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The different modalities of NGO life cycle in developing countries; a comparison of OURS and Mariestopes in Uganda

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The different modalities of NGO life cycle in developing countries; a comparison of OURS and Mariestopes in Uganda

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Dedication

This work is dedicated to my family; My Children: Gabrielle, Jonah, Pashion and David; you can do anything if you put your mind and dedication to it; and to Betty Abaasa, for your encouragement and commitment *to us* during the course, and for providing the moral and psychological compass greatly needed to achieve this feat while away from home, from my family, May God bless you!

Acknowledgement

ABSTRACT

The study set out to examine the different modalities of the NGOs life cycle and how they affect the sustainability of NGOs in Uganda. This study was comparative and adopted a survey design and compared the different modalities of OURS and Mariestopes Uganda life cycles. It establishes the reasons for the differences in size, operations and sustainability and suggests policy recommendations for development Programme implementation for NGOs in developing Countries.

The study established that through the lifecycles, organizations face periods of crises, which in turn lead to change, adaptation, or serious threats to the organization's survival. The study established that throughout the lifecycle stages and phases, it is imperative to manage the threats while taking advantage of the available opportunities at every stage if NGOs were to continue operation and become sustainable. Besides, NGOs need to determine very carefully depending on their plans, and available resources when and at which stage of their lifecycles to either specialize, or embark on diversification as these processes determined growth and continuity.

Keywords: Lifecycle, NGOs, Modalities, Sustainability

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추상

이 연구는 NGO 의 라이프 사이클의 다양한 양식과 그것이 우간다에서 NGO 의 지속 가능성에 어떤 영향을 미치는지 조사하기 위해 시작되었습니다. 이 연구는 비교되고 조사 설계를 채택했으며 OURS 와 Mariestopes Uganda 라이프 사이클의 다양한 양식을 비교했습니다. 규모, 운영 및 지속 가능성의 차이에 대한 이유를 설정하고 개발 도상국의 NGO 를위한 개발 프로그램 구현을위한 정책 권장 사항을 제안합니다.

이 연구는 조직이 수명주기를 통해 위기의시기에 직면하여 조직의 생존에 변화, 적응 또는 심각한 위협을 초래한다는 사실을 확인했습니다. 이 연구는 수명주기 단계와 단계에서 NGO 가 운영을 지속하고 지속 가능하게하려면 모든 단계에서 이용 가능한 기회를 활용하면서 위협을 관리하는 것이 필수적이라는 사실을 확인했습니다. 또한 NGO 는 계획과 수명주기의 어느 단계에서 언제 그리고 어느 단계에서 다각화를 시작할 것인지 또는 결정하기 위해 사용 가능한 자원에 따라 매우 신중하게 결정해야합니다.

키워드 : 수명주기, NGO, 양식, 지속 가능성

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List of Acronyms

CBO: Community Based Organizations

CBR: Community Based Rehabilitation

EU: European Union

GDP: Gross Domestic Product

GONGO: Government NGO

GRO: Grassroots Organizations

HIV/AIDS: Human immunodeficiency virus infection and acquired immune deficiency syndrome

ICT: Information and Communications Technology

ILO: International Labor Organisation

INGO: International Non-Government Organisation

LCDs: Least Developed Countries

NGO: Non-Government Organisation

NGOs: Non-Government Organisations

ODA: Official Development Assistance

OECD: Organization for Economic Cooperation and Development

OURS: Organized Useful Rehabilitation Services

USAID: United States Agency for International Development

CHAPTER ONE: INTRODUCTION

1.0 Introduction

Nongovernmental organizations (NGOs) are each unique, but with certain commonalities in terms of how they evolve as organizations. This study gives an overview of the lifecycle of NGOs, illustrating different phases with reference to the specific organizational dynamics found in the NGO sector. While each NGO is unique, they share a number of commons characteristics. This chapter includes the Background to the study, statement of the problem, purpose, objectives of the study, research questions, Significance, justification and scope of the study as well as the conceptual framework.

1.1 Background to the study

1.1.1 Historical Background

NGOs began from the International non-legislative associations (INGOs) that have a history since 1839. "They turned out to be progressively obvious in the post-World War II and postcolonial period as free nongovernmental, charitable associations built up on a willful premise by regular or potentially legitimate people; which doesn't seek after picking up pay (benefits) as the fundamental motivation behind its exercises, and doesn't circulate picked up pay (benefits) among its members (individuals). Worldwide NGOs were especially significant in the abolitionist servitude development and the

development for ladies' suffrage, and arrived at a top at the hour of the World Disarmament Conference" (Davies, 1997).

Be that as it may, the expression "non-administrative association" just came into prevalent use with the foundation of the United Nations Organization in 1945 with arrangements in Article 71 of Chapter 10 of the United Nations Charter for a consultative job for associations which are neither governments nor part states. "The crucial job of NGOs and other "significant gatherings" in economical advancement was perceived in Chapter 27 (United Nations Conference on Environment and Development, 1992) of Agenda 21, prompting serious courses of action for a consultative connection between the United Nations and non-legislative associations" (Un.org. Recovered 2011-12-20). "Globalization during the twentieth century offered ascend to the significance of NGOs. Numerous issues couldn't be fathomed inside a country. Universal arrangements and worldwide associations, for example, the World Trade Organization were fixated for the most part on the interests of industrialist endeavors. While trying to balance this pattern, NGOs have created to underscore compassionate issues, formative guide and maintainable improvement" (Zaleski, 2006).

"Every nation notwithstanding, includes NGOs inside its very own lawful structures and NGOs are formed by concurrences with universal associations, for example, the global Labor Organization (ILO), European Union (EU), and United States Agency for International Development (USAID) to make reference to. These associations once in a while structure the structure of NGOs. Some depict NGOs as 'network based deliberate

associations that help themselves and serve others at neighborhood level, national and global levels'" (ODA, 1990 :81); "others as vehicles for 'democratization' and fundamental parts of a flourishing 'common society', which thus are viewed as basic to the achievement of the motivation's financial measurements'" (Moore ,1993) or as "formal associations", and "all things considered, they developed when a gathering of individuals sort out themselves into a social unit that was built up with the unequivocal target of accomplishing certain finishes and planning rules to oversee the relations among the individuals from the association and the obligations of one another" (Frantz,1987:122).

1.1.2 Conceptual Background

As indicated by Korten (1991), "NGOs were the most punctual type of human associations 'well before there were governments'. Individuals sorted out themselves into bunches for shared insurance and self-improvement. NGOs are like philanthropies or foundations, terms oftentimes utilized in OECD nations". The expression "Nongovernmental Organization" starts from the manners by which the United Nations framework has tried to recognize part states from different on-screen characters associated with improvement, compassionate, and comparative territories of work. By and large, Cummins, 2010 contends that; "NGOs are strategic associations, battling with restricted assets in a world that describes their work as altruistic and willful instead of expert and aptitudes based". NGOs always balance contending requests: formative change with crisis alleviation; obvious and quick contact with long haul supportability;

and giver and media requests with the requirements of the populace. Regardless of whether broadly or globally based, the job of the NGO advances continually because of evolving needs, patterns, and requests.

