ICOB), Kabale Women in Democracy (KWIDI), Nature Uganda were actively involved in community development initiatives, advocacy and promotion of human rights, and the promotion of

political and economic empowerment. The majority of the respondents agreed or strongly agreed that the NGOs were engaged with the local community and were successful in their efforts to promote and protect human rights. That suggested that NGOs played a critical role in the development and empowerment of the local community, and their efforts were positively perceived by the community members.

The study also concluded that NGOs were successful in promoting entrepreneurship by helping individuals set up small-scale enterprises, as most respondents agreed with the statement. However, there was a significant proportion of respondents who could not believe that their voices were heard through the NGO, indicated that there might be room for improvement in communication and transparency. Nonetheless, a majority of respondents still saw NGOs as a means of expressing and addressing the complex needs of society. Overall, the data suggested that NGOs played a significant role in promoting entrepreneurship and addressing societal needs, but there was still room for improvement in terms of communication and transparency (Nakyanzi and Byakika, 2020)

Impact of Covid 19 on NGOs performance

The major conclusion on findings indicated was that the COVID-19 pandemic had a significant impact on networking and funding activities of organizations, as a majority of respondents agreed that networking was not possible and funds were diverted to other activities. That suggested that organizations needed to adapt to the changing circumstances and find new ways of networking and fundraising in times of crisis. It also highlighted the importance of effective resource management and flexibility in responding to unexpected events such as a pandemic. Overall, the findings suggested that the COVID-19 pandemic had a significant impact on the operations of organizations and there was a need for adaptive strategies to address the challenges posed by such crises.

The conclusion from the results was that while there was some use of online methods for monitoring, it was not widely adopted as a majority of respondents disagreed with the statement. The findings also suggested that COVID-19 caused mismanagement in many NGOs, which had a negative impact on service delivery, with a large percentage of respondents agreed with the statement. Additionally, the findings showed that a majority of the respondents agreed or strongly agreed that some projects or activities were phased out due to lockdown, indicated the need for flexibility and adaptability in responding to changing circumstances. Overall, the results highlighted the challenges faced by NGOs in the COVID-

19 era, and the need for innovative and adaptive strategies to ensure effective service delivery.

The conclusion drawn from the findings was that the COVID-19 pandemic had a significant impact on the ability of some NGOs to reach their objectives. A large proportion of respondents agreed or strongly agreed that some NGOs' objectives were not reached due to the pandemic, indicated the need for adaptive strategies to overcome the challenges posed by the pandemic. The findings suggested that NGOs need to reassess their objectives and find new ways of achieving them in the face of unexpected events such as the COVID-19 pandemic. Overall, the results highlighted the need for agility and flexibility in the operations of NGOs to ensure that their objectives were achieved, even in the face of crises such as the COVID-19 pandemic(Kadowa,2020).

Post-Covid 19 measures to improve NGOs performance

The conclusions drawn from the findings implied that a majority of the respondents agreed or strongly agreed that NGOs needed to participate in developing comprehensive health-related policies to improve their performance in this area. The findings suggested that a more coordinated approach involving policy development could be necessary to enhance the effectiveness of NGOs in providing health services. The results also highlighted the need for NGOs to be more responsive and adaptive to changing circumstances, particularly in the face of a pandemic, to ensure effective service delivery. Overall, the findings underscored the importance of collaboration and partnership between NGOs and other stakeholders in the development and implementation of policies and strategies aimed at improving the provision of health services (MOH Uganda, 2020).

The conclusion drawn from the findings was that there was a need for NGOs to invest in research and innovation to enhance their performance in the post-Covid-19 era. A significant majority of the respondents agreed that there was a need to improve on research and encourage innovations to improve the performance of NGOs. The findings also suggested that awareness creation among people and the use of technology were important factors that could enhance the performance of NGOs in the post-Covid-19 era (JBK, Matovu, et.al, 2021). These findings underscored the importance of embracing new technology, conducting research, and developing innovative approaches to improve the performance of NGOs. Overall, the results highlighted the need for NGOs to adapt to changing circumstances and to be responsive to the evolving needs of the communities they serve (UNICEF, 2020).

5.3 Recommendations

Role of NGOs on their performance

- There is a need for NGOs to work together with Central and local government of Uganda to improvement in the communication and implementation of environmental initiatives.
- Non-governmental organizations should lobby for necessary funds required for additional funding in support of their establishments.
- Kabale District NGOs e.g. Forum for Women in Democracy (FOWODE), and Kabale Women in Democracy (KWIDI) should strengthen the engagement in bye-law and policy advocacy work and contribute to the districts democratic processes, human and gender rights, conflict resolution and peace building, good governance and accountability in public offices.

