CBOs as a Tool for Sustainable Community Development: The Case in Kapchorwa

Annie Manges

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School for International Training

CBOs as a Tool for Sustainable Community Development:

The Case in Kapchorwa

Annie Manges

Fall 2021

David Mukhwana

Dr. Robert Esuruku

Dr. Charlotte Mafumbo
Dedication

This report is dedicated to the individuals who are devoting their lives to bettering their communities and the lives of those around them.

And to my loving parents, for your endless support.
Acknowledgements

I would like to extend my deepest gratitude to everyone in Kapchorwa who went out of their way to help me. Being an outsider, doing data collection for only three weeks, I did not expect to make such deep connections with people. And yet, so many of you were ready to welcome me into your homes and to commit yourselves to helping me see my work through.

Thank you to Faith Chemutai, for being with me every step of the way through this project. You are a lifelong friend and an inspiration. Thank you to Robert, David, and Esther, for being so open with me and willing to teach me about your organizations. This work would not have been possible without you and your amazing group members.

Thank you to one of my advisors, David Mukhwana, and everyone at KACSOA. You welcomed me into your incredible organization, and you provided me with so much guidance and help along the way. And thank you to my other advisor, Dr. Robert Esuruku. You both provided me with so much insight, and this work would not be what it is without you.

And finally, a huge thank you to Helen, Dorothy, Paul, and Farouk. Your dedication to us and to our work was so appreciated. I could not have done this without each one of you. And to my Academic Director, Dr. Charlotte Mafumbo; your expertise and your deep caring for us was so helpful, and I consider it a huge honor to have been able to work with you.
Table of Contents

List of Figures..................................................................................................................6
List of Appendices.............................................................................................................7
List of Abbreviations.........................................................................................................8
Abstract............................................................................................................................9
1.0 Introduction. .................................................................................................................10
  1.1 Background to the study..........................................................................................10
  1.2 Statement of the problem.......................................................................................12
  1.3 Purpose/aim, objectives.........................................................................................13
  1.4 Significance............................................................................................................13
  1.5 Justification/rational..............................................................................................14
2.0 Literature Review.........................................................................................................14
3.0 General Methodology.................................................................................................18
  3.1 Ethical Considerations............................................................................................18
  3.2 Data Collection Methodology................................................................................20
  3.3 Focus Group Discussion.........................................................................................21
  3.4 Key Informant Interviews......................................................................................25
  3.5 Other Methods........................................................................................................27
  3.6 Secondary Data Collection....................................................................................28
  3.7 Limitations.............................................................................................................28
4.0 Findings.........................................................................................................................30
  4.1 Context....................................................................................................................30
    4.1.1 Studied CBOs’ Specific Backgrounds...............................................................30
    4.1.2 Why Do CBOs Register? ................................................................................30
    4.1.3 Community Development Officers and the SNMC......................................31
  4.2 The Community Development Projects Implemented by CBOs in Kapchorwa.....31
    4.2.1 Sipi Victory Youth Empowerment Group.......................................................31
    4.2.2 Tumboboi Grandmothers Savings and Credit Association.........................34
    4.2.3 Chichine Women’s Group............................................................................36
4.3 The Internal Policies and Structures of the CBOs and Their Impact on Community Development Work in Kapchorwa……………………………………………..……37
  4.3.1 Sipi Victory Youth Empowerment Group……………………………………37
  4.3.2 Tumboboi Grandmothers Savings and Credit Association………………39
  4.3.3 Chichine Women’s Group……………………………………………………41
  4.3.4 Key Informant Opinions……………………………………………………42

4.4 The Outcome of the Activities of CBOs on the Lives of the Local Communities in Kapchorwa……………………………………………………………………….44
  4.4.1 Sipi Victory Youth Empowerment Group……………………………….44
  4.4.2 Tumboboi Grandmothers Savings and Credit Association………………46
  4.4.3 Chichine Women’s Group. …………………………………...…………47
  4.4.4 Key Informant Opinions…………………………………………………49

4.5 The Ability of CBOs to Maintain a Long-Term Impact in Community Development in Kapchorwa…………………………………………………………………….49
  4.5.1 Sipi Victory Youth Empowerment Group……………………….………50
  4.5.2 Tumboboi Grandmothers Savings and Credit Association………………50
  4.5.3 Chichine Women’s Group…………………………………………………51
  4.5.4 Key Informant Opinions…………………………………………………52

5.0 Analysis of Findings…………………………………………………………………………53
6.0 Conclusion. ………………………………………………………………….………………57
  6.1 Recommendations…………………………………………………………..58
7.0 References. ...........................................................................…………..61
8.0 Appendices............................................................................65
  8.1 Consent Form............................................................................75
  8.2 Interview Guides........................................................................78
  8.3 Problem Tree..............................................................................85
    8.3.1 Problem Tree Template..........................................................85
    8.3.2 Problem Trees from Interviews..............................................86
      8.3.2.1 Sipi Victory Youth Empowerment Group Members on Problems within the Community........................................86
8.3.2.2 Chichine Women’s Group Members on Problems within the Community
........................................................................................................86
8.3.2.3 Chichine Women’s Group Members on Problems within the Group
.................................................................................................................87
8.3.2.4 Gamatui Community Members on Problem within the Community
....................................................................................................................87
8.3.2.5 Kaibet Community Members on Problem within the Community
..........................................................................................................................88
8.3.2.6 Kewel Community Members on Problem within the Community
..........................................................................................................................88
8.4 KACSOA Action Plan Template........................................................................89
8.5 KACSOA Strategic Plan Worksheet Template.................................................89
8.6 Monitoring and Evaluation Matrix Template.................................................90
List of Figures

Figure 1: Focus Group Discussion/.................................................................22
Figure 2: Key Informant Interviews............................................................25
Figure 3: CBO Location Matrix.................................................................30
Figure 4: CBO Data Comparison Matrix..................................................53
List of Appendices

Appendix One: Consent Form ........................................................................................................... 75
Appendix Two: Interview Guides .................................................................................................... 78
Appendix Three: Problem Tree ...................................................................................................... 85
  o Problem Tree Template ........................................................................................................... 85
  o Problem Trees from Interviews .............................................................................................. 86
  o Sipi Victory Youth Empowerment Group Members on Problems within the Community ........................................................................................................... 86
  o Chichine Women’s Group Members on Problems within the Community ......................... 86
  o Chichine Women’s Group Members on Problems within the Group .................................. 87
  o Gamatui Community Members on Problem within the Community .................................. 87
  o Kaibet Community Members on Problem within the Community ..................................... 88
  o Kewel Community Members on Problem within the Community .................................... 88
Appendix Four: KACSOA Action Plan Template .......................................................................... 89
Appendix Five: KACSOA Strategic Plan Worksheet Template ................................................... 89
Appendix Six: Monitoring and Evaluation Matrix Template ...................................................... 90
List of Abbreviations

CBO: Community Based Organizations
CDO: Community Development Officers
COA: Chief Administrative Officer
CWG: Chichine Women’s Group
DNMC: District Non-Governmental Organizing Committee
FGM: Female Genital Mutilation
GBV: Gender Based Violence
KACSOA: Kapchorwa Civil Society Organization
LC1: Local Chairman 1
MDD: Music Dance Drama
M&E: Monitoring and Evaluation
NGO: Non-Governmental Organization
PRA: Participatory Rural Appraisal
RRA: Rapid Rural Appraisal
SNMC: Subcounty Non-Governmental Monitoring Committee
SVYEG: Sipi Victory Youth Empowerment Group
TGSCA: Tumboboi Grandmothers Savings and Credit Association
Abstract

The purpose of this research was to assess the ability of Community Based Organizations, or CBOs, in the Kapchorwa District of Uganda to create long-term and sustainable community development that meets the needs of their community. To provide the necessary context for the study, I conducted a literature review of poverty in Uganda, theory in sustainable and community development, the connection of CBOs to sustainable community development, challenges and strengths for CBOs, and the general context of the structure of and the regulations for a CBO in Uganda.

The participants in the research were members of CBOs in the Kapchorwa District of Uganda. I particularly selected three CBOs to research. Other participants were community members in the villages of the selected CBOs who were not members of the groups, as well as LC1s, CDOs, and a representative from KACSOA. The primary methods used were focus group discussions and key informant interviews. These provided the researcher with insight into the inner workings of CBOs, the impacts these had and perceptions of the community, and some perspectives of local government and NGO workers. Particularly, these methods allowed the researcher to emphasize the perspective of the community and those leading community-based development initiatives.

The main findings of the research found that CBOs are essential components of truly sustainable community development due to their grassroots nature. However, due to limitations in capacity and organization, CBOs are more often than not failing to live up to this potential. The main challenges are due to internal structure, lack of capacity, lack of capital, and disorganized objectives and purpose. Recommendations are presented to provide CBOs with tools to become more successful in the long-term, which is possible, as demonstrated by the findings.
1.0 Introduction

Community development is a development approach that targets the empowerment of the people on the local level. Community members are experts in their communities, and thus, their participation and leadership is integral to successful development. Community development can be defined as “a process where community members are supported by agencies to identify and take collective action on issues which are important to them” (Smart, 2017). One form of community development is Community Based Organizations, or CBOs. These are organizations registered on the local level and are founded and operated by the community members themselves (Abegunde, 2009). CBOs have many strengths through the lens of community development, yet they experience many challenges as well. In the midst of these challenges, how can CBOs survive and thrive? This study will look at the ability of CBOs to contribute to sustainable community development. It will examine three CBOs in the Kapchorwa District of Uganda, outlining their challenges and their successes. Looking at these three CBOs, I will make generalizations about CBOs’ abilities to generate sustainable development.

1.1 Background to the study

Uganda has been commended with having one of the highest rates of poverty reduction globally (Hurtt, 2017). However, Uganda remains one of the poorest countries in the world, with 47% of its population determined to be multidimensionally poor (UNICEF; Hurtt, 2017). Leading causes of poverty in Uganda are the lack of safety net programs, disease, reliance on the agricultural sector, and a high dependency on the informal sector, leading to a lack of skilled labor (Hurtt, 2017). In Eastern Uganda specifically, 67% of the population is multidimensionally poor, making this region the second poorest in Uganda, just behind Northern Uganda at 68%
21.6% of Eastern Uganda is chronically poor. Uganda lacks monetary and non-
monetary funds, creating a challenge in establishing sustainable poverty reduction (Hurtt, 2017).

One method of localized and small-scale poverty alleviation is through using Community
Based Organizations, or CBOs (Flynn, 2013). They are “voluntary, non-profit, non-
governmental” and are created by “collective efforts of indigenous people of homo or
heterogeneous attributes but living or working within the same environment” (Abegunde, 2009,
p. 237). The main goal of CBOs is to improve the “social and economic well-being of every
member” (p. 237). Due to their extremely localized nature, their spheres of influence are small-
scale and rarely reach beyond their immediate environment. CBOs are characterized by the equal
placement and power of all members, whose members all contribute economically to the
organization and their goals (Abegunde, 2009).

CBOs are referred to by multiple names, such as local organizations, community
development associations, neighborhood councils, and united community. It is also important to
distinguish between CBOs and NGOs. They are similar institutions and have overlapping
attributes, with their difference being “a matter of scale and location” (Abegunde, 2009). CBOs
are operating at a subcounty level or below and cannot operate at a district level or higher. They
cannot be national or international, like NGOs. Additionally, CBOs have no legal personality,
and thus cannot own property or contract in its own name (Chapter Four).