NGOs are not the same as network based associations (CBO) or grassroots associations (GRO) as far as their authoritative structure and the manners by which they are increasingly formal foundations. The qualifications and contrasts between NGO, CBO, and GROs are not unbending, and the terms are regularly utilized reciprocally, particularly for littler size NGOs (Cummins, 2010). With the end goal of this investigation, "a NGO is an association that officially exists as a lawful or enrolled element; it has some sort of formal authoritative structure, objectives, targets, important enlistment and some type of administration".

This investigation centers around NGOs in creating nations, and its depiction of the hierarchical lifecycle is parallel to a comparative procedure for philanthropies or foundations in OECD nations. "NGOs are officially enlisted with the proper government organizations and work with formal spending plans, administration frameworks (regardless of whether generally casual), revealing instruments and the executives structure" (Cummins, 2010). There are numerous comparable, yet for the motivations behind this examination, "unmistakable not-for-profit associations, including less conventional Community Based Organizations (CBOs) or Grassroots Organizations (GROs), social developments, worker rancher affiliations, strict welfare associations,

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ethnic, or socially based associations, just as NGOs that are government supported and upheld (GONGO) will be alluded to" (Cummins, 2010).

1.1.3 Theoretical background

This investigation will allude to the lifecycle hypothesis. "A hierarchical lifecycle includes the various stages or stages in an association's life that mirror its authoritative advancement through various sorts of initiative, the executives frameworks, programming, money related help and its outside working condition" (Avina, 1993). NGOs experience an assortment of encounters which, to a significant degree, mirror their degree of development and improvement. The lifecycle model sets out five phases in NGO lifecycle, which show both ceaseless and intermittent change. "While any model is fundamentally adapted, a rundown of the lifecycle model sets out five phases of the lifecycle: Start up; Early Growth; Mature; Stagnation, Crisis, or Decline; Different sorts of changes, running from merger, to change to disintegration (Cummins, 2010). The NGO life cycle can be approximately separated into four hierarchical stages: Start-up, Expansion, Consolidation, and Close-out" (Avina, 1993).

"These are not fixed or widespread, however they give some sign of the different components in a NGO's authoritative life. It is imperative to remember that this model is just a structure that shows the average way of a NGO's hierarchical procedure"

(Cummins, 2010). "Not all NGOs have experienced each stage, and the rate at which a NGO goes through the stages fluctuates" (Cummins, 2010). "It must be comprehended from the beginning, be that as it may, that hierarchical advancement is neither static nor unidirectional and, thus, this scientific strategy can't be applied robotically. A few associations pursue the four-advance life cycle in its most robotic structure. Most of associations, be that as it may, pursue less unsurprising courses. Some may skip stages, while others may begin down the four-advance way just to switch at different occasions before conceivably re-turning around bearing" (Avina, 1993).

"The lifecycle shows the general capacity of a NGO to oversee change all the time, while perceiving that not all progressions experienced by NGOs are of a similar extent or effect. In an association's lifecycle, for representation, there may be two moderately various kinds of changes, one that speaks to the ordinary progression of the NGO's tasks, the other connoting a test or change that displays another stage or stage in the association's life. Essentially, the NGO lifecycle to some degree exists because of two fundamental sorts of progress for an association, some that are increasingly consistent and some progressively troublesome" (Cummins, 2010). "Constant change happens inside a moderately typical operational framework and incorporates the every day authoritative errands that keep the NGO working. Spasmodic change, interestingly, reflects increasingly emotional chances and dangers that either originate from inside the NGO itself, or the outside central condition wherein it works" (Cummins, 2010).

The existence cycle model accordingly gives bits of knowledge to advancement professionals and NGO directors including the ability to figure out what organize a NGO is in at a specific minute; the information on the potential arrangement of issues the NGO is probably going to look inside that developmental; the investigation of the NGO condition (various on-screen characters) and conceivable association and joint effort systems at the various stages just as the capacity to build up a procedure which summarizes every one of these issues and considers them so as to settle on suitable administration choices.

1.1.4 Contextual Background

"No solid database has been made to record NGO improvement around the world. It is protected to state, be that as it may, that there are a huge number of NGOs notwithstanding the 2200 spoke to from the Development Assistance Committee (DAC) part nations". "(Avina, 1993). In Uganda, the NGO division developed at a normal development pace of 4% per annum since 1986 and in 2016, the official NGO vault recorded 13,000 NGOs (The Uganda NGO Bureau, 2016).

NGOs world over have been expanding all through from a unimportant gauge of 160 NGOs in 1986 to 3500 of every 2000, 4700 of every 2003, 5,500 by end of 2005 and the number by and by is assessed to be in the district of 8,000 (Angey and Nilson, 2004). This numerical introduction of the NGO part development must be perused with alert as

it is to a great extent drawn from the official NGO Registry of NGOs. An investigation by Uganda's Office of the Prime-serve (OPM) in 2003 recommended the segment could in reality be much littler as just between 15 - 30% of NGOs that register, go operational (Korten, 1991: p. 114). "A few NGOs are subsidiary with universal associations which could conceivably have initially supported them. CARE, UNICEF, USAID, Save the Children, World Wildlife Fund and the credit establishments Solidarios and FINCA are instances of associations which have established members all through the world. Different NGOs, regardless of whether remotely upheld or not, have taken part in the foundation of government structures which bunch NGOs on a neighborhood, territorial, national or even global premise" " (Avina, 1993).

"The execution procedures applied by NGOs are likewise very changed". Korten (1991) takes note of that, "when in doubt, benefactors and governments are progressively keen on supporting NGOs associated with alleviation and welfare intercessions than those went for central auxiliary change". "The contrast between the showed methodological limits is most obviously show regarding results. NGOs for the most part share a worry for the prompt needs of recipients. NGOs further to one side on the continuum, in any case, have an extra motivation". Broadhead (1989) contends that "no credible improvement association can work without a 'hypothesis' coordinated at the fundamental reasons for advancement. To do so consigns the association to that of a help office concentrated on the indications of underdevelopment as opposed to its main drivers".

During the 1990s, NGOs went under basic investigation from the two supporters and doubters the same. From one viewpoint, were talks of how proportional up the NGO exercises (Edwards and Hulmes, 1992), how to run NGOs effectively and guarantee their supportability as associations (Fowler, 2000a: Lewis, and Wallace, 2000), and how NGOs may deal with their connections better (Robinson et al., 2000). Awards don't seem to go to NGOs that would raise assets all alone; rather, they go to a couple of accomplished, well-associated associations and people gifted at composing award applications (Blattman and Owens, 2009). Also, NGOs have usually relied upon subsidizing from benefactor offices, multilateral banks, magnanimous establishments, and government services for their very own organization and for leading projects (Holloway 2001).