Impact of Covid 19 on NGOs performance

- NGOs should work with other stakeholders like health professionals, community leaders, and local and central governments to promote self-reliance activities for example entrepreneurship through Governments programmes, especially Poverty Eradication Action Plans (PEAP), and any other support for enterprise development. This will enable individuals to create sustainable livelihoods and contribute to the local economy.
- There is need to for the various NGOs to coordinate with other partners to promote effective service delivery to the local communities during the Post-COVID 19 era.
- Kabale District Local Government and NGOs should work with Uganda Ministry of Health for effective service delivery. Organizations need to prioritize the needs of their beneficiaries and find innovative ways to deliver services while adhering to health and safety guidelines including the Standard Operating Procedures (SOPS) as a preventive measure against COVID 19.

Post Covid 19 measures, strategies, interventions to improve NGOs performance

- NGOs should strengthen their engagement with the local community to ensure that their efforts are responsive to community needs and priorities. This could include establishing partnerships with local Community Based Organizations (CBOs) and involving community members in project planning and implementation.
- Kabale District Local Government and NGOs should collaborate with the Private sector which is regarded as a primary engine of Uganda's growth and development to promote

innovation, creativity and community welfare as an integral sign of corporate social responsibility.

- NGOs should assist in sustainable community development through activities such as capacity building by developing, training and strengthening the necessary skills, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a Post-Covid 19 era.
- NGOs need to embrace new technologies and find new ways of networking, fundraising and monitoring during crises such as the COVID-19 pandemic. This would involve leveraging social media platforms, online fundraising tools and video conferencing.
- Research and innovation should be a key focus for NGOs in the post-Covid-19 pandemic period, to identify the needs of the communities they serve and promote innovation to enhance their performance. This may involve conducting research on best practices in service delivery (MOH Uganda, 2020).
- NGOs together with the government need to enhance awareness creation among local communities to improve their performance in the post-COVID-19 era. This may involve developing and implementing awareness campaigns to educate communities on several development issues.
- NGOs in Kabale District should use flexible and adaptive strategies to respond to unexpected situations such as COVID 19 pandemics. This may involve reallocating resources, phasing out certain projects, and exploring new opportunities for better service delivery.

5.4 Areas for Further Research

1. Conducting a comprehensive study on the quality of health services provided by NGOs in other regions to identify common issues and areas for improvement.
2. Assessing the effectiveness of training and support provided to NGOs for implementing environmental initiatives.
3. Conducting a community needs assessment to identify other societal needs that NGOs could address.
4. Conducting a study on the effectiveness of digital technology in fundraising, networking, and monitoring during crises such as the COVID-19 pandemic, to identify best practices and areas for improvement.
5. Investigating the effectiveness of different research and innovation strategies adopted by NGOs to enhance their performance in the post-COVID-19 period.

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APPENDIX I

QUESTIONNAIRE FOR BENEFICIARIES AND STAFF OF THE SELECTED NGOs

Dear Sir/Madam,

I am **Karungi Molly**, a Kabale University postgraduate student conducting research on Covid 19 and the performance of selected Non-Governmental Organizations in the Kabale District. The master's degree in project planning and management from Kabale University includes this course as one of the requirements. Answers should be open-ended and consistent with your understanding. Your answers will be kept in strict confidence and used only for this research. We sincerely appreciate your assistance with this kind request.

Thank you.

SECTION A: BIO DATA OF RESPONDENTS

In this section of the questionnaire, please tick or circle the response you feel is most appropriate.

1. Gender

a. Male ☐ b. Female ☐

2. What is your age range?

a. 21-30 years ☐ b. 31-40 years ☐
c. 41-50 years ☐ d. 51-60 years ☐
e. 61+ years ☐

3. What is your highest education level?

a. Primary ☐ b) Secondary ☐
c) Certificate ☐ d) Diploma ☐
e. Bachelors ☐ f. Post Graduate ☐
g. Masters ☐

**SECTION B: ROLE OF SELECTED NON-GOVERNMENTAL ORGANISATIONS
ON THEIR PERFORMANCE DURING COVID 19 PANDEMIC**

Statements	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Adequate health services are provided to beneficiaries					
Our NGO has been involved in environmental management to control soil erosion					
Our NGO is involved in community development					
Our NGO is involved in advocacy and promotion of human rights					
Our NGO has been involved in promotion of political and economic empowerment					
Our NGO has helped us in setting up small scale enterprises thus promoting entrepreneurship					
The voices of the beneficiaries are heard through our NGO					
NGOs have provided a means of expressing and actively addressing the varied and complex needs of society					