CBOs are overseen by the District Non-Governmental Organizations Monitoring
Committee (DNMC) and the Subcounty Non-Governmental Organizations Monitoring
Committee (SNMC). These committees register CBOs (NGOBureau). Every Ugandan citizen
has a right to register a CBO; the process of registration includes presented the DNMC with a
copy of the constitution of the CBO, a recommendation letter from the SNMC, a work plan and
budget, and proof of payment of registration fees (Bright, 2021). The fees to register a CBO add up to 100,000 UGX, and annual fees of 100,000 UGX (NGOBureau). The registration process is fairly simple, but certainly still presents obstacles for the poorest of the poor who may lack fees or be illiterate.

For my study, I will be working with Kapchorwa Civil Society Organization, or KACSOA, a registered NGO that works to provide coordination and membership organization for CBOs, NGOs, and faith-based organizations in the district of Kapchorwa. KACSOA does not publish their information, nor do they currently have a functioning website. During my time there, I learned that this NGO engages in capacity building, civic education, and connect CSOs to bigger funders and to each other in an effort to create joint action. Another important note is the number of CBOs in Kapchorwa, or in Uganda as a whole, is not published, due to an inability of the government to keep track of registered and non-registered CBO both after the passing of the NGO Act of 2016 and during Covid-19. In speaking with David Mukhwana, the Programs Manager at KACSOA and my advisor, he estimated that there are over 200 registered CBOs in the Kapchorwa District.

1.2 Statement of the problem

There is little publication of CBO activity, and their localized, small-scale nature seems to lead to a lack of proper skills to monitor and evaluate the CBO or create thorough and beneficial structure within the organization. Additionally, due to the limitation on the scale of influence of the CBO, they are limited to mobilizing “for resources and funding within their communities which hampers their growth and intended positive impact” (Bright, 2021). These limitations have made it difficult for CBOs to find long term success and establish sustainable and beneficial change within their communities.
The purpose of this study is to assess the ability of CBOs in the Kapchorwa district to benefit their communities. In doing so, I will analyze community-based projects and locally registered organizations as a tool for development, particularly in rural or regional settings. By analyzing this tool, I will be able to make generalizations about how CBOs can be used around the world to generate successful and meaningful community development.

For the purpose of this project, the scope will be limited to CBOs that are registered with their subcounty and CBOs that are registered with KACSOA.

1.3 Purpose/aim, objectives

The general objective of this study is to assess the ability of CBOs in Kapchorwa to create long-term and sustainable community development that meets the needs of their community. The specific objectives of this study are:

1. To find out the community development projects implemented by CBOs in Kapchorwa,
2. To assess the internal policies and structures of the CBOs and their impact on community development work in Kapchorwa,
3. To assess the outcome of the activities of CBOs on the lives of the local communities in Kapchorwa, and
4. To assess the ability of CBOs to maintain a long-term impact in community development in Kapchorwa.

1.4 Significance/importance

The significance of this study is in its commitment to sustainable community development. This study aims to assess CBOs as a tool for sustainable community development, thus contributing to the goals of bottom-up development and attempting to point out challenges and create recommendations to overcome these challenges in the hopes of assisting those
populations most devoted to community development. Additionally, it is an important study due to the relevance of CBOs in Uganda today. The Ugandan government has invested significantly in the concept of group efforts and CBOs; they have become an integral part of contemporary Ugandan development. The amount of literature readily available in spite of this relevance points out the need for research on CBOs.

1.5 Justification/rationale

Local-level development initiatives, including CBOs, are a large part of developing nations’ processes towards empowering the poor and creating community support systems. Locality development emphasizes creating deep social structures within a community, empowering people to build relationships and unite, sharing resources and contributing to creating their own growth and development. Local/community development is required for development to be successful (Rothman, 1996). However, the literature identifies many challenges for CBOs to effectively make sustainable development. My objectives are necessary because they have been identified as integral aspects of successful community development, yet there is a gap in the literature in locally registered organizations and their experience in facing these challenges.

2.0 Literature Review

Paulo Freire’s integral book, Pedagogy of the Oppressed, discusses the idea of working with, not for, the people to create change (Freire, 2018). In development, this means local people are designing and implementing their own interventions. Freire explains that the oppressed must be involved in liberating themselves. We can equate community development with Freire’s concept of liberation. Community based projects and organizations are made by the people to address their specific needs. CBOs allow for Freire’s concept of with, not for, the people. To
create truly sustainable and positive community development, the beneficiaries must
simultaneously be the drivers. Development cannot respond to the needs of local people and
communities without those people and communities being deeply involved. When we consider
this, the benefits of using community-led development projects and CBOs become obvious.

CBOs are local organizations and are established by individuals located in the same
environment with the aim of improving the “social and economic well-being of every member”
(Abegunde, 2009, p. 237). Their creation allows for the broadening of “the base of self-
governance and diffusion of power through a wider circle of the population” (p. 237). Their
spheres of influence are localized, meaning they focus on their immediate community. This is the
main difference between CBOs and NGOs: the matter of “scale and location” (p. 237). CBOs are
focused on participatory development; they allow for true grassroots development and can be
assessed as an ethical way to carry out development interventions when examined through the
lens of Freire’s thinking. It “involves the local and indigenous people in the identification of their
local needs and conception formulation and implementation of any project in order to develop
the necessary self-reliance and self-confidence in their immediate environment,” truly aligning
with development for the people, by the people, in a bottom-up approach (Abegunde, 2009, p.
237).

Organizing as a community allows individuals to obtain control over their own lives by
ensuring they are not socially isolated (Jackson, 1989). A symptom of living in underdeveloped
communities is social isolation and a psychology of disempowerment (Rothman, 1996). When
communities become involved in mutual aid and mobilize as a shared unit, this disempowerment
is challenged, and communities gain control over their own livelihoods (Jackson, 1989).
Despite the apparent upsides to CBOs, the literature surrounding CBOs and community-led development is far more focused on the challenges rather than the benefits of this method. CBOs as a concept are not without controversy; they can “institutionalize” members in their poverty and create dependency on minor interventions, failing to address the greater problems and structures that have created their local problems (Berry, p. 7). CBOs do not have the capacity to create change on a national level, nor is that their goal. This often means that interventions are only responding to specific situations rather than solving the root causes. Additionally, CBOs are often made by a group of individuals with some sort of shared identity or purpose; this means the interests of all members are likely not addressed (Berry).

The nature of CBOs implies that creating long-term plans for community betterment will be difficult. They are often started by individuals who lack greater funding or a partnership with a broader NGO that can provide resources for them. Thus, it can be challenging for a CBO to generate wealth for its members. One interesting study highlights this, presenting the findings that SACCOs which are founded on a community-based initiative have a significantly lower percentage of average annual growth rate for its members than SACCOs that were founded with a donor or motivated by individual profit (Schmidt, 2017).

Cavaye names four general challenges that community development initiatives face when attempting to create effective change (2001). The challenge of value; CBOs must design projects that are consistent with the values of their community. The challenge of confidence; due to the psychology of the disempowered, people struggle to find a clear path for action, and lack confidence or desire to act. The challenge of perception; the community perception may be that change is not possible. Finally, the challenge of participation; community development initiatives still do not engage and involve community members wholly (Cavaye, 2001).
The literature converges upon solutions for these challenges. While some literature names partnerships with NGOs and government as the solution, that is outside of the scope of this study, and would require further investigation. Instead, I will focus on the internal solutions.

Lack of capacity building is named as a key cause of failure for development initiatives in developing countries (Rothman, 1996). Capacity building is essential; it is “an approach to development and not something separate from it” (Eade, 2005, p. 24). History has shown that capacity needs to exist before investing in other development initiatives to create successful intervention (Eade, 2005). In Kapchorwa specifically, a study has shown that leadership skills and effective participation increased collective action (Tallam, 2015). Capacity building is a crucial aspect of development that all CBOs should be engaged in and can be used to gauge the success of CBOs.

Additionally, internal structures and policies of CBOs are listed in all the literature as a cause of failure in development interventions. Monitoring and evaluation practices of many local NGOs, and thus most likely CBOs as well, are not following best practice (Mutyaba, 2013). Group governance structures are recommended to enable active participation of members, which is a key role of CBOs. Effective leadership structures are recommended to ensure a democratic and effective organization (Tallam, 2015). Groups should also “open bank accounts and audit these accounts frequently to ensure transparency and accountability” (p. 105). In summary, the structure and the systems put in place within a CBO will directly correlate to their success. These structural elements should both address organization of the group as well as accountability and evaluation of the group and their activity.

There is not much literature about the long-term sustainability of CBOs as a development model. I believe that this is a hole that needs to be filled; the nature of small-scale community
development implies that the ability of these institutions to generate the capital and resources needed to sustain itself is very limited. In my time in Kapchorwa in September of 2021, I was able to participate briefly in focus group with a couple of CBOs, both of whom reflected their anxieties around being able to become stable in the long term. CBOs and community-led development initiatives are currently seen as effective for “small-scale poverty reduction and development in communities” but because the challenges these groups face in the Ugandan market and economy, they are unable to succeed beyond subsistence or small-profit (Flynn, 2013, p. 39). In our conversations, groups expressed the desire to be more than that. This gap in the literature needs to be filled so that the sustainability of the impact of CBOs in their communities can be assessed.

The literature addresses both the benefits and challenges of CBOs as a community development tool. However, the literature is fairly limited in size, and is often in conjuncture with a broader topic. Most literature discusses NGOs and SACCOs in depth, but not locally registered organizations. Additionally, the literature does not assess the performance of CBOs in attempting to actively overcome challenges, but merely states the challenges. There is very limited information on the role of CBOs in Uganda and Kapchorwa specifically, and their process of trying to become sustainable despite the challenges faced.

3.0 General Methodology

3.1 Ethical Considerations

A note on the ethics of this study is necessary before detailing my methodology. My identity as a white American woman in the context of rural Uganda, and specifically financially unstable populations, is something to be considered. Some challenges that arise within this context and
my identity are risk of paternalism, risk of translation issues and errors, and risk of my own biases creating obstacles to thorough research.

Robert Chambers declares that there is “no complete escape” from the “paternal trap” (Chambers, 1983, p. 141). As a foreigner with a Western and academic background, paternalism occurs by simply being an outsider and examining these issues through my own lens in the core-periphery. To offset paternalism, respect for the priorities and strategies of the rural poor themselves were my focus. Chambers argues that “outsiders will still project their own values and priorities,” but by listening to the community members and repeatedly monitoring myself and refocusing to prioritize the rural poor’s voices, I hoped to offset this threat of core-periphery paternalism (p. 141).

Challenges occurred with translation, as many rural Ugandans do not speak English, and I do not speak Kupsapiny, the local language of Kapchorwa. A translator, Faith Chemutai, was used in all interviews. Chemutai helped with building rapport and trust among my interviewees and allowed me to better bridge the language gap between myself and the communities I researched.

Working as an outsider with a time constraint of only four weeks, there are many biases that come into play when researching. Spatially, places that are more difficult to access were unable to be visited, due to a lack of roads or budget and time for longer transportation. Professionally, there is a tendency for outsiders, including myself, to rely on more educated subjects, as they may provide more in-depth responses. However, this leaves the uneducated behind (Chambers, 1983). Additionally, I studied in a location where many projects already exist and disregarded areas of Uganda where projects do not. I did not study during the wet season, which is generally the most difficult time for the poor. And finally, there is diplomatic bias, which stems from not
wanting to expose ineffectiveness of programs and fear of offending local people (Chambers, 1983).