In Uganda, the NGO area has kept on developing at a normal development pace of 4% per annum since 1986 and before the finish of 2016, the official NGO vault recorded 13,000 NGOs (The Uganda NGO Bureau, 2016). Be that as it may, with their development and significance in the improvement endeavors, associations' supportability has been both an intense test and a long-standing issue. The ongoing pattern of NGOs mushrooming in Uganda, to a huge degree has prompted expanded challenge over restricted assets accessible with giver organizations. Moreover, benefactor financing is exceptionally unpredictable, depending for the most part upon the political circumstance of the nation and furthermore its arrangements. "Further, it has been understood that over the top reliance on remote benefactor bolster diminishes open

doors for neighborhood asset assembly, yet in addition blocks after producing imaginative thoughts which can guarantee manageable development for NGOs. It has likewise been seen that the more needy NGOs are on contributors, the network additionally winds up getting progressively subject to NGOs" (Batti, 2014, www.fundsforngos.org).

1.2 Statement of the Problem

"NGOs get roughly 20% of overall government subsidizing in connection to philanthropic help, second just to United Nations' organizations" (Development Initiatives, 2015). "The all out guide pool subsidized through NGOs runs into billions of dollars, with a lot of financing diverted through enormous global NGOs (Organization for Economic Co-activity and Development" [OECD], 2018). What's more, the perfect is that NGOs should additional time accomplish maintainability (both monetary and Program) and have the option to convey administrations to recipients for quite a while considerably after the first/essential giver has moved out or cut their financing towards administrations. "Be that as it may, NGOs as at present comprised and financed are not economical, nor attractive" (Holloway 2001, Blattman and Owens, 2009). This elucidation is strengthened by the various Ugandan NGOs that have a shadowy presence when they don't get an outer award. In addition, NGOs assume advantageous and complimentary jobs to Government in her offer to give administrations to the general population. A large portion of the occasions, NGOs have submitted on paper to fill the hole in Government's administration arrangement during the arranging (National

Development Planning, yearly plans) process, which they neglect to satisfy during usage because of their unsustainable nature.

This unsustainable nature regularly originates from basic, administrative, budgetary, and framework wasteful aspects typically aggregated over the lifecycle of the NGOs. The disappointment of the NGOs to comprehend the elements of program improvement at the various phases of development (Start up, Early Growth, Maturity and move towards maintainability, Stagnation, Crisis, or Decline; and the Different kinds of advances, extending from merger, to change to disintegration) and in this manner their failure to configuration fitting techniques for development, soundness, change the board have regularly left most NGOs unsustainable, and incapable to give the administrations they as a rule plan for.

This investigation tried to set up the way that non-legislative associations dynamic in network advancement show diverse authoritative qualities at various periods of their development. Having the option to perceive the trademark spellbinding components of the various periods of authoritative improvement better positions one to comprehend the idea of a NGO's association with contributors, recipients and it's general surroundings. Maybe more critically, perceiving what period of its hierarchical improvement cycle a NGO is in will help the professional to comprehend the kinds of issues the NGO might be confronting, their motivation and the scope of choices accessible for issue goals. It is subsequently trusted that this examination will give a comprehension of the modalities

of the NGO life cycle and will help NGO advancement professionals to all the more likely comprehend and deal with their own procedure of institutional improvement along these lines accomplishing manageability.

1.3 Purpose of the study

To compare the different modalities of OURS and Mariestopes Uganda life cycles, in order to establish the reasons for the differences in size, operations and sustainability with the intention of suggesting policy direction for development Programme implementation for NGOs in developing Countries

1.4. Objectives of the study

1. To examine the life cycle of OURS and Mariestopes in order to establish the terrain of NGO management in Uganda

2. To assess the modalities of the relationship between OURS and Mariestopes with other actors in their operations environment

3. To determine the modalities of the NGOs life cycle and their relationship to the sustainability of NGOs in Uganda

4. To suggest policy measures towards achieving effective development Programme implementation for NGOs in Uganda

1.5. Research Question

How do the modalities of the NGOs life cycle affect the sustainability of NGOs in Uganda in Uganda?

1.6 Hypothesis

1. The different modalities of the NGOs life cycle lead to the sustainability of NGOs in Uganda

2. The different modalities of the NGOs life cycle do not lead to the sustainability of NGOs in Uganda

1.7 Justification of the study

The findings of this study will be fundamental in providing a source of knowledge to the NGO world about the direct relationship between their life cycle issues and the sustainability of NGOs and other organisations implementing programmes for the public. Additionally, findings from this study will be used as a foundation upon which further research will be conducted into the issues in the modalities of NGOs in their different stages of growth that influence NGOs', Programmes' and projects' sustainability

The study will also help NGO leaders to recognize the characteristic descriptive elements of the different phases of organizational development and help them understand the nature of an NGO's relationship with donors, beneficiaries and the world around it.

Besides, the findings could be used to promote practical solutions to the challenges experienced by organisations in their bid to achieve sustainability processes

1.8 Significance of the Study

The significance of the examination starts from its zone of center and reason. Concentrating on how the various modalities of NGOs for an incredible duration cycles add to their supportability. The examination's main role is to demonstrate that there is an immediate relationship the modalities of NGOs throughout their life cycles and their inevitable maintainability. The exploration infers more noteworthy essential significance upon thought that comprehension of the modalities at the various stages in the lifecycle will prompt plan and usage of systems that will prompt the supportability of the NGO.

The examination is also significant since it is essential to perceive what period of its hierarchical advancement cycle a NGO is in will help the professional to comprehend the sorts of issues the NGO might be confronting, their motivation and the scope of choices accessible for issue goals.

The investigation would like to deliver discoveries that will bring comprehension of the 'what' and 'how' modalities, and how these at the diverse lifecycle arrange add to the possible NGOs' supportability.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter provides literature review on the various perspectives on the different modalities of NGO life cycle. The review is done with reference to the different NGO life cycle stages, bringing out the different modalities at every stage and how these lead or do not lead to sustainability of the Organisations.

2.1 An introduction to the NGO life cycle

"Correlations among associations and living beings began as ahead of schedule as 1890" (Adizes et.al. 2017) by the business analyst Alfred Marshall who contrasted firms and trees in the woods, utilizing the analogy: "Yet here we may peruse an exercise from the youthful trees of the backwoods as they battle upwards through the dulling shade of their more established opponents" (Marshal, 1890). After sixty years, Kenneth Boulding (1950) exhibited the possibility that "associations go through a lifecycle like that of living life forms". Not long after, Mason Haire (1959) was among the underlying scientists who proposed that "associations may cling to a specific way of consistency in their course of extension" (Smith et.al. 1985). "Hence, investigate has been done on the hierarchical life cycle for over 120 years" (Adizes et.al. 2017) and can be found in different writing on associations. "Models remember the different stages for an association's life cycle, periods of development experienced by an association during

extension and suggestions for these periods of development" (Jawahar and McLaughlin, 2001).