SECTION C: IMPACT OF COVID 19 ON PERFORMANCE OF SELECTED NON-GOVERNMENTAL ORGANISATIONS

Statements	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Networking was not been possible due to Covid 19 pandemic					
Funds were diverted to other activities					
Monitoring was being done using online method					
Poor governance in our NGO has affected service delivery					
Some projects/activities were phased out to due to lockdown					
Non-Governmental organizations have been troubled in the operations to serve the communities due to COVID 19 pandemic					
Some NGO's objectives have not been reached as a result of the pandemic					
Expectations of NGO beneficiaries were affected					

**SECTION D: POST COVID 19 MEASURES TO IMPROVE PERFORMANCE OF
SELECTED NON-GOVERNMENTAL ORGANISATIONS**

Statements	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
Develop a comprehensive policies regarding health services					
There is need to improve on research and encouraging innovations					
Awareness creation among people needs to be done					
Embracing new technology in working, communicating and collaborating.					
New funding opportunities should be explored					
There is need to increase capacity building of stakeholders					

APPENDIX II

INTERVIEW GUIDE FOR FIELD STAFF AND EXECUTIVE DIRECTORS

1. What is the role of NGOs in Kabale District?
2. How has Covid 19 lockdown affected the performance of your Non-Governmental Organisations in Kabale District?
3. Has your NGO been forced to reduce their project activities and make changes in project schedules due to Covid 19 pandemic?
4. How could the NGOs' activities be monitored for effective performance?
5. Were you given extra funding by the donors to improve on performance of your NGOs?
6. Has Covid 19 affected performance of you Non-Governmental Organisations in Kabale District?
7. What challenges have NGOs in Kabale District faced during Covid 19 on pandemic.
8. What are the post Covid 19 measures to address these challenges?

APPENDIX III:

LIST OF SAMPLED NGOS OPERATING IN KABALE DISTRICT

S/N	Name of NGO	Major role /function
i.	Kigezi Women in Development (KWID)	<ul style="list-style-type: none"> ✓ Raise awareness on gender issues affecting her rural community ✓ A Developed Society free of Social Injustices ✓ Focus on empowering women, girls, and other vulnerable persons.
ii.	Kigezi Youth Mentor & Development Project located at: 1039, Kabale, Kabale, Uganda.	<ul style="list-style-type: none"> ✓ Helping and supporting the youth ✓ Promoting economic development among vulnerable people ✓ Provision loans to startup small scale businesses and to invest in agriculture
iii.	Grace Villa home & Sanctuary for Vulnerable Groups	<ul style="list-style-type: none"> ✓ Protecting the rights of vulnerable people ✓ Promoting empowerment for girls through education ✓ Setting income generating projects for the vulnerable people
iv.	Greenfield Kids Foundation	<ul style="list-style-type: none"> ✓ Improving the lives of children and offering them an education and a higher standard of living. ✓ Donate clothing to the needy
v.	Kick Corruption Out of Uganda(KICK U)	<ul style="list-style-type: none"> ✓ Mobilize citizens and their representatives to participate in lower local governments' budget meetings to collect views and priorities of what the budget should focus on. ✓ Strengthening good Governance and Strategic planning in local governments.
vi.	African International Christian Ministry(AICM)	<ul style="list-style-type: none"> ✓ AICM identifies local needs and initiates essential community projects in areas of education, health, income generation, human rights and support for orphans and widows ✓ Change lives, transform communities, and build hope ✓ Environmental conservation

APPENDIX IV:

KABALE DISTRICT MAP IN RELATION TO UGANDA



APPENDIX V

LIST OF NON GOVERNMENTAL ORGANIZATIONS IN KABALE DISTRICT

1. African International Christian Ministry (AICM)
2. Alongside Africa Uganda, Advocacy for Better Health (ABH)
3. Amatsiko Project Uganda
4. Camp Davis-Uganda Hillside
5. Child Africa Uganda
6. Children of the World Foundation
7. Congregations Around Richmond Involved to Assure Shelter (CARITAS)
8. Entuhe Project Uganda
9. Forum for Women in Democracy (FOWODE)
10. Grace Villa Home & Sanctuary for Vulnerable Groups
11. Integrated Community Based Initiative (ICOB)
12. Kabale Civil Society Forum
13. Kabale Women in Democracy (KWIDI)
14. Kazira Orphans
15. Kigezi Human Rights Foundation
16. Kigezi Youth Mentor & Development Project
17. Let Us Save Uganda Development Initiative
18. Lift Up Jesus Global Ministries
19. Marianne Foundation For Youth Development- Uganda
20. National Forum of People Living with HIV/AIDS Networks in Uganda (NAFOPHANU), USAID Regional Health Integration to Enhance Services (USAID RHITES)
21. Nature Uganda
22. Red Cross
23. Rise The Child, Ground Zero Project (GZP)
24. Rukundo International, Smiling Faces Foundation Uganda
25. Site for Community Service Program, (SCOSP)
26. Transcultural Psychosocial Organization (TPO)

APPENDIX VI: PICTORIAL