3.2 Data Collection Methodology

Research requires consent from each subject. Before collecting data, my translator, Faith Chemutai, translated my Consent Form, and helped each participant go through the form and understand it fully before signing it (Appendix 2). This form asks for the subject’s signature to allow me to quote them, as well as to audio-record the interview for the purpose of my notes. I also asked the subjects to write their names on the front of the form, so I could maintain a record of each subject interviewed.

In research involving human subjects, protection of the subjects is crucial. I will keep all collected data on my password protected computer. The audio recordings from my interviews will stay on my phone, which is also password protected. My field journal will be kept in my locked hotel room when it is not being used. This data may be used by me for future work, and thus I will not delete it for five years, as is recommended by the IRB.

In order to conduct this research, I submitted the Human Subjects Review Application Form to the IRB (Appendix 1). This form outlines the details of my data collection and confirms that the study is ethical. I conducted the research myself, asking each question directly to the subject(s) and having Chemutai translate each question after I spoke it. I developed the question guides before the research began, and once I had done initial interviews, I created new question guides based on the gaps in the data (Appendix 3). Before arrival in Kapchorwa, I knew I wanted to conduct interviews with three CBOs. I also knew I would be working through the office of KACSOA and would be interviewing them. The other interviews I hoped for ahead of arrival
were with the SNMC, the DNMC, and community members who are affected by, but not members of, my chosen CBOs.

In this study, I used both Participatory Rural Appraisal (PRA) and Rapid Rural Appraisal (RRA) methods. PRA “emphasizes the processes rather than the products of research,” focusing on “local classifications, local concepts and local explanations” (Cornwall, p. 94). It is creative and dynamic and works to break partitions between the researcher and the subject. Thus, it echoes Freire’s ideology and is oriented at “empowering local people to enact their own solutions” (Cornwall, p. 95). PRA is essential to ethical research, especially in a study such as this that is focused on community-driven changemaking. However, RRA allows for faster and broader accumulation of data and will be helpful under the time constraint. Thus, both methods will be used to collect data.

The RRA methods that I used were Focus Group Discussions, Key Informant Interviews, Transect Walks, and Observation. I held nine Focus Group Discussions and five Key Informant Interviews, for a total of 14 interactions with subjects. I used observation and PRA methods throughout each of these interactions.

The subjects interviewed were not compensated monetarily. Initially, I presented subjects with a complementary bottle of water. However, the focus group I presented with water was visibly displeased and asked my translator if I brought anything else. My first key informant interview, when offered a water, informed me that I should present subjects with sodas and biscuits if I wasn’t going to compensate them. Thus, I switched to providing a complimentary soda and pack of biscuits for each subject.

3.3 Focus Group Discussions
Focus group discussions are a form of RRA which involve gathering a small group of participants and posing pre-determined questions to the group as a whole (citation). I selected this method because it allows for me to interact with more subjects in a shorter amount of time. This was appealing due to the time constraint of my project. I also think it is valuable for community members to converse together about the questions and think critically about their answers. I conducted a total of nine focus group discussions. I held one initial focus group discussion with each of three CBOs: Sipi Victory Youth Empowerment Group, the Tumboboi Grandmothers Savings and Credit Association, and the Chichine Women’s Group. After these initial focus groups, I returned to each CBO for a second focus group, where I would ask any remaining questions and fill gaps in the data. The remaining focus group discussions took place in each of the villages where the CBOs were located with community members who were not members of the selected CBOs.
I selected these CBOs after an initial consultation with David Mukhwana, my advisor at KACSOA. He provided for me the contacts for each of the CBOs in the Kapchorwa District who is a member of KACSOA. I selected three CBOs that gave me a range of focuses; SVYEG focuses on youth empowerment, TGSCA focuses on general community wellbeing, and CWG focuses on women’s empowerment. I recruited the participants by calling the numbers provided to me by Mukhwana. When I called each group contact, I informed them of myself and my study, including the fact that their participation was optional and would not be compensated, before going further. I then requested the initial focus groups with each CBO and had the contact

### Figure 1: Focus Group Discussions

<table>
<thead>
<tr>
<th>Order</th>
<th>Date</th>
<th>Subjects</th>
<th>Village</th>
<th>Subcounty</th>
<th>Number of Participants</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>11/11/21</td>
<td>SVYEG members</td>
<td>Gamatui</td>
<td>Sipi</td>
<td>5</td>
<td>1:03</td>
</tr>
<tr>
<td>2</td>
<td>12/11/21</td>
<td>TGSCA members</td>
<td>Kaibet</td>
<td>Kaptanya</td>
<td>7</td>
<td>0:48</td>
</tr>
<tr>
<td>3</td>
<td>15/11/21</td>
<td>CWG members</td>
<td>Kewel</td>
<td>Tegeres</td>
<td>6</td>
<td>0:54</td>
</tr>
<tr>
<td>4</td>
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<td>Sipi</td>
<td>3</td>
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</tr>
<tr>
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<td>TGSCA members</td>
<td>Kaibet</td>
<td>Kaptanya</td>
<td>4</td>
<td>0:11</td>
</tr>
<tr>
<td>6</td>
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<td>Gamatui unaffiliated community members</td>
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<td>Sipi</td>
<td>4</td>
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</tr>
<tr>
<td>7</td>
<td>22/11/21</td>
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<td>Kaptanya</td>
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</tr>
<tr>
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<td>23/11/21</td>
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<td>2</td>
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</tr>
<tr>
<td>9</td>
<td>29/11/21</td>
<td>Chichine unaffiliated community members</td>
<td>Kewel</td>
<td>Tegeres</td>
<td>4</td>
<td>0:39</td>
</tr>
</tbody>
</table>

**Key**
- SVYEG: Sipi Victory Youth Empowerment Group
- TGSCA: Tumboboi Grandmothers Savings and Credit Association
- CWG: Chichine Women’s Group
- Gamatui
- Kaibet
- Kewel
for each group schedule the location and time that worked best for the group members. Each
group had me meet them in a workplace or a home of one of the group members.

Focus groups 1-3 were the initial focus group discussions with each CBO. These focus
groups had a conglomeration of group members. All of them included both men and women and
had both executive members and general members present. There were no children in any of
these focus groups. After each of these first focus groups, I requested a second meeting with the
group members, and had them tell me a date and time that worked best for them. Focus groups 4,
5, and 8 were my second visit with each CBO. The purpose of these second visits was to fill gaps
left from the first focus groups, and to build a deeper sense of rapport and see the functioning of
their group more deeply. These focus groups were usually smaller than the initial round,
presumably because not everyone was available a second time. For each of the second visits,
only executive members were present; this was not a problem because many of my questions
during this visit were about the technical leadership and organizational aspects of the CBO.
SVYEG had three members present: two men, one woman, and all three were executive
members. TGSCA had four members present: three men, one woman, and all four were
executive members. The Chichine Women’s Group only had two members present: one woman,
one man, and both were executive members. There were no children present in any of the second
round of focus groups.

After this second focus group visit, I asked each of the groups for a contact for their
villages’ LC1. In Gamatui and Kaibet, I was able to meet the LC1s and ask them to organize the
next focus group for me., which they did. This focus group was made up of community members
in each of these villages who were not members of the CBOs I was working with. In Kewel, the
LC1 refused to meet. In this case, one of the group members of the Chichine Women’s Group
was a local leader of the village, so he was able to organize the focus group for me. I wanted these focus groups to be organized by non-members so the people recruited would be unbiased and truly unaffiliated with the CBO as much as was possible. For each of these focus groups, I told the organizer to choose the date and time that they believed would work best for the participants. They selected locations in the corresponding villages, always at one of the participants’ houses. In Gamatui, the focus group had four participants. Three of these were women, and the one man was the LC1. In Kaibet, the focus group had ten participants. I requested five to six participants, but there seemed to be a miscommunication. The organizer failed to inform the group that it should not exceed six participants. Additionally, he failed to inform them that it was optional and uncompensated participation. I did not have enough soda for all the participants, and my translator had to explain the consent form and the nature of the project for much longer than usual. The composition of this group was four women and six men. The LC1 was one of the men, and one of the women was an elder of the village. In Kewel, there were four participants present, all of whom were men. One of these participants was the vice chairperson for the village. There were no children present in any of the focus groups.

3.4 Key Informant Interviews

Key informant interviews are a form of RRA that involve posing pre-written questions to an individual who has a crucial role in the subject matter being researched. I selected this method because it allows for a deeper investigation into specific topics pertaining to the research. Additionally, by speaking with only one person, you have time to ask them more questions and for them to have deeper responses. Finally, this method was important to use because the key informants are experts in the specific topics they were interviewed about; this allows for important data collection. I held five key informant interviews throughout my project.
Figure 2: Key Informant Interviews

My first key informant interview was with the LC1 in Gamatui, the village where SVYEG is located. I reached him by asking the chairperson of SVYEG for his contact. After meeting with him, I determined that meeting with LC1’s for one-on-one interviews was not necessary nor particularly helpful. Instead, them or their vice chairperson participated in the community member focus group discussion. My second key informant interview was with David Mukhwana at KACSOA. While he is my advisor, his role in KACSOA also meant he was equipped with a wealth of knowledge on CBOs and how they can be successful. KACSOA spans across the Kapchorwa, Kween and Bukwo Districts, and is not affiliated with any specific subcounties or villages. I was able to arrange this interview easily because I often work at KACSOA’s office. My last three key informant interviews were with Community Development Officers, or CDOs, for each subcounty of the selected CBOs. CDOs are supposed to be a resource to CBOs through the government office of the SNMC; they are who CBOs register through, and they also provide guidelines for implementation and monitoring and evaluation. I reached each CDO by going to the Subcounty Headquarters in each subcounty or municipality and requesting an interview. I gave each CDO my letter of introduction and asked them to
schedule a date and time that was best for them. All the key informants were men except for the CDO for the West Division.

3.5 Other Methods

In addition to focus group discussions and key informant interviews, I also used observation and transect walks to collect data. I used observation throughout the entire data collection process; at each interview and focus group discussion, I was taking observational notes. During the second focus group discussion, I also requested that the group would take me on a walk and show me their community and the projects that they do as a CBO. Both SVYEG and the TGSCA were able to do this directly after the second focus group discussion. Unfortunately, there was a significant time constraint and scheduling conflicts with the Chichine Women’s Group, and I was unable to do a transect walk with them. During the transect walks, I took notes, and took photos of the projects I was shown. I did not photograph any individuals, and I obtained verbal permission before photographing anything. Additionally, I asked each CBO to show me their record books and monitoring methods. I was able to take photos and notes of their record books, also with verbal permission. I did not take photos of anything that held sensitive information of individuals.

Observation is a form of RRA, while transect walks are PRA because the community members are walking with you and showing you their perspective of their own environment and facilities. I also incorporated PRA methods into each interview and focus group discussion. This was often through the form of the Problem Tree (Appendix 4). If I did not have the subject(s) fill out a formal Problem Tree, then I asked questions that would still address their opinions on their community’s specific problems and the causes of those problems. Many of the Problem Trees were a simplified version, using only the leaves/problems and roots/causes, so subjects could
easily understand and participate without the explanation of the activity taking too much time. Beyond these activities, I also practiced PRA through my emphasis of community perspective. I asked questions that allowed subjects to share their opinions and their perspectives, and I focused on their proposed solutions. Additionally, there is an argument that focus group discussions can also be considered PRA, because they are in locations in the community where subjects are comfortable, and they are conversing and dissecting issues with other communities.