"NGOs experience an assortment of encounters which, to a significant degree, mirror their degree of development and advancement. For this examination, the lifecycle model sets out five phases of the lifecycle: Start-up/Existance; Survival/Early Growth; Maturity; Renewal/Stagnation/Crisis, and Decline (Different kinds of advances, going from merger, to change to disintegration)" (Cummins, 2010). This examination will investigate these phases in the demonstrated successive request. "It must be comprehended from the beginning, in any case, that authoritative advancement is neither static nor unidirectional and, therefore, this scientific strategy can't be applied unthinkingly" (Avina. 1993). "A few associations pursue the five-advance life cycle in its most unthinking structure. Most of associations, be that as it may, pursue less unsurprising courses. Some may skip stages, while others may begin down the five-advance way just to turn around at different occasions before conceivably re-switching bearing" (Avina. 1993).

2.2 Stages and periods of NGO development

"Non-legislative associations (NGOs) dynamic in network improvement show diverse hierarchical qualities at various periods of their development. Having the option to perceive the trademark expressive components of the various periods of hierarchical

advancement better positions one to comprehend the idea of a NGO's association with benefactors, recipients and it's general surroundings" (Avina, 1993). Maybe what is progressively Important is perceiving what period of its hierarchical improvement cycle a NGO is in which will go far to enable the professional to comprehend the idea of issues the NGO might be confronting, their causes and the scope of choices accessible for goals.

"For the most part, the Lifecycle model recognizes five phases of an association's life cycle related with the five periods of development of an association" (Avina. 1993). As per Larry Greiner (1972), "there are 5 periods of development in an association, each demonstrated by a transformative and accordingly, a progressive stage". "A transformative stage, alludes to an all-encompassing term of extension appreciated by the association with no huge disturbances. Likewise, a progressive stage alludes to a time of extensive unsettling influence inside an association" (Bedeian, 1990).

2.2.1 Phase one: Birth/presence

"Stage one distinguished as Existence, ordinarily known as birth" (Lewis and Churchill, 1983) or "enterprising stage", (Quinn and Cameron, 1983) "presence" and "implies the beginning of an association's development". "The fundamental significance is focused on the affirmation of having a satisfactory number of clients to keep the association or business dynamic" (Lester et.al. 2003).

As indicated by Avina, 1993, "New NGOs at this stage can by and large be put into one of two classes: those which are natural or self-creating in starting point and inside financed (in any event at first) and those built up with outside money related, applied or specialized help". "Quickly, an inside started NGO as characterized here is probably going to be little in size and to seek after moderate objectives identified with the prompt needs and asset limit of the encompassing network. A remotely started NGO may work around privately saw needs or may advance a remotely structured improvement approach. It might expand on existing neighborhood foundations and limit or import another authoritative model into the site. It is probably going to be bigger or have the ability to quickly grow and to have more extensive objectives" (Avina, 1993).

"At this stage, the association is related with the imaginative development/initiative emergency period of development. Inventive extension (developmental stage) prompts an authority emergency (progressive stage). At first, the association appreciates development through the inventiveness and proactive nature of its organizers" (Bedeian, 1990). "Be that as it may, this prompts an emergency of initiative, as a progressively organized type of the executives is required. The establishing individuals should either accept this job, or engage a skillful director to satisfy this on the off chance that they can't" (Greiner, 1972). "Self-financed grass-roots new businesses are commonly little in nature and the broadness of their effect is highly limited. They are frequently brought into the world from the activity of a 'reactant operator', either a solitary persuaded pioneer

or a little framework. The leader(s) are commonly regarded network individuals, potentially with higher" (Greiner, 1972).

"Instructive levels and more noteworthy relative presentation to the world outside the network. The gathering founder(s) are regularly teacher(s), neighborhood political or strict leader(s), business person(s), or network individuals as of late came back from tutoring or a urban work understanding. The scope of potential exercises to which a neighborhood fire up can submit itself are as wide as network needs. The explanation behind gathering development, the institutional raison d'etre, could come from a hole out in the open administrations made accessible to the network. It might likewise mirror a craving to improve neighborhood salary producing limit. Gathering participation will intently mirror the association's advantage and asset limit. Legitimately, a nearby assistance giving organization, for example, a creche, sanitation or instruction gathering will target participation uniquely in contrast to would a relationship of ranchers, or an artesan agreeable" (Avina, 1993).

"The NGO's institutional reason additionally assumes an enormous job in deciding the new NGO's authoritative character. We have seen that most NGOs can be approximately portrayed as either network administration arranged or salary producing. These particular interests may include the utilization of independent methodological modalities which incite recognizable hierarchical structures and a contrasting arrangement of issues and complexities. For instance, a network administration NGO can advance expansive

network investment. This is on the grounds that financial and instructive contrasts infrequently compel support in these sorts of exercises. Since, by this definition, nearby new businesses are to a great extent unassisted at initiation, connections to the outer condition are still in the developmental stages" (Avina, 1993). Be that as it may, the degree of outside contact with private or legislatively helped offices will differ broadly, contingent upon various elements, including authority, area (urban, country), authoritative order, administrative attitude and the need given to the region where the NGO was set up. New NGOs might be effectively pursuing outside help from any number of sources (for example church, government, private, respective or multilateral benefactors). Some, notwithstanding, are ignorant of how to start or formalize this technique.

"In this manner, a little asset base is maybe one of the more characteristic parts of an inside financed NGO during its beginning up stage. An assistance arranged association might be financed exclusively by unobtrusive commitments from individuals. In occasions where these gatherings help with the improvement activities of government or private advancement organizations, they may sooner or later get some degree of outside monetary or infrastructural input. Pay creating NGOs are frequently inside financed, by a bit of the profit of their individuals. Following the exhibition of their potential worth, they may get some help (exclusively or as a gathering) from private merchants and different go-betweens who buy and market their merchandise. Then again, if the new

NGO is seen as a danger, these equivalent middle people may try to undermine it" (Avina, 1993).

2.2.2 Stage 2: Survival/Early Growth

"At this stage, associations hope to seek after development" (Adizes, 1979), "build up a structure and build up their capacities" (Quinn and Cameron, 1983). "There is an emphasis on consistently setting focuses for the association, with the principle point being to create adequate income for endurance and development" (Lewis and Churchill, 1983). "A few associations appreciate satisfactory development to have the option to enter the following stage, while others are ineffective in accomplishing this and thusly neglect to endure" (Lester et.al. 2003). At arrange 2, "the Organization enters the Directional extension (developmental stage) which prompts an emergency of independence (progressive stage). As the association encounters development through mandate initiative, a progressively organized and practical administration framework is received" (Quinn and Cameron, 1983). "In any case, this prompts an emergency of self-governance. More noteworthy assignment of power to supervisors of lower levels is required, in spite of the fact that at the hesitance of top level administrators who don't wish to have their position weakened" (Greiner, 1972).