3.6 Secondary Data Collection

Throughout the interview and focus group process, subjects often brought up topics or projects that I was not educated on. This meant I often had to conduct secondary data collection to become informed on all the relevant topics for the study.

3.7 Limitations

The nature of this study holds certain limitations, despite many efforts to prevent them. One of the main ones is due to my identity as a white American; this led to a huge gap in building rapport with my subjects. Because I am a white American, almost every subject expected me to donate money or connect them to an NGO; they all presumed I had money and connections, because so many white Americans who travel to developing nations do. This created a confusing power dynamic. I believe subjects often felt pressured to participate because they either expected benefit financially or feared that they would miss out on opportunity if they didn’t. Additionally, I do not speak Kupsapiny, and many of the subjects did not speak English. Thus, I could not build rapport with the subjects myself, but had to rely on my translator to do that for me. I learned a few basic greetings, which seemed to make subjects much more comfortable with me. However, the language remained a significant barrier. My translator
seemed to experience some burnout, and began to only do summary translations, despite a few conversations where I asked her to translate literally.

Another significant limitation was the time constraint. Because of the nature of the study abroad program, I am only given four weeks to engage in collecting data and writing the report; thus I made the decision to limit data collection to three weeks, and use the fourth week for writing. This meant that I had a significant scheduling barrier and was unable to spend more time with each CBO. This also affected the rapport-building; both me and the CBOs had very little extra time during the three weeks to have additional meetings. Overall, the time constraint prevented me from expanding the depth of my study and limited my interviews. Additionally, due to the time constraint, the nature of the research requires relying on opinions of subjects. Focus groups and key informant interviews entails trusting subjects and their opinions; what the subjects tell me as the researcher comes with their own biases and their own identities within their communities. Thus, much of the data collected is opinion-based. To offset this as much as possible, I cross checked with other focus groups and interviews.

The last major constraint was through my dependence on KACSOA to recruit the CBOs. Because David Mukwhana was my advisor, and because I had to choose CBOs immediately upon arrival due to the time constraint, I only selected CBOs from KACSOA’s database. This means all the CBOs I chose were registered members with KACSOA. This overlooks the groups that, for whatever reason, are not able to or choose not to register with the NGO. This likely means groups that are worse-off than the CBOs who are registered with KACSOA; they most likely don’t have money for the registration fees or are too difficult to access due to the lack of a good road system in rural Kapchorwa.
The validity of this study is strong. Because I will be extracting data from primary sources, the reliability is stronger than if I were using only secondary and tertiary sources. However, using human subjects means that data will be biased; all humans have biases and their own perspectives, and the data will likely reflect that.

4.0 Findings

4.1 Context

This subsection will provide necessary context for the reader to best understand the findings and each objective as follows in the remaining subsections.

4.1.1 Studied CBO Backgrounds

The Sipi Victory Youth Empowerment Group, or SVYEG, was founded in December of 2014, and currently has ten members. They were founded my Mande Robert, who is still their chairperson. They are a group of youth, and they were founded with a focus on music, dance, and drama, or MDD. Mande Robert noticed a talent in storytelling and performing through drama among the youth and wanted to create a group where they could use this to highlight and change issues in the community.

The Tumboboi Grandmothers Savings and Credit Association, or TGSCA, was founded in May of 2015 by “the grandmothers,” and currently has 54 members. The grandmothers are ex-surgeons who were both victims of FGM and were also practitioners of it. They then became mentors of other FGM victims. REACH Uganda, an NGO, came into the community and advised the grandmothers to start a CBO. The women had some money saved from their surgeon backgrounds, and so they had a startup capital already to form a secure CBO. REACH advised them to immediately start saving as a group; they began economically empowered.
The Chichine Women’s Group was founded in 2011, and now has 12 members. They were founded by Esther Kibet, who had the goal of providing women in her village with more income, and eradicating poverty in the community. The group focuses on capacity building through training women and girls in tailoring and participates in group savings and loans.

<table>
<thead>
<tr>
<th>CBO Name</th>
<th>Village</th>
<th>Parish</th>
<th>Subcounty</th>
<th>County</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sipi Victory Youth Empowerment Group</td>
<td>Gamatui</td>
<td>Gamatui</td>
<td>Sipi</td>
<td>Tingey</td>
<td>Kapchorwa</td>
</tr>
<tr>
<td>Tumboboi Grandmothers Savings and Credit Association</td>
<td>Kaibet</td>
<td>Tumboboi</td>
<td>Kaptanya</td>
<td>Tingey</td>
<td>Kapchorwa</td>
</tr>
<tr>
<td>Chichine Women's Group</td>
<td>Kewel</td>
<td>Kabat</td>
<td>Tegeres</td>
<td>Tingey</td>
<td>Kapchorwa</td>
</tr>
</tbody>
</table>

*Figure 3: CBO Location Matrix*

### 4.1.2 Why do CBOs register?

CBOs are registered at the district level. As outlined in the background section, CBOs must first apply through the subcounty to become officially registered at the district. According to the CDOs in each of the three studied subcounties, CBOs register because by becoming a legal CBO, they are eligible to receive funding from the government through different development programs, such as the Youth Livelihood Program or EMYOGA. The Kaptanya CDO explained that the government does not support individuals, but rather groups. And to receive that support, you must be a registered group. Support can be the direct funds, or it can be in the form of interventions, such as livestock or seeds.
4.1.3 Community Development Officers and the SNMC

A note on Community Development Officers (CDOs) and the Subcounty Non-governmental Monitoring Committee (SNMC) is necessary. As mentioned in the background section, the SNMC is the office through which CBOs apply to become legally registered through the district. According to the NGO Act of 2016, there is supposed to be an SNMC in each subcounty and is meant to recommend CBOs to the DNMC for registration, to provide CBOs with implementation guidelines, to provide guidelines to CBOs for monitoring and evaluation, and to report back to the DNMC. The SNMC is also meant to collect the workplan, budget, and information on funds from each CBO in each subcounty. However, while speaking with the Kaptanya CDO, he explained that the SNMC only exists in name, and not reality. He stated he has never heard of an SNMC actually existing. Additionally, each of the CDOs said that they felt severely underfunded by the government, and that it was very difficult to do their jobs. For example, a significant aspect of their role is to go to the field and meet with CBOs and do monitoring. However, they do not have motorbikes, or any form of transportation provided for them by the government. The Kaptanya CDO went so far as to say that he feels as if the government has forgotten about their office and the CDOs.

4.2 The community development projects implemented by CBOs in Kapchorwa

This subsection will address the first objective of this study: to find out the community development projects implemented by CBOs in Kapchorwa. In this section, I will examine the three CBOs I worked with and explain the projects they are working on and have worked on in the past.

4.2.1 Sipi Victory Youth Empowerment Group
SVYEG is made up of youth in the Gamatui village, who all share the identity of a passion in drama. The group’s founding objective was activism through performing arts; they use drama to highlight community issues to people. However, in another conversation, the founder told me the founding objective was for the members to benefit from financial endeavors; thus the founding objective is unclear. They perform the negative side of a community issue, then perform the positive change, so a citizen or a leader watching can understand and hold themselves accountable; the founder said it is about exposing to the community “what should be done in the ground level.” They initially said they still do performances today during Covid-19, but when I inquired further, they then said they don’t actually perform anymore.

SVYEG’s advocacy efforts primarily focus upon service delivery; this includes issues such as health, water access, and accessible road networks. The founder said they worked themselves on a section of a road to make it more accessible. The main project that they told me about was advocating for better service delivery at the Sipi Health Center 3. Three years ago, the Health Center had many problems with absent workers and drug stockout. If someone was sick, there would often be no workers and no medicine at the Health Center. SVYEG began checking on the Health Center monthly and making sure staff was present. They would note who was present, who was on leave, and who was absent. They asked staff what was affected service delivery, and found there was inadequate medicines, and electricity was inconsistent. They continued to check on the Health Center monthly and hold staff accountable. They coordinated with the District Health Officer, and even met with authorities up to the level of the COA. Late-coming, absent staff, and drug stockout eventually improved because they were holding them accountable on the ground level.
Beyond activism, the SVYEG also engages in a few other projects. They do capacity building for their community; they advise other CBOs on business strategies and organizational duties. They also advise community members who are not in a CBO to join one. SVYEG also participates in group savings and loans. They told me that they give these loans out to both members and nonmembers, with an interest rate of 10% for both. However, when I asked community members in Gamatui who are not members of the CBO if they were able to get loans from this group, they said they were not allowed to as nonmembers. They said they also focus largely on individual endeavors; the members explained to me that being in the CBO empowered them to engage in personal business motives. The group said they had a piggery business, where they raised and sold pigs to community members and restaurants in Sipi. They originally received a loan through the government’s Youth Livelihood Program to start this. However, they eventually told me that this business failed during Covid-19. Now, they are starting a poultry rearing business as a group instead. The members said that the piggery rearing business provided the group with an income that allowed members to have personal well-being and a livelihood. During Covid-19, they said this income was seriously damaged, but they believe their poultry rearing business will be just as successful. Unfortunately, the poultry project seems to be the only project that the group is still consistently working on during Covid; when I asked if they are still doing activism and their other projects, they said it was difficult to maintain those activities.

4.2.2 Tumboboi Grandmothers Saving and Credit Association

The Tumboboi Grandmothers founded their group with the initial objective of stopping rates of FGM in their parish. According to the Kaptanya CDO, they were successful in this objective, as the rates of FGM in the Tumboboi parish are significantly lower. There were an estimated 120 girls circumcised in the parish in 2012, 48 in 2018, and only eight in 2020. Now,
they have expanded their objectives as they already completed their initial one. They focus on
general community welfare, through the specific topics of lowering rates of teenage pregnancies,
lowering rates of early marriages, encouraging the use of the maternity ward, raising education in
the area, and increasing income generation for the community members. They do this through
advocacy and group savings, which they use to give out loans and to invest in community
development projects.

The main project that the Tumboboi Grandmothers maintain is their group savings and
loans. Each week, each member saves 2,500 UGX. They have 54 members, so this adds up to a
weekly income of 135,000 UGX. This consistent saving has allowed them to make enough
money to loan out up to one million UGX to an individual. Additionally, they have an interest
rate of 5% for members and 10% for nonmembers, allowing them to make an income on their
loans. Unlike the Gamatui community members and SVYEG, the community members of Kaibet
claim that the Tumboboi Grandmothers’ loans are accessible for nonmembers.

In addition to loans, the Grandmothers have engaged in many other projects. They
participate in sensitization by going door-to-door and advising young couples against domestic
violence, encouraging families to send their children to school, and explaining the benefits of
pregnant women going to the hospital and maternity ward. They then follow up with those
families and ensure the children are attending school. They mobilized the community to
contribute savings to building a new secondary school in the village, as they didn’t have one
before. They raised enough money to begin building the school, then successfully advocated
until the government agreed to complete the construction. They advocated to the government and
were able to get clean drinking water installed in the village. They used their group savings to
build a new maternity ward at their Health Center. They also participate in civic education at
KACSOA during election time; their members for training, then return to the village and encourage community members to vote and support local leaders, and to condemn bribing. Additionally, during the last election, they mobilized their village to petition in the local government office when a leader was falsely elected.

The main project that the Tumboboi Grandmothers are currently working on is the opening of their new mill. They used the group savings to construct a new mill, which will be able to both pack and grind maize. They are almost ready to open and are only waiting for electricity to be installed. The mill cost 96 million UGX to build. They hope to expand soon to also be able to grind groundnuts, and to build an office next to the mill. They built the mill as a conglomeration of 12 groups within their subcounty. The mill will be for anyone in their community to use and is “a service according to the whole community,” according to the group’s secretary. They expect the mill to significantly increase the income of individuals in their community.

4.2.3 Chichine Women’s Group

The Chichine Women’s Group founded because of founder Esther Kibet’s realization that it is difficult for women to make an income or to spend money for domestic needs. She founded the group with the objective of increasing income generating activities. The group began with and still uses a merry-go-round group savings model; each week, the members save what they can, and each week, a different member gets money. After one year of saving, the group decided to identify a problem in their community to address. They noticed that in their community, many children drop out of school, get married early and miss out on education and a means to make an income. The group decided to buy sewing machines and provide tailoring training for young women so they could get skill and generate and manage their income activity. By 2012, they had
acquired five sewing machines. They began training young women, most of whom were married young.

In 2015, the group began to also do a savings and loans association. They loaned to members and nonmembers in the community, mostly women. Most of their loans were for women to take their children to school and for business endeavors. They used to loan to nonmembers as well as members, but unfortunately, they have met much resistance to their loaning system in their community, which I will explain further in section 4.4.3. As a result of this, they no longer loan to nonmembers. As the group grew, they began to also do skills training in things other than tailoring, such as farming and business. Their focus in capacity building and skills training has allowed the members to become more economically empowered; each woman in the focus group with the Chichine Women’s Group was a business owner. Their objectives have grown to focus on increasing education and to making loans more accessible, primarily so families can afford to send their children to school.

4.3 The internal policies and structures of the CBOs and their impact on community development work in Kapchorwa

This subsection will examine the second objective of this study: to assess the internal policies and structures of the CBOs and their impact on community development work in Kapchorwa. The first three parts of this subsection will present the internal policies and structures of the three CBOs. The last part of this subsection will present key informant opinions on CBO organization and policy.

4.3.1 Sipi Victory Youth Empowerment Group
SVYEG has ten members, five of which are male, and five of which are female. They are all youth. Mande Robert founded the group in 2014; he is also the chairperson. Besides the chairperson, they have a vice chairperson, a secretary, a mobilizer, and a treasurer. Their constitution states that to register as a member, you must pay 5,000 UGX as a registration fee and 10,000 UGX as a subscription fee. However, the founder has told me at different instances that to register, the fee is actually 3,000, 5,000, 10,000 or 15,000 UGX; there is an apparent inconsistency here. These fees are used for office or stationary work. The group has an open membership and said that they are constantly replacing old members which new ones who are more serious. The number of members has not grown since 2014; when they founded, there were ten members. They are not afraid to terminate members who do not uphold the regulations required by the group. When asked if they believe the number of members affects the performance of the group, they said no. Additionally, Mukhwana explained that this group in particular believes having more members creates more organizational challenges. When asked what internal regulations they have as a group, they cited the registration fee and a late-coming fee of 1,000 UGX. The group members said they meet weekly to collect group savings on Saturdays. However, in another conversation, the founder mentioned they had not met recently, and he needed to call a meeting to discuss the poultry project. For loans, there is an interest rate of 10% for both members and nonmembers, although it was discovered that they do not loan to nonmembers like they said. If someone fails to pay back a loan, they take out the loan from that member’s savings. If the person has not saved at all or very little, they put pressure on the individual. If it becomes a problem, the member is terminated. They are registered at the subcounty and district level. They are also registered with KACSOA, who provides information and capacity building for them. They have stated that due to Covid-19, they have stopped
working. However, in other conversations, they have said that they still perform and still do the poultry rearing project. It is unclear if they are in fact still working as a group beyond the poultry rearing project. When the group founded, Mande Robert said their founding objective was for members to benefit from their income-generating projects. However, they also have said that they founded with the purpose of sensitizing their community through drama and to advocate for service delivery. It seems that they either did not have a clear founding objective or had multiple objectives upon founding.

When asked if they participate in Monitoring and Evaluation, the group members said they used to do it, but no longer do due to Covid-19. Upon showing me their record book, I saw that their last report was in 2020. They create regular action plans, which is part of what KACSOA trains CBOs to do (Appendix 5). When asked if they self-evaluate, they said they normally do, before Covid-19. When asked if they monitor each of their projects, they said they do quarterly check-ups once they have identified a problem. After the check-ups, they make a report, and meet with the corresponding government official who can be the change-maker for this issue. I was able to look at these reports, and they appeared thorough. While this is an organized action plan and method for following up with projects and stakeholders, it seems they do not understand fully what it means to monitor and evaluate.

4.3.2 Tumboboi Grandmothers Saving and Credit Association

The Tumboboi Grandmothers group has 54 members, 50 of which are female and four of which are male. When they founded in 2015, they had 40 members. In addition to this, they now have two “children” groups, to create a total of 124 members. These “children” groups are the “mothers” and the “survivors” groups. They are each a separate savings and credit association. Within the Tumboboi Grandmothers, they have a chairperson, a vice chairperson, a treasurer, a
secretary, a mobilizer, a production monitor, and an environmental advisor. The fee to register in this group is 20,000 UGX. This money is used for general group funds to buy water, process documents, etc. The group has an open membership, and when asked if they believe the number of members affects the performance of the group, they said they believe having more members is better. When asked if they believe smaller CBOs have more challenges, they explained that small CBOs can’t attract much partnership or funding. The group, despite being a savings and credit association, is only registered at the subcounty and district level, and is thus still a CBO. The group is also a registered member with KACSOA. When the group founded, they had the clear objective of decreasing rates of FGM in their parish.

The Tumboboi Grandmothers group has many rules and regulations. They meet every Tuesday to collect group savings, which is 2,500 UGX per member each week. Beyond this, the executive members meet once a month, and the general body every two months. There are elections every two years, and officers can be re-elected. In addition to this, there are semi-annual and annual general body meetings to evaluate the group’s progress and to discuss potential challenges. Finally, they meet every two years to discuss amendments to their constitution. The group uses fines to uphold serious membership participation. Tardiness is a 1,000 UGX fine, absentism without apology is a 1,500 UGX fine, and if you default on a loan, you are fined an additional 1,000 UGX each day until you repay the amount owed. Because of this, people rarely default on loans. Additionally, people who take out loans are required to sign a loan agreement for 2,000 UGX, which the LC1 signs as well. They are also required to give insurance on loans in the form of livestock or land.

When asked if they participate in monitoring and evaluation, the secretary presented me with a stack of record books. It is the chairperson and secretary’s duty to keep up with the M&E.
They have one record book dedicated to the use of their loan from the Ugandan government’s Emyooga program. One record book is for making agendas and keeping minutes during the meetings, which is done by the secretary. A third record book is for keeping track of each member; within this book, there are three different sections. One tracks the registration number, savings, welfare, fines, village, name, and contact for each member. The second one tracks the savings per week. The third one devotes a page to each member, and records their loans, interest, date of loaning, signature, date repaid, amount repaid, and the receipt. This is a very detailed record-keeping system. However, they are also lacking a more thorough monitoring and evaluation structure. It should be noted, though, that they have designated meetings for evaluating progress and challenges.

4.3.3 Chichine Women’s Group

The Chichine Women’s Group has 12 members, nine of which are women, and three of which are men. When they were founded in 2011, they had nine members. Esther Kibet is the founder and chairperson; the group also has a secretary, a mobilizer, a treasurer, a health advisor, and a timekeeper. The group has an open membership. When asked if they think the number of members affects performance, Kibet said the ideal size for a CBO is 30 people. She said she has mobilized many other groups that are larger and perform better than this one, and that they have a goal to get more members. They are registered at the subcounty and district level and are also registered members of KACSOA. The group says they meet every Tuesday, Friday, and Saturday. Kibet explained that their objectives upon being founded were to eradicate poverty. The indicators that she mentioned for this objective were an increase in income generating activities, a greater access to loans, and for families to be able to afford sending their children to school. These are somewhat specific indicators, yet the overall objective is very broad.
They loan fairly small amounts, usually reaching a maximum of 100,000 UGX. Because they only loan to members, people usually pay back on time. If you don’t pay back the loan, your portion of the group savings will make up for that loss. The group divides the group savings at the end of the year, proportionately to how much you saved. In this group, you save by purchasing a share. Each share is 2,000 UGX. The more shares you buy, meaning the more money you save, the more you receive at the end of the year. Thus, savings is in relation to capacity. Loans have an interest of 10% for members. The first interest payment is taken out of the loan when you receive it, so the individual has less to pay back to the group.

When asked if they monitor and evaluate, they said they meet at the end of the year to assess their progress, their losses, their challenges, and discuss how they can improve. They keep thorough records as well. The secretary, treasurer, and chairperson are responsible for record keeping. When asked if they take minutes at every meeting, they said they do. However, in another conversation, they said they only take minutes for important meetings. When I asked to see their record-keeping, they showed me a very detailed book and folder of documents. They keep every document that could be of importance, such as letters to banks, printed copies of minutes from their first meetings, and a letter of resignation of a member. Similar to SVYEG, they also had detailed action plans that followed KACSOA’s format (Appendix 5). However, they did not have proper M&E records beyond minutes and these action plans.

4.3.4 Key Informant Opinions

David Mukhwana, the programs manager at KACSOA, provided insight on what makes a CBO successful; according to him, one of the main signifiers of a successful CBO is good governance and internal structure. One question that I asked every CBO was whether they believed the number of members they have impacts the performance of their group. When I
asked Mukhwana this question, he said “the level of success is not determined by the number of members, but the leadership.” The leadership must have a focused objective, a streamlined purpose, and know what exactly they want to do so they can make more headway. Additionally, they must be capable of managing resources. Mukhwana cited the Tumboboi Grandmothers as an example of a group who had a defined objective (to reduce rates of FGM) and were focused enough to achieve that. He claimed that because this group has such good leadership, he can refer many donors to them. Mukhwana explained that when a group first forms, it has the potential to gain new members and grow. If they remain small over the years, he claimed it is because when you dig deeper, you find they have governance issues that bog the group down and deter new members.

Mukhwana also discussed the motives of CBOs upon being founded. Because the Ugandan government can only give money to community members through the formation of a CBO, Ugandans often rush to form a CBO with no focus and no true intention of instituting community development projects. Each of the CDOs also named this issue. According to them, groups often form just for the sake of applying for and receiving funds from the government, then immediately disband. The Sipi CDO also claimed that a significant issue with CBOs is individual interest and motive. Often times, individuals within the CBO have different intentions, and when they receive funding, the members might fight over the money, or the leaders may manipulate or withhold information from uneducated members. The West Division CDO also described the issue of groups simply not knowing how to spend their money wisely, and not having the necessary structure and purpose defined ahead of time. Mukhwana states that you can determine a group’s seriousness by whether they have an open or a closed membership, and whether they expanded in operations and income generated.
Mukhwana, when asked if he believes CBOs perform Monitoring and Evaluation, stated he believes many have not yet reached the capacity or the level of operations to be able to. The CDOs in each district echoed this idea that CBOs are not actually participating in M&E. The Sipi CDO claimed that most CBOs mismanage their projects and funds, and so they intentionally don’t do M&E. The West Division CDO added that many groups’ leaders intentionally don’t teach the other group members that they are supposed to be monitoring and evaluating. All the CDOs emphasized the idea that a few leaders own the group’s projects and manipulate the other members, while refusing to do monitoring and evaluation. When asked if M&E is necessary, Mukhwana said it is if a CBO wants to exist long-term. It’s how you know if your group is moving in the right direction or not. When the CDOs were asked the same question, they said it is necessary as well. Mukhwana named capacity as the challenge for CBOs implementing M&E; KACSOA has a gap in training groups for M&E, and government should have implemented it through the CDO. However, it is important to note that the three CBOs examined in this study have far more record keeping than most CBOs, as estimated by Mukhwana.