Avina 1983, contends that "NGOs grow at different occasions and for different reasons. Hierarchical development may result from cognizant arranging. It is similarly as likely

2.2.2 Stage 2: Survival/ Early Growth

"At this stage, associations hope to seek after development" (Adizes, 1979), "build up a system and build up their capacities" (Quinn and Cameron, 1983). "There is an attention on consistently setting focuses for the association, with the primary point being to create adequate income for endurance and extension" (Lewis and Churchill, 1983). "A few associations appreciate satisfactory development to have the option to enter the following stage, while others are fruitless in accomplishing this and thusly neglect to endure" (Lester et.al. 2003). At arrange 2, "the Organization enters the Directional development (transformative stage) which prompts an emergency of self-sufficiency (progressive stage). As the association encounters extension through order administration, a progressively organized and practical administration framework is received" (Quinn and Cameron, 1983). "Be that as it may, this prompts an emergency of self-sufficiency. More prominent appointment of power to directors of lower levels is required, despite the fact that at the hesitance of top level supervisors who don't wish to have their position weakened" (Greiner, 1972).

Avina 1983, contends that "NGOs grow at different occasions and for different reasons. Hierarchical development may result from cognizant arranging. It is similarly as likely, be that as it may, to be an unconstrained reaction to starting achievement, neighborhood need or pushing from benefactors, government or different on-screen characters. Authoritative extension can show in different structures. It might result from an expansion in recipient inclusion inside the built up venture zone". "Associations

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additionally extend when they increment the quantity of administrations they give to their current recipient set. At long last, associations extend as they amplify their present undertaking territory or focus on an altogether new area to start venture exercises". Avina. 1993, additionally makes reference to that "NGOs can encounter either arranged or unconstrained extension".

"The institutional structure of a NGO experiencing an arranged development frequently turns out to be increasingly modern. Such a formalization might be required to deal with the development of venture duties. A NGO which develops the premise of outside financing can likewise anticipate a proportionate increment in bookkeeping and checking duties" (Avina, 1993). This is unquestionably the situation where the NGO has pulled in another giver which has its own bookkeeping benchmarks to which the NGO must adjust. Most benefactors still require their guide beneficiaries to hold fast to their own standard of bookkeeping and observing techniques. Avina, 1993 contends that "there is a gradually developing pattern with respect to modern guide beneficiaries, in any case, to request the privilege to build up their own bookkeeping and observing methodology and give this data to the givers. The unmistakable bit of leeway of this methodology when it is done well is that it empowers the NGO to devise observing structures which better help their task tries. A few NGOs are trying different things with participatory assessments which include the recipients as a feature of the assessment group".

"Associations experiencing progressively unconstrained development then again, may encounter a continuous, less formalized institutional modification. For instance, when a privately started grassroots NGO finds that conventional strategies for authoritative administration, for example, wide network oversight and cooperation in basic leadership become less valid, it might choose a progressively organized setting which incorporates assigned officials and restricted investment in basic leadership, for example, yearly or half-yearly enrollment gatherings" (Avina, 1993).

"Regardless of the way to development taken by various associations, a developing association will require either an extension in key faculty accompanying with program development or an expansion in the deliberate appointment of regulatory and administrative duties to junior staff, volunteers or increasingly senior venture recipients" (Avina, 1993). "Where the NGO ventures into an alternate district, the consideration of key administration work force will be redirected towards the new start-up action. This will make an expansion in staff estimate and assignment designation much increasingly basic. A significant threat related with quick extension is that it might endanger the association's worth accord. As NGOs are characterized, in huge part, by the joint qualities they keep up a fast development may prompt the incorporation of experts with unmistakable dreams which undermine the hierarchical accord. Such an advancement isn't in every case awful. It is frequently, be that as it may, agitating, particularly to an association during the time spent testing its ability to take on bigger undertakings" (Korten, 1991, Avina, 1993).

Why NGOs Expand

"A few associations grow as a major aspect of a planned 'stage up' in activities. This may, for instance, be a change from a pilot test to full-scale program tasks. Once in a while at least two close by network associations may decide to combine into a bigger office or, significantly more seldom, to set up some sort of government structure. Moreover, a NGO may develop perceiving a hole in locally accessible administrations that it can fill" (Avina. 1993). "Thusly, it most likely accepts that giving the new assistance will make its underlying mediation increasingly powerful. Startling project achievement can likewise instigate a NGO to expect more noteworthy difficulties than at first imagined. This may result from an underlying underestimation of nearby intrigue or request. NGOs likewise grow in accordance with a general expanding of authoritative objectives. Working inside a situation of shortage requires both affectability just as a specific hard-edged administrative order. A few associations extend on the grounds that their pioneers essentially can't legitimize dismissing the destitute" (Korten, 1991, Avina, 1993).

"Lamentably, this activity can be flippant if accessible assets are spread too meagerly and the nature of the yield or the uprightness of the association is imperiled (Avina, 1993). A few NGOs grow under strain from contributors or other outside specialists. Givers, for instance, much the same as NGOs, are experiencing tension to perform. To keep up institutional validity to their funders, they should show a record of methodical distributions and quantifiable yields which are (ideally) legitimately connected with their budgetary commitment" (Avina, 1993). "Contributors unequivocally like to back new

task exercises (as opposed to managerial overhead) decisively on the grounds that they are effectively sourced and quantifiable. In this way, givers search out associations with a demonstrated formative reputation who are happy to start new extend exercises legitimately connected to their commitment. It pursues that a specific benefactor may not be keen on either the particular locale where a NGO is right now working or the kind of help it gives. Or maybe the benefactor's fascination may identify with the NGO's presentation record. Numerous contributors utilize their money related clout to urge NGOs to take up exercises somewhere else or to execute an undertaking which the giver has structured. A NGO may appropriately expect that it will lose the offer on the off chance that it dismisses a giver siting solicitation or transfers less hopeful appraisals of the beginning up time and the pace of the program development" (Korten, 1991, Avira, 1983). It is nothing unexpected that in this day and age of monetary shortage barely any NGOs can oppose such an appealing bait.

"A few NGOs purposefully broaden themselves past their conveying limit in the conviction that their funders will rescue them. As demonstrated above, there is a sure rationale which bolsters this procedure. All things considered, a contributor would prefer to give a humble money related change and desert a task accomplishment than an association in distress and chaos. This methodology may work more than once. By seeking after this methodology, in any case, the NGO chances long haul harm to its notoriety, which may shield different benefactors from supporting it later on" (Korten, 1991).

"A definitive achievement of an authoritative development will rely on a wide exhibit of intra-hierarchical contemplations. The plausibility, scope, substance, pace and character of the program extension are exceptionally significant decisional pointers. Outer factors, for example, the NGO's connection with its contributors and other political and financial elements which impact hierarchical execution additionally determinatively affect the results of an endeavored program extension" (Korten, 1991). Concerning possibility, "is the NGO in a situation to deal with another venture action? Provided that this is true, as per what parameters? By contrasting asset accessibility and anticipated needs, for instance, the NGO can start to decide the degree of extension it can successfully oversee. Identified with this, the NGO must survey its institutional ability to deal with a development. This will include an evaluation of its authority limit, managerial and program structure, extra labor prerequisites and the expert fitness of accessible work" (Avina, 1993).

"As to scope: if the extension is geographic, how expansive of a region ought to be secured? Are there characteristic limits which help characterize the extended program's span? What effects will come about because of venturing into territories where distinctive ethnic gatherings rule, or where diverse social, monetary, social, political, strict and geographic conditions exist?" (Avina, 1993) "The administrator must consider these issues both comprehensively just as in connection to the limit of their NGO. A NGO's ability to oversee authoritative development will likewise rely on the pace and character of the extension opposite related knowledge. Where the association is growing existing administrations to new recipients in the differentiated task region or to a

comparative region or giving new administrations to existing recipients, the NGO's authentic exhibition record gives a significant marker of a reasonable pace and vital asset prerequisites" (Avina, 1993, Cummons, 2010).

Cummins, 2010, contends that "a developing NGO will have the option to build up its abilities around the significant projects and objectives, to adjust to the outer condition, and to develop fundamental positions of authority, the executives frameworks and specialized aptitudes". "The authoritative and specialized limit in a developing NGO will delineate to givers the capacity of the association to actualize the key hierarchical and automatic capacities that are recognized as center for accomplishing its key strategic. By and large, associations need aptitudes in such zones as program advancement, program assessment, money related administration, and different types of applied innovation, contingent upon both inside and operational necessities" (Cummins, 2010).

2.2.3 Stage 3- Maturity

"This stage means the association entering an increasingly formal chain of importance of the executives (various leveled association)" (Quinn and Cameron, 1983). "A successive issue experienced at this stage would be those related with "Formality" (Miller and Friesen, 1984). Associations hope to shield their development instead of concentrating on extension. Top and center level administration have practical experience in various undertakings, for example, arranging and routine work separately" (Lester et.al. 2003).

"At arrange three, the association enters and experiences the Expansion through designation (transformative stage) that prompts an emergency of control (progressive stage). As the association grows from appointing more duties to bring down level chiefs, top level executives begin to decrease their contribution in the normal tasks, diminishing the correspondence between the two levels" (Quinn and Cameron, 1983). "This in the long run prompts an emergency of control, as lower level chiefs become acclimated with working without the interruption of top-level executives. This prompts an irreconcilable circumstance with the executives, who feel that they are losing control of the extended association" (Greiner, 1972).

"As a NGO arrives at a degree of development as far as steady administration, it will frequently put resources into a progressively formal and expound working administration framework. Simultaneously, it ought to be recognized that a few NGOs never accomplish steadiness, and those that do as a rule don't encounter a specific stage as fixed or set. The develop NGO will give more noteworthy thoughtfulness regarding procedures, for example, vital arranging, customer needs appraisal, inner hierarchical evaluation, outside correspondences and money related frameworks" (Cummins, 2010).

"It is regularly the situation that NGO authors are magnetic people with a solid promise to a reason or reason and a distinct arrangement of thoughts regarding how to serve that reason. Be that as it may, as the association develops, there is an expanding requirement for others to share, and furthermore evaluate, the originators' understanding and duty if

the association is to be continued" (Cummins, 2010). "Another part of development is the point at which a NGO moves past the drive of a person's authority to an administration framework. An increasingly formal association requires frameworks of the executives that are liable for the everyday activities of the association and actualizing the board's approaches and plans. Both the board and the executives screen the inside and outside condition and are answerable for adjusting to change" (Cummins, 2010).

"Projects are the most grounded proof of the achievement and estimation of most NGO tasks at this stage" (Cummins, 2010). "The association may have great administration, viable regulatory strategies, and a profoundly gifted staff, yet it must utilize these assets to convey quality administrations to its constituents and network. A well-run NGO guarantees that its projects are continued notwithstanding being fitting quality administrations conveyed in financially savvy ways" (Cummins, 2010). "Giving powerful quality projects requires a comprehension of network needs, particular specialized information, and remarkable ways to deal with administration conveyance. A revenue driven help business faces comparable difficulties. Be that as it may, one attribute of NGO administration conveyance varies from revenue driven organizations – the proficiency of administration conveyance is estimated by customer advantage/cost, not deals dollars/cost. Surveying the effect – what changes in the lives of needy individuals are the aftereffect of a NGO's administrations – is a fundamental bit of program limit, and every now and again missing inside NGO tasks" (Cummins, 2010).

2.2.4 Stage 4- Renewal/Stagnation/Crisis

"The fifth stage is that of Renewal where Organizations experience a recharging in their structure of the board, from a various leveled to a lattice style, which energizes innovativeness and adaptability" (Lester et.al. 2003). "During this stage, the association experiences the Expansion through coordination (developmental stage) which frequently prompts an emergency of formality (progressive stage). As an association grows from improving its coordination, for example, through item bunch arrangement and approved arranging frameworks, a bureaucratic framework creates" (Quinn and Cameron, 1983). "This in the long run prompts an emergency of formality, where numerous regulatory deterrents lessen effectiveness and advancement" (Greiner, 1972).

"NGOs, during this stage experience union. All associations experience arranged or unintended solidifications at different occasions in their development. During a solidification, a NGO examinations its exhibition to more readily adjust its employable ability to its outer reality. This may include a reevaluation of its improvement technique, authoritative structure, program center, operational methods and additionally advancement needs. Combination may happen as the consequence of a built up the board plan. It might likewise be the immediate result of an inside or remotely produced emergency, for example, a bombed development, as talked about in the previous segment" (Avina, 1993).

Avina, 1993 likewise makes reference to that "the strategies utilized during a hierarchical union might be inflexible and formalistic. They may likewise include a multidisciplinary or participatory strategy consolidating the contribution of undertaking recipients". "The ideal final product is an organization with a reasonable arrangement of program needs and the way to accomplish them. Where union happens as a booked movement, the NGO is probably going to have a set up system to deal with the procedure. This may include an investigation of authoritative, administrative and program execution by an assessment unit inside the NGO. Numerous NGOs, be that as it may, don't have this interior limit. Rather, they depend upon intermittent appraisals by outer evaluators, including those shrunk by givers or, less normally, by the NGO's official board (on the off chance that one exists) to survey program status" (Avina, 1993).

"Outside entertainers can assume a powerful job in advancing NGO unions. The former segment suggested, for instance, that benefactors' personal circumstance can push NGOs into illogical circumstances. In any case, most benefactors condition help on a calendar of task execution evaluations. The United Nations Development Program (UNDP), for instance, requires semiannual interior venture audits with neighborhood UNDP support just as outer assessments at the undertaking mid-term and upon consummation" (Avina, 1993).. "At last, potential new benefactors may require an outside assessment and, when considered vital, an authoritative solidification as a precondition to money related help. Note that contributor influence would thus be able to be utilized to constrain a NGO to rebuild its exercises to all the more likely mirror the funder's very own needs to the

hindrance of the NGO's unique plan. NGOs can diminish the danger of this projection by staying away from reliance on excessively hardly any contributors at whatever point conceivable. Cautious contributors may structure the subsequent guide bundle in tranches which condition payment upon the result of occasional audits by outer evaluators or giver office staff or upon the fulfillment of pre-assigned execution criteria" (Avina, 1993).