4.4 The outcome of the activities of CBOs on the lives of the local communities in Kapchorwa

This subsection will examine the third objective of the study: to assess the outcome of the activities of CBOs on the lives of the local communities in Kapchorwa. The first three parts of this subsection will go through the findings for each of the three examined CBOs. The final part will present the findings from key informants.

4.4.1 Sipi Victory Youth Empowerment Group
During my focus group discussion with SVYEG, I asked the group members to fill out a problem tree. I asked the same of the community member focus groups. The purpose of this was to analyze how well the CBO was able to identify problems in the community, and if they aligned with the problems that the rest of their community identified. SVYEG named safety and security, service delivery, idleness, lack of jobs, alcoholism, and the road network as the main problems in Gamatui. The Gamatui community members named alcoholism, safety and theft, poor service delivery, and a poor economy or lack of a market. The problems identified by both focus groups aligned. SVYEG named sensitization and advocacy as the means for their group to provide a solution to these problems. When asked what CBOs can do, Mande Robert said “we can’t get tired.” He explained that it is the CBOs role to continue to push and advocate at the district level, so government officials don’t get lax.

When asked what challenges are in the way of CBOs making change in their communities, the members of SVYEG brought up local government leaders. They claimed that local government leaders often think you are sabotaging their positions or making up problems in attempts to get money from the government. The group said they are often met with conflict when they try to raise issues with local government. Another challenge SVYEG named was access to hard-to-reach areas. Much of their community is inaccessible due to lack of proper roads, and thus they are unable to meet the needs of those people.

It is important to note that the individual members of CBOs are also community members. The members of SVYEG explained that being a member of a CBO allowed them to build confidence, gain leadership skills, become empowered, and learn. The group also says that they have helped nonmembers through their sensitization and advocacy efforts. Particularly, they name improved service delivery as their main way in which they have contributed to community
development. When I interviewed the Gamatui LC1, he stated that SVYEG helped with reducing idleness among the youth in their community.

When the Gamatui community members who are not members of SVYEG were asked if the average family in their village makes enough money to sustain their families, they said no. When asked if they knew what CBOs are, they said yes, after some deeper explanation of what a CBO is. They said it is common to be a member of a CBO, and that CBOs help the community. However, when asked if CBOs help nonmembers, they said they only help members. They knew SVYEG but were adamant that the group does not give out loans to nonmembers, unlike what the SVYEG members themselves said. They were not able to name any of SVYEG’s projects. However, when asked if they had ever received capacity building from the CBO, they said they had, and that the group comes to encourage community members to practice group saving. They explained that there have been three more CBOs that formed due to SVYEG’s advising. When the community members were asked what their community still needs, they said more sensitization from CBOs, and for CBOs to give loans to nonmembers.

4.4.2 Tumboboi Grandmothers Saving and Credit Association

The main problems identified by the Tumboboi Grandmothers were low rates of education, high rates of early marriage and teenage pregnancies. The community members of Kaibet who are not members of the CBO identified low education rates, early marriages, teenage pregnancy, child labor, and environmental issues such as drought and excessive rains. The problems identified by both groups align.

When asked how they help the community members in Kaibet, the Tumboboi Grandmothers had many examples to cite. They offer loans to nonmembers. They have paid for the beginning of construction of a secondary school, and successfully petitioned the government
to complete the construction. They advocated for drinking water until the government installed drinking water in their village. They built a maternity ward with their group savings. In the last five years, they claim to have significantly decreased idleness and to have increased business. They built the mill with other groups, which is available for the whole community to use. They reduced FGM rates and engage survivors in business endeavors. They do sensitization and civic education. The secretary of the group claims that their community, when compared with other communities, has grown significantly, because of the grandmothers’ initiatives. The Kaptanya CDO confirmed that the Tumboboi Grandmothers have been successful in their objectives and have helped the community. He states that their main challenge in doing more is inadequate funding.

When the Kaibet community members were asked if the average person in their village makes enough money to sustain their family, they said yes. When asked if they knew what a CBO is, they said yes, and that it is common to be a member. They maintain that CBOs have helped their community, both members and nonmembers. They knew who the Tumboboi Grandmothers were, and when asked what projects the group does, they named loans, sensitization, and advising for mothers and education of their children. I then asked if the Grandmothers are accessible; they answered yes but complained that it is takes a long amount of time to receive a loan.

4.4.3 Chichine Women’s Group

The main problems in the Kewel community identified by the members of the Chichine Women’s Group are lack of income, GBV, early pregnancy, school dropouts, safety, and sicknesses. The main problems identified by the community members who are not members of the Chichine Women’s Group are lack of income, low education for girls, early marriages, and
environmental impacts on farming, such as drought and excessive rains. The problems identified by both groups align.

Unlike the other two CBOs I have examined, the Chichine Women’s Group focus only on capacity building and group savings and loans. They do not work on any other community projects, but instead focus on increasing their personal income and expanding their impact through their skills training for young women. Through their capacity building, they have also advised community members in group savings; they have formed two “children” groups as a result of this. They also claim to train many other new CBOs. When asked if they believe they have helped their community, Kibet said “the community wouldn’t be the same without the group.” The group members claim to have created a significant positive impact in the community. However, this group has a unique situation in their community. Being a women’s group, they primarily loan to women. However, they explain that there has been an issue where women don’t tell their husbands they received a loan. When the group comes to the home of the woman to collect loan payments, and the husband finds out about the loan, it often causes GBV and conflict between the community and the group. In addition to this, they explained facing lots of backlash from community members when they pressure people to pay back loans. Thus, they have stopped loaning to nonmembers.

When community members who were not members of the Chichine Women’s Group were asked if the average person in Kewel makes enough money to sustain their family, they said no. When I inquired if they knew what CBOs are, they said yes. However, they said it is not easy to become a member of a CBO. They claimed that CBOs only benefit the group members, and that they don’t have enough money to help the community. One participant in the community member focus group stated that CBOs don’t even help the members because they make such
little money. When asked if they knew of the Chichine Women’s Group, they said they had heard of it, and knew of their tailoring training program for young women. They said it is very accessible and easy to sign up if a girl wants to participate in the training. At the end of the focus group, the Vice Chairman mentioned that his daughter participated in the group’s training for tailoring, and she now has her own sewing machine and sells clothes. It is important to recall with this focus group that all the participants were men, while we were discussing a CBO that focuses on women’s empowerment. Thus, the CBO was not actually intentioned to directly impact these men.

### 4.4.4 Key Informant Opinions

According to the Kaptanya CDO, the CBOs have the ability to create a ripple effect of positive change in their communities. He explained that the CBOs that “utilize the funds as they set out in their objectives, and they succeed, they motivate the rest positively.” If there is a group that has been very successful, it motivates other communities to form groups or practice group savings. The Kaptanya CDO states that in these situations, the rate of success is quite high. However, he also explained that in communities where CBOs fail in achieving their objectives, the story of that failure goes on, and people are discouraged from participating in CBOs or group savings.

### 4.5 The ability of CBOs to maintain a long-term impact in community development in Kapchorwa

This subsection will investigate the fourth objective of the study: to assess the ability of CBOs to maintain a long-term impact in community development in Kapchorwa. The first three
parts of this subsection will present the findings for each of the three examined CBOs. The final part will present the findings from key informants.

4.5.1 Sipi Victory Youth Empowerment Group

SVYEG is experiencing significant challenges due to Covid-19. Mande Robert explained that their CBO is “like a business, Because of covid, business is not moving.” The group members told me there is no proper business left, and no market for their piggery rearing project anymore. Before Covid-19, they maintain that they had a reliable income through the piggery rearing, and they were at least making enough money to make some progress. However, they are no longer making enough of an income nor making progress. Additionally, they said that they are unable to participate in most of their projects, such as sensitization and advocacy, due to Covid-19. When I asked if they had thought of any new projects to instate that could improve their business during Covid-19, they said that they still needed to meet to discuss if they should shift to other projects or continue at this incremental pace.

4.5.2 Tumboboi Grandmothers Saving and Credit Association

When asked if they believe there CBO will make long-term progress in their community, the Tumboboi Grandmothers answered with an adamant yes. They brought up the mill as an example. They predict that the mill will make significant growth in their community and raise the income for all individuals. They plan to take the products from the mill to other regions in Uganda, such as Karamoja, to find more markets. The secretary told me that soon, I will even be eating Sebei food from their mill in the U.S. They then brought up their two “children” groups, and their bigger network of groups that joined together to build the mill. They explained that they hope to continue growing, and to create a base in other parts of Uganda. While they are still a CBO, they plan to register as an NGO in the future, so their grassroots-founded efforts can
continue to make change and help communities outside of their immediate region. To confirm that they are making enough of a profit to expand and exist long-term, the executive members told me they have increased their savings steadily by one million UGX each year. Last year, they had savings of 11 million UGX, and they expect savings of 12 million UGX this year.

When asked why they believe they have created a steady business model and are able to plan for the future, they cited a few reasons for why they believe they have been so successful: all members are community based; all members are active; they have regular and strict weekly meetings on Tuesdays; their leaders are transparent; their rules are strictly enforced and thus their members are law-abiding; they strictly follow their constitution; they work very hard to find ways to bring money to the group; they keep time on money delivery. David Mukhwana named the Tumboboi Grandmothers as an example of a successful CBO; he explained that KACSOA uses them as an advocacy entry point in the subcounty and has them do deeper work for them because they are capable of it. The community members themselves in the Kaibet village said that they believe the CBO can make long-term change in their community.

4.5.3 Chichine Women’s Group

When asked if they believe their group will last long-term, the Chichine Women’s Group answered with a confident yes. They stated they are going very far, and Kibet explained that she is planning on selecting a new chairperson to take over the group when she retires. When asked if they are making a profit as a group, she said they are. The Vice Chairman for the Kewel village stated that this group is making a difference among the lives of young girls in the community. It seems they will be able to continue with this work long-term. However, they are not investing in other community projects or loaning to community members currently.
When asked what challenges they face in trying to create long-term community development, the women listed many things. They named disease, inconsistent market prices, conflict within families over women taking out loans, GBV, and the local government failing to support community members and CBOs.

I asked Kibet what the goals were for their group in the future. She named many personal and individual goals, such as improving their houses and opening a tailoring shop. It seems the group has the long-term goal of benefiting members more so than the broader community.

4.5.4 Key Informant Opinions

When asked if he believes CBOs are capable of creating long-term community development, David Mukhwana stated he believes CBOs can make a tremendous contribution through their ability to identify problems within their community. Because they can do this, they can inform long-term development plans, and fulfill “the element of community participation in decision making.” Mukhwana then emphasized the importance of CBOs because of their ability to create bottom-up development. He said, “long term planning should be bottom up, so that when you use the bottom-up approach, it enhances community participation, it enhances community ownership, it enhances management,” and he argues that when the community owns their own development plans will care about them more, resulting in more success. He brings up the Operation Wealth Creation program, and said it is failing because it is a top-down development approach that is being imposed upon the people. Mukhwana maintains that to create sustainable community development, CBOs are a valuable method to use. He explained that if you want citizens to participate in grassroots development, CBOs are the empowered few leaders who can reach the entire community and mobilize, influence, and guide others through
their existing structures to create positive change. Mukhwana stated that CBOs are necessary to create community empowerment, which leads to sustainable community development.

The Kaptanya CDO used the Western part of Uganda as an example to argue why he believes CBOs are a good way to make long-term community development; he said he has seen people progress and make significant change as a part of a CBO, and says he believes people can do more for the community as a group. He wants to see Kapchorwa become more like Western Uganda. He said that to be successful in this, CBOs need to have more organized leadership and one defined objective, rather than deviating so much in their focuses. The Sipi CDO and the West Division CDOs, however, both said that more often than not, they do not think that CBOs are currently capable of creating sustainable community development. The Sipi CDO cited most CBOs forming just to receive funds to use for personal gain, then disbanding. The West Division CDO explained that most CBOs have youth members who drop out and are not serious, and that CBOs need a range of ages and to be more committed to survive.

When asked what is missing that would allow CBOs to create more sustainable community development, Mukhwana named capacity building and an increase in household income. He explained that most CBOs lack adequate capacity to perform better. Additionally, most CBOs are forced to focus on subsistence needs in their membership and their community instead of wider community issues. He explains an increase in household income and simply more wealth infused into communities is necessary for CBOs to take the next steps in creating influential community development.

5.0 Analysis of Findings
From my findings, it’s apparent that there are clear differences between each of the three CBOs examined in this study, as seen in Figure 4. These differences contribute to the degree of success of the CBOs.

<table>
<thead>
<tr>
<th>Group Name</th>
<th>Year Founded</th>
<th>Number of Members</th>
<th>Was Initial Objective Specific?</th>
<th>Open or Closed Membership?</th>
<th>Internal Governance Positions?</th>
<th>Registratio n in Fee (UGX)</th>
<th>Regular Meetings?</th>
<th>Thorough Internal Regulations?</th>
<th>MFI</th>
<th>Loan open to nonmembers?</th>
<th>Loan Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sipi Victory Youth Empowerment Group</td>
<td>2014</td>
<td>10</td>
<td>Unclear, most likely 15,000</td>
<td>Weekly meetings on Saturdays, although it seems they have not met recently</td>
<td>No</td>
<td>Thorough Action Plans and Reports. Not adequate monitoring and evaluation</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Tamboboi Grandmothers Saving and Credit Association</td>
<td>2015</td>
<td>54</td>
<td>Yes</td>
<td>Yes, very thorough</td>
<td>Meet each on Tuesday to collect weekly savings; in addition to regular meetings throughout the year</td>
<td>Yes, very thorough</td>
<td>Thorough record keeping and reports. Not adequate written monitoring and evaluation; however, aliased meetings for evaluating annual progress</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Chicline Women’s Group</td>
<td>2011</td>
<td>12</td>
<td>No, very broad</td>
<td>Yes</td>
<td>Meet every Tuesday, Friday, and Saturday</td>
<td>Somewhat thorough</td>
<td>Thorough record keeping and reports. Not adequate written monitoring and evaluation; however, aliased meetings for evaluating annual progress</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

**Figure 4: CBO Data Comparison Matrix**

The Sipi Victory Youth Empowerment Group demonstrated that they effectively assess the needs of their community and have also determined the necessary solutions. The LC1 said the group has decreased idleness among youth in Gamatui. The community members of Gamatui said they have received capacity building from the group; however, this capacity building seemed to only be the group telling citizens to form more groups, and not a more thorough or comprehensive financial and livelihood capacity building. They had unclear founding objectives and did not have a streamlined purpose, as they immediately began doing drama and sensitization and advocacy for service delivery, on top of individual financial endeavors. They were somewhat successful in achieving these objectives before Covid, although it seems they were unfocused and did not concentrate on a specific goal. Unfortunately, it is clear that SVYEG is struggling to create sustainable community development. They did not have a strong enough financial and organizational foundation to continue working through Covid. Currently, it seems that only the members of their organization benefit from the existence of the group. The
community members of Gamatui said that they need the CBO to give them loans, and that currently SVYEG is not helping nonmembers enough. The community members also said that in Gamatui, the average person is not making enough money to sustain their family. They stated CBOs help the community, but only by helping members. In general, it seems that SVYEG will not be able to survive the effects of Covid-19; they might be able to survive through their poultry-rearing business, but it’s likely that they will continue to only benefit the members and be unable to expand their services in the community.

The Tumboboi Grandmothers Savings and Credit Association is an example of a successful CBO. They achieved their founding objective of lowering the rates of FGM in their parish, with rates dropping from 120 female circumcisions in 2012 to only 8 in 2020. They demonstrated an ability to effectively assess the needs and the necessary solutions within their community. They are expanding quickly, even through Covid-19. They succeeded in achieving their initial objective and have been able to grow to add more objectives. They have multiple concrete examples and projects that have been successful in bringing about community development, such as building a school and petitioning the government to install water. Community members have confirmed that these projects have been helpful. The community members in the Kaibet village said that now, the average family is making enough money to sustain themselves. The community members have confirmed that this CBO helps the broader community. Both the CBO members and the general community members believe this CBO can make long-term change.

The Chichine Women’s Group has also proved it is capable of effectively assessing the needs and potential solutions of their community. This group had a very broad founding objective of “eradicating poverty” and thus has not completed that objective. However, they
participate in the specific activity of capacity building through training young women in skills, and this program has proved to be successful. The community members confirm that this program has helped the young women of their community. Other than this activity, the group seems to only benefit members currently. The community members did not know of any other projects and claimed that the CBO only helps members of the group.

Based on these notes, it is clear that the Tumboboi Grandmothers is an example of a very successful CBO, while SVYEG is an example of a group that is unable to thrive long term. The Chichine Women’s Group is an example of a CBO that has very specific and small-scale goals and is benefiting only a specific population within the community.

Each of these CBOs teach us lessons about what a CBO needs to be successful. The Tumboboi Grandmothers, despite being the youngest group, are the most organized of the three. They have many rules to make sure the membership is serious, and they meet regularly for specific purposes. Additionally, their membership has reported that the leadership is very transparent. They hold elections every two years as well, ensuring a more satisfied general body. However, it is worth noting that the Tumboboi Grandmothers began from a more economically empowered position than the other two groups. David Mukhwana explained that the leadership of the Grandmothers is very organized and effective, and capable of managing resources and finances appropriately. He maintains that their success is because of their leadership and their strict internal structure. SVYEG, on the other hand, could only name one rule when they were asked, that of a tardiness fee. Their leadership appeared to be disorganized, telling me different fees on different days, and repeatedly giving me conflicting answers. The Chichine Women’s Group, despite being the oldest group, has remained quite small, although they said they have
tried to grow. They do not have as many regulations as the Tumboboi Grandmothers; however, they are still organized, and meet regularly.

Unfortunately, it is clear from this study that more often than not, the challenges are too great for a CBO to be successful. As David Mukhwana said, “there are those who pass exams and those who fail exams. There seem to be more who fail than succeed.” The West Division and Sipi CDOs also stated that they believe most CBOs are currently not successful in creating community development. Too many CBOs are focused on personal gains and are not serious enough, or their membership became a CBO for a very short-term reason. When a CBO does have the intention of creating a community development project, however, they are confronted with many issues. Most communities are too financially unstable to support the projects or the initiatives of a CBO. Most CBOs also lack the capacity themselves to succeed, whether that be financial training, leadership capacity, or skills. Government has also proven to be a challenge; the CDOs are not supported enough by the Ugandan government, and thus the CBOs are not receiving the guidance and the capacity building that the CDOs are meant to provide them with.

6.0 Conclusion

I argue that CBOs are not currently reaching their potential. The three CBOs examined were examples of groups that are generally more successful than most, as proved by their registration with KACSOA. And yet, these groups were still meeting major challenges that were preventing them from making deeper change. The Tumboboi Grandmothers Savings and Credit Association was an example of a group that is successful. They are successful because of their leadership and their thorough internal structure. The Chichine Women’s Group is successful, yet they do not appear to have a long-term plan for community development beyond benefiting
members of the group. SVYEG is an example of a group that is facing many organizational challenges and is at risk of failure during the Covid-19 pandemic. However, each of these three groups seem to be committed and devoted to creating positive change in their communities in some way. Many CBOs form short-term because individuals simply want to receive government funds. Once they receive those funds, the groups disband, without creating any development initiatives in the community. In this sense, all three of the studied CBOs are successful examples.

Despite the challenges they face, this study proved that CBOs are certainly a potential tool towards creating sustainable community development. CBOs allow for a group of community members to join together and identify problems and solutions that truly suit their needs. This is an ideal form of grassroots development; CBOs are able to empower communities to take charge of their own development projects. Development needs to be bottom-up to be sustainable; when development initiatives are imposed upon communities, they are not as supported by the citizens as when the citizens are informing development from the bottom-up.

6.1 Recommendations

This section outlines my recommendations to allow CBOs to meet their potential as a tool for sustainable community development.

- The SNMC should become a valid government institution, in practice and not simply in name
- CDOs should be given transportation for field work
- CDOs should be given both the training and the funding to properly guide CBOs in both implementation of projects and in monitoring and evaluation
- The Ugandan government should invest more in capacity building for CBOs
They only financially support community development through the formation of groups. Thus, this support needs to become deeper than simply financial.

- KASCOA should expand their monitoring and evaluation training to involve more than just action plans and reports; most CBOs are failing to participate in a more thorough version of M&E.

- CBOs should work to engage in a more thorough version of M&E, including:
  - Logframe Matrix (Appendix 7)
  - More thorough implementation of indicators in monitoring process
  - Should continue throughout Covid-19

- CBOs with the intention of creating long-term community development should:
  - Have one clear and feasible objective upon founding
  - Practice transparency between the executive and general members
  - Have many rules and regulations to ensure an organized functionality and an active and serious membership
  - Monitor and Evaluate
  - Have clear and specific plans, both for immediate endeavors and long-term goals
    - Create Strategic Plan Worksheet (Appendix 6)
  - Loan to nonmembers
    - Have the LC1 sign a loan agreement to ensure more likelihood of individuals meeting loan payments
    - Have a minimum savings requirement to take out a loan
  - Leadership should be trained in finances and managing resources
- Either KACSOA or the SNMC could work to expand this form of capacity building
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Projects in Luwero and Nakaseke.

http://makir.mak.ac.ug/bitstream/handle/10570/5876/Mutyaba-cobamsmasters.pdf?sequence=3&isAllowed=y


https://d1wqtxts1xzle7.cloudfront.net/51351849/j.15404560.1996.tb01359.x20170114-2279-6n0034-with-cover-pagev2.pdf?Expires=1635753057&Signature=hBbTZwyiWEodmLl9uClCU-XK3rKctJpuHqVGqPGY1kClAO-IsmdyXzVFYx1~1sal5pRoqdBzuynCvThHccd7l4e3ys0iJg9cvh0jig~piGoYPeBekOP5EfprdCGJEkMCZrDMCGp3yE8FYbW0OP4h41ITpLz9PyiAJUe67wLRcFb85rjX33zYdbmpKijAc5MVvs7HcD8pAGv0qEJH4ee0XYY~sHsWG53fTZXIEiooBULZNN7bTJT0HKR91aQUvvEmw89t6id7T6EZYv7zvIkLeZuIOvO87XOgLgR4mDDYiaWMljX0QagGsW4XKrLTO5Th0oasmdKpr4Zga9hw__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA


8.0 Appendices

8.1 Appendix One: Consent Form

PARTICIPANT INFORMED CONSENT FORM

Title of the Study: Community Based Organizations as a Tool for Sustainable Development in Kapchorwa, Uganda

Researcher Name: Annie Manges

My name is Annie Manges, and I am a student with the SIT Uganda Development Studies program.