"The odds for a NGO to reconstitute adequately rely upon an expansive scope of inner and outside components. On the off chance that the NGO survives, it will most likely give more noteworthy consideration to the issue which incited the combination or the exercises which were found out during the activity" (Sharken, 2002). "The assessment procedure itself may bear significant organic product. It might deliver a progressively efficient methodology towards program the executives just as more noteworthy regard for checking and assessment, gathering pledges, asset the executives, prefeasibility work, recipient cooperation and other significant issues" (Avina, 1993, Sharken, 2002).

"Over the span of hierarchical development, a NGO that has experienced an effective solidification will likely grow activities again later on" (Avina, 1993). 'The extension union development cycle could rehash a few times inside the existence cycle of a solid association. In light of the above dialog, it should not shock anyone that not every authoritative union succeed" (Avina, 1993). "While the 'fizzled' NGO may not promptly vanish, it might part or be compelled to rapidly slow down help arrangement. Indeed,

even in situations where a NGO sections and finishes off, committed ex-staff may attempt casual endeavors to help the recipients in the short to medium term" (Avina, 1993, Cummins, 2010, Sharken, 2002).

2.2.5 The 5th Stage- Decline/Close out/Closure

Lastly, the fifth stage, that of Decline "starts the passing of an association. The decrease is recognized by the emphasis on political motivation and authority inside an association" (Mintzberg, 1984) "whereby people begin to get engrossed with individual targets, rather than concentrating on the destinations of the association itself. This gradually demolishes the usefulness and practicality of the whole association" (Lester et.al. 2003).

"A nearby out can be characterized as either a full-scale end or a halfway decrease of task exercises. Therefore, while one envisions a nearby out to involve a gross decrease in total tasks, this may not generally be the situation. For instance, a NGO finishing off in one territory might be extending somewhere else with the end goal that the net impact is a total development in program size. Another NGO may supplant one specific action with another variety of follow-up projects of more prominent prompt pertinence. As on account of authoritative solidification, close-outs may happen as indicated by

plan or in light of an inside or remotely created emergency. A well-arranged close-out will presumably happen in stages. Hence, a NGO may bit by bit decrease in size (regardless of whether in a particular territory or by and large) as its recipients expect a more noteworthy extent of task obligations. In different occasions, nonetheless, a nearby out is a 'harm control' gadget intended to cut the misfortunes related with a severely structured undertaking or a bombed combination endeavor" (Avina, 1993).

"At this stage, Staffing is portrayed by flight of key staff, key positions are hard to fill, Staff complaints sidestep the Executive chief and go straightforwardly to the load up, High clash among staff, Low number of volunteers; while Governance is described by Very low load up participation, No new load up individuals, Key load up individuals may leave and it Eventually breaks up Itself, Major contradiction among load up on strategic future just as Board individuals owning unfavorable expressions out in the open" (Sharken, 2002). "Regulatory frameworks then again are described by Departure from frameworks to emergency the executives, Poor inside controls or an excessive amount of formality, and Cannot give precise picture of money related circumstance; while funds and gathering pledges gets Unable to meet finance and falls behind on all payables, Relies on credit extensions for fundamental bills, Possible chapter 11, Major funders pulling back or taking steps to pull back, and a High level of assets that is produced from just a couple of sources" (Sharken, 2002).

During this stage, Greiner, 1972 contends that "the association tries to conquer the hindrance of formality through receiving an increasingly adaptable and flexible framework structure (network the executives). Instructive courses are orchestrated chiefs, to furnish them with the aptitudes of comprehending group questions and to cultivate more prominent collaboration. Intricate and formal frameworks are additionally made more straightforward, and there is an expanded accentuation on the correspondence between supervisors, to take care of significant issues". Be that as it may, Greiner (1972) anticipated that "the emergency may include the fatigue of individuals in an association, because of a solid prerequisite for development and collaboration".

"A NGO's essential worry during a nearby out ought to be the effect close-out will have upon its recipients" (Avina, 1993). "Accordingly the procedure and timing of the nearby out secure incredible significance. Hierarchical close-outs are best when they happen in stages and at a pace which gives recipients sufficient time to plan for full independence" (Tandon, 1989). Logically, NGOs which utilize self improvement formative philosophies have an unmistakable preferred position in advancing self-sufficient recipient associations. "NGO the executives ought to evaluate whether follow-up administrations are required and whether there a nearby ability to give them. If not, can such limit be made locally or are there different other options? For instance, has the NGO helped recipients to discover new wellsprings of specialized and money related help?

Can they currently produce their own assets to pay for outside help or has some other game plan been made?" (Avina, 1993)

"Undertaking conclusion may create huge money related misfortunes, unmanageable obligations or political disapproval which may make beneficiaries exceptionally careful about future support with advancement offices. NGOs would do well to recall that the heritage of such results are exceptionally enduring for the asset poor. While they may have little authority over numerous outside occasions, there is a lot of they can do as far as the board, arranging and vital comprehension of the outer condition that their exercises sway so as to help the welfare of the recipients in an exceptionally wide sense" (Avina, 1993, Tandon, 1989).

2.3 Implications for growth phases

"Commonly, when the pioneers of an association are attempting to choose where the association is in its lifecycle, they consider pointers, for example, the size of the financial limit, what number of staff they have or how long the association has been doing business. They are more averse to consider that they are so near accomplishing their crucial how enormous of an effect they are having on the network" (nonprofits.org, got to 9/9/2019). "The issue with utilizing markers like staff size or budgetary wellbeing is that these measures could be solid regardless of whether the association isn't accomplishing its crucial; are numerous instances of not-for-profit associations with

enormous spending plans, countless staff and numerous non-money related hierarchical resources that are incapable. Hence, the Life Cycle classes become significant so as to manage center around an association's capacity to accomplish its strategic the key determinant of its phase of advancement" (nonprofits.org, got to 9/9/2019).

"There are sure ramifications for directors in associations concerning the periods of development" (Cummins, 2010). "These should help the chiefs of NGOs and all Practitioners to recognize difficulties, therefore produce arrangements just as Opportunities that can be exploited at each phase of authoritative development. Shockingly, the way that there is just a constrained ability to graph a uniform procedure of hierarchical advancement is generally immaterial. What is basic, nonetheless, is realizing that there are quantifiable periods of hierarchical development and that every ha its very own arrangement of recognizable attributes. In this manner, the key for improvement professionals is to: (1) figure out what organize a NGO is in at a specific minute; (2) know the potential arrangement of issues the NGO is probably going to look inside that transformative (3) build up a technique which considers these issues so as to make the stage; and suitable administration choices" (Korten, 1992).

"Top level chiefs ought to know about their association's present stage, to have the option to execute significant answers for the sort of emergency confronted" (Camero and Whetten, 1981). "Administrators ought to likewise not be enticed to outperform their present stage because of excitement. This is on the grounds that there might be essential

encounters from each stage to be realized, that will be required to handle future stages" (Lester et.al. 2003).

"It turns out to be clear in each period of upset that there are just a particular number of arrangements that can be applied" (Lester et.al. 2003). "Supervisors ought to abstain from rehashing arrangements, as this will avoid the advancement of another period of development. It is likewise imperative to take note of that advancement is anything but a mechanical occasion, and associations should effectively search out new answers for the momentum emergency that are additionally reasonable for the following phase of development" (Lyden, 1975). "Also, Managers ought to understand that past activities are components of future outcomes. This would help supervisors in detailing answers for adapt to the emergency that creates later on" (Lester et.al. 2003).

2.4 Conclusion

"While there is broad writing on authoritative change and how NGOs react to endurance challenges, there is amazingly little writing on the lifecycle of NGOs and how absence of comprehension of the lifecycle could possibly prompt the death of NGOs; regardless of whether the aftereffect of money related breakdown, loss of network backing or government mediation. A significant part of the present information is narrative" (Cummins, 2010). "It will in general condense interior authoritative debates, especially during a period of administration change, or choices by governments to pull back the NGOs financing support or repudiate legitimate status. Tragically, the emergency may likewise happen because of inquiries regarding money related trustworthiness,

regardless of whether from bungle or illicit utilization of assets that collects from the various stages" (Cummins, 2010).

"Plus, this survey has displayed the NGO hierarchical life cycle in four phases. Its motivation has been to feature the various attributes of NGOs at the various phases of the lifecycle just as present what continues during the various periods of development" (Avina, 1993). It was planned to help students and especially improvement specialists, particularly those dynamic in the NGO people group "to all the more likely comprehend the transformative procedure of hierarchical advancement and the officeholder set of relations, issues and issues which are commonly normal for each different improvement organize" (Avina, 1993). It ought to be comprehended that "no model can cover the full scope of potential issues influencing developing associations. It is trusted be that as it may, that a more clear image of the NGO life cycle all things considered here displayed will help NGO improvement professionals to all the more likely comprehend and deal with their very own procedure of institutional advancement and keep away from the traps and difficult exercises they encountered over the span of their own hierarchical improvement" (Avina, 1993).

CHAPTER THREE: METHODOLOGY

3.0 Introduction

The chapter describes in detail the methodology and focuses mainly on the research approach, strategy, procedure, data collection methods, and analysis among others. It also explained the research design, study population, sampling procedure, data collection and the data analysis that the researcher used to carry out the research process. More specifically, the chapter sought to provide an overview of the research approach and methodological approaches constituted in the research design selected for application to study the modalities of the lifecycle of NGOs in developing countries with focus on Uganda.

3.1 Research Design

This study was comparative and adopted a survey design using OURS and Mariestope in Uganda to understand the modalities of NGOs lifecycle. Kraemer (1991) identified three distinguishing characteristics of survey research (p. xiii). First, survey research is used to quantitatively describe specific aspects of a given population. These aspects often involve examining the relationships among variables. Second, the data required for survey research are collected from people and are, therefore, subjective. Finally, survey research uses a selected portion of the population from which the findings can later be generalized back to the population. The advantage of using survey design s that surveys are inclusive in the types and number of variables that can be studied, require minimal investment to develop and administer, and are relatively easy for making generalizations

(Bell, 1996, p. 68). Surveys can also elicit information about attitudes that are otherwise difficult to measure using observational techniques (McIntyre, 1999, p. 75). Triangulation of both quantitative and qualitative methods will be used during data collection and analysis to give the research both a wide and deep perspective as follows.

3.2 Study Population

A population is defined as complete set of individuals, objects and measurements having some common observable characteristics (Mbaaga 1990). The population of the study included all the people involved in work at OURS and at Mariestope as well as officials at the Uganda NGO Bureau, and others in the community where the organisations operate. They included among others: OURS and Mariestopes top management, Supervisory team, support staff and stakeholders. They were used in the study because in their course of work at OURS and Mariestopes they are aware of the different modalities at the NGOs, and are able to differentiate between the different stages of the NGO lifecycle. At the same time, they are able to identify the different characteristics, perspectives and how these have affected the sustainability of the NGOS overtime. The people who were selected to participate in the study included those whose experience with the NGOs' operations was not less than at least 1 year at the time of the study.

3.2.1 Sample size and selection

The total sample size of 106 included the management, the supervisory team, the support staff and the community based workers from a total population of 110. Sample selection depends on the population size, its homogeneity, the sample media and its cost of use, and the degree of precision required (Salant & Dillman, 1994, p. 54).The Krejcie & Morgan (1970) table was used to determine the sample from the population and 20 people from the management, 28 from the supervisory staff selected for interview; and 20 from support staff, 28 respondents represented the community based workers, while 10 were the key informants from the Uganda NGO bureau; and since the population is small, the whole population was considered as the sample to increase on the degree of precision.

Table 3 1: Total population, Sample size, sampling technique

Category	Population	Sample	Sampling technique
Management	21	20	Purposive sampling
Supervisory team	32	28	Purposive sampling
Key informants (Uganda NGO bureau)	10	10	Purposive sampling
Staff	23	20	Purposive Sampling
Community Based volunteers	30	28	Purposive sampling
Total	**116**	**106**	

Source: Table developed by researcher as referenced from Krejcie & Morgan (1970)

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3.2.2 Sampling techniques and procedure

After determining the sample size of 116, the sample was chosen from the population using stratified random sampling, which according to Sekaran (2003) involves stratification of the population into mutually exclusive categories and then purposively selecting subjects from each category. In this case, the researcher stratified the whole population into groups by level in the organization for two reasons. Because the modalities of NGO life cycle are the subject of the study, it was thought wise to get adequate representation from all levels in the organizations in order to get their views. Proportionate sampling was thus used to select all members from each stratum as subjects to ensure equal representation. Secondly, there was a need to distinguish between respondents who were to be surveyed using a questionnaire and those in management who had to provide detailed key information through interviews. This again is because the modalities of NGOs at the different lifecycles and sustainability of organisation require careful involvement of management since it is management that deals with policy design, and implementation of development activities and at the same time design strategies for sustainability of the organisations.

3.3 Methods of Data Collection

Both primary and secondary sources of data in qualitative and quantitative methods were used for the purposes of data triangulation of both methods. Methodological triangulation played a hand in obtaining a variety of data on the variables, by using the

strength of each method to overcome the deficiencies of the other and also to achieve a higher degree of validity of variables.

3.3.1 Quantitative data collection methods:

Quantitative data collection provided results in numerical values and was helpful in particular because quantitative data was collected and provided numerical outcomes resulting in data that could be statistically analyzed, which may be viewed as credible and useful in decision-making. For this study, interviews and semi-structured questionnaires were used to collect numerical information and count data by using open and closed-ended questions.

3.3.2 Qualitative data collection methods

For the qualitative, interview method was used to collect qualitative data from respondents to provide narrative statements that are common base for reaching conclusions. In