I would like to invite you to participate in a study I am conducting (as part of the SIT Study Abroad program in Uganda). Your participation is voluntary. Please read the information below, and ask questions about anything you do not understand, before deciding whether to participate. If you decide to participate, you will be asked to sign this form and you will be given a copy of this form.

PURPOSE OF THE STUDY

The purpose of this study is to assess how Community Based Organizations, or CBOs, create long-term community development and how they help their community members.

STUDY PROCEDURES

Your participation will consist of doing an interview with me and will require approximately 1-2 hours of your time. I might ask you to draw a diagram for me, or simply answer questions. The interview will take place in a predetermined location, which you will be able to access easily. Some interviews might be audio-recorded. I will inform you if I use audio-recording.

POTENTIAL RISKS AND DISCOMFORTS

There are no foreseeable risks to participating in this study and no penalties should you choose not to participate; participation is voluntary. During the interview (focus group) you have the right not to answer any questions or to discontinue participation at any time.
POTENTIAL BENEFITS TO PARTICIPANTS AND/OR TO SOCIETY

You are not likely to have any direct benefit from being in this research study. This study is designed to learn more about how community development strategies help community members. The study results may be used to help other people in the future.

CONFIDENTIALITY

Any identifiable information obtained in connection with this study will remain confidential.... I will keep data in my locked bedroom, or on my computer, which is password protected. In the case my computer is lost, no one would be able to access the data.

When the results of the research are published or discussed in conferences, no identifiable information will be used. I will not publish your identity with any information that may be dangerous to you.

PARTICIPATION AND WITHDRAWAL

Your participation is voluntary. Your refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled. You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights or remedies because of your participation in this research study:

"I have read the above and I understand its contents and I agree to participate in the study. I acknowledge that I am 18 years of age or older."

Participant’s signature ______________________ Date __________

Researcher’s signature ______________________ Date __________

Consent to Quote from Interview

I may wish to quote from the interview either in the presentations or articles resulting from this work. If you would prefer a pseudonym, please indicate so below.

Initial one of the following to indicate your choice:

_____ (initial) I agree to being quoted in the publication of this research
____ (initial) I agree to being quoted in the publication of this research, but only with a pseudonym

____ (initial) I do not agree to being quoted in the publication of this research

**Consent to Audio-Record Interview**
I may wish to audio-record this interview. This is to make sure I do not miss any information or responses. I will not send the recordings anywhere, but only use them for my own notes.

Initial one of the following to indicate your choice:

____ (initial) I agree to the researcher audio-recording this interview

____ (initial) I do not agree to the researcher audio-recording this interview

**RESEARCHER’S CONTACT INFORMATION**
If you have any questions or want to get more information about this study, please contact me at [redacted] or my advisor at [redacted]

**RIGHTS OF RESEARCH PARTICIPANT – IRB CONTACT INFORMATION**
In an endeavor to uphold the ethical standards of all SIT proposals, this study has been reviewed and approved by an SIT Study Abroad Local Review Board or SIT Institutional Review Board. If you have questions, concerns, or complaints about your rights as a research participant or the research in general and are unable to contact the researcher please contact the Institutional Review Board at:

School for International Training
Institutional Review Board
1 Kipling Road, PO Box 676
Brattleboro, VT 05302-0676 USA

irb@sit.edu
8.2 Appendix Two: Interview Guides

Introduction

a. Briefing on myself
b. Consent forms
c. Point of the study

Background Questions

a. Who founded the CBO?
b. When was it founded?
c. What identities make up the CBO?
d. How many people are in it?
e. How many people used to be in it?
f. Who does it aim to serve?
g. What are the objectives of the CBO?
h. What projects do they do?
i. How do they get funding?
j. Do members pay to be in the CBO?
k. Do you do loans?
l. Are you registered?
m. How much does is cost to register?
n. Are you registered with KACSOA?
o. What does KACSOA do for you?
Objective One: To assess the ability of CBOs in Kapchorwa to create long-term and sustainable community development that meets the needs of their community, and the ability of CBOs to generate capacity building within their communities (this will be determined by the selected CBOs and their specific interventions)

a. What projects do you do?
b. Problem tree
c. What problems have you addressed?
d. What problems are left?
e. What do you aim to do to address those problems?
f. Do you think your presence/projects have helped your community?
g. Are some people left out? What people?
h. How does your CBO empower people?

Objective Two: to assess CBOs’ internal policies and structures and their impact on performance of the goals of the CBO (particularly examine whether CBOs effectively monitor and evaluate their projects)

a. Do you do monitoring and evaluation?
b. Do you record all your spending?
c. Do you record all your members?
d. Do you record all your activities?
e. Do you have staff for this?
f. Do you train staff for this?
g. How do you decide what projects you do?
h. Objective tree
Objective Three: To assess the ability of CBOs to maintain a long-term impact in their communities

a. Are you making a profit?

b. What is your plan for the future?

c. Are you loaning out money?

Activities:

- Project tree
- Objective tree
- Ranking o Rank challenges o Impacts
- Calendars

o When problems occur

For LC1

- What do you know of CBOs?
- What is your relationship with (specific CBO)?
- How does the CBO help the community?
- Ranking of community challenges - What does the community need?
- We have heard from other groups that they have challenges with involving local govt leaders. Do you ever meet with CBOs?
- Focus group request

For Community Members

- What is the most common form of business here?
- Do you think the average family in Gamatui is making enough money to sustain their families?
- Problem tree
- Ranking of problems
- What do you think are solutions to these problems?
- Have you heard of CBOs?
- Is it common to be a member of a CBO?
- Do you think CBOs help your community?
- Do CBOs allow for help to nonmembers?
- Have you heard of (specific CBO)?
- What do you know about their projects?
- Do you think they have helped your community?
- Do you have any negative associations with this CBO?
- Do you think they are accessible?
- Have they spoken to any of you about capacity building?
- Have they spoken to any of you about (specific project)?
- What do you think your community still needs?
- Do you think CBOs will make long term change in your community?
- Do you think the government plans such as Women’s Empowerment Program and Youth Livelihood Program are helpful towards long term change?

For Tumboboi Round 2
- Need to see projects
- Need to see records
- Need to see constitution
- How exactly did RICH (?) support you?
- What exactly did KACSOA do?
- Rate of growth of members?
- Rate of growth of money?
- When did you start giving out loans? What amount of loans do you give?
- You said you joined with other groups. Are they all in the same subcounty? Does it involve anything more than working on the mill?
- Do you think that being bigger is better?
- Are you a SACCO or a CBO?
- When you decide on projects, do you vote on which are the most important problems?
- More on the story of petitioning the RODC office
- You said that you are trying to extend advocacy to other parishes. What are the goals one you have grown that much?
- What are the challenges to your CBO?
- Do you experience any community members who are opposed to your organization?

For SNMC

1. How many CBOs are registered at the subcounty level?
2. Do you know what percentage of CBOs do not register?
3. What benefits do CBOs receive when they register?
4. Are there differences between CBOs that register at the subcounty and the district level?
5. What guidelines to you provide to CBOs for implementation?
6. What challenges do CBOs face in terms of implementation?
7. What guidelines do you provide to CBOs for monitoring and evaluation?
8. What challenges do CBOs face in terms of monitoring and evaluation?
9. What percentage of CBOs practice monitoring and evaluation?
10. Do you think monitoring and evaluation is necessary?

11. What do you think needs to change to give CBOs more support?

12. Do you think CBOs are a way to create long lasting change?

13. What challenges do you see for CBOs when trying to establish long-term change?

14. What is the relationship between local government and CBOs?

15. Why is the SNMC necessary?

16. What challenges does the SNMC face?

17. What are the main problems in your community specifically?

18. What solutions are there?

For David Mukhwana

1. Walk me through the exact process of capacity building

2. How do you identify CBOs? Do you do outreach?

3. Do you think bigger CBOs work better?

4. What guidelines do you provide to CBOs for implementation?

5. What challenges do CBOs face in terms of implementation?

6. What guidelines do you provide to CBOs for monitoring and evaluation?

7. What challenges do CBOs face in terms of monitoring and evaluation?

8. What percentage of CBOs practice monitoring and evaluation?

9. Do you think monitoring and evaluation is necessary?

10. What are the traits of CBOs that perform best?

11. What are the traits of CBOs that struggle?

12. What are some of the major challenges that CBOs face when trying to first grow?

13. Do you think CBOs are a way to make long term change?
14. Are there benefits to registering at the district level vs the subcounty level?

15. Have you heard of any conflict between local govt leaders and CBOs?

16. What do you think needs to change to give CBOs more support?

**For Sipi Round 2**

Constitution
Are you still doing drama?
Is your membership open or closed?

Last week you mentioned that it was “against the govt to do projects right now” Can you clarify?
Specific objectives upon founding?
Does your size impact your performance?
Interest rates
How often do you meet?

What do you do if someone doesn’t pay back the loan?
Can you tell me more about the dynamic with local govt
Dynamic with the community
Have you decided what you might work on during covid?

**For Chichine Round 2**

- Need to see records, constitution
- How did the numbers of the group grow?
- Why do you take the interest out of the loan when you give them to people?
- Do you loan to nonmembers often?
- Are you making a profit?

- Last week you said the government doesn’t give vulnerable people, like orphans or widows, priority. Could you expand on that?
- Do you think having less members makes it more difficult?
- Do you have an open or closed membership?
- What are your goals for the future?
- Did you a specific objective when you founded?
- When do you meet?

8.3 Appendix Three: Problem Tree

8.3.1 Problem Tree Template

The following format is the problem tree I used during interviews. To avoid spending too much time explaining the activity, and to simplify it so everyone could comprehend the purpose of the activity, this was the format used.
8.3.2 Problem Trees from Interviews

8.3.2.1 Sipi Victory Youth Empowerment Group members on problems within the community

8.3.2.2 Chichine Women’s Group members on problems within the community
8.3.2.3 Chichine Women’s Group members on problems within the group

8.3.2.4 Gamatui community members on problems within the community
8.3.2.5 Kaibet community members on problems within the community

8.3.2.6 Kewel community members on problems within the community
8.4 Appendix Four: KACSOA Action Plan Template

<table>
<thead>
<tr>
<th>Issue Identified</th>
<th>Action to be taken</th>
<th>Responsible person</th>
<th>Target Duty Bearer/Leader</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td>etc.</td>
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</tbody>
</table>

This template was created by looking at the action plans the CBOs showed me, as taught to them by KACSOA.

8.5 Appendix Five: KACSOA Strategic Plan Worksheet Template

<table>
<thead>
<tr>
<th>Strategic Objective / Direction</th>
<th>Activity serial number and descriptions</th>
<th>Existing/New (E, N)</th>
<th>Unit of Measurement</th>
<th>Annual Target</th>
<th>Responsible Department</th>
<th>Resource amount</th>
</tr>
</thead>
<tbody>
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</table>

This template was shown to me during my time at KACSOA.
8.6 Appendix Six: Logframe Matrix Template

This template is the standard used during M&E.

<table>
<thead>
<tr>
<th>Category</th>
<th>Indicators</th>
<th>Means/Sources of Verification</th>
<th>Assumptions</th>
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</thead>
<tbody>
<tr>
<td>Goal/Development Objective</td>
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<td></td>
</tr>
<tr>
<td>Purpose/Immediate Objective</td>
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<tr>
<td>Outputs</td>
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<tr>
<td>Activities</td>
<td>Resources</td>
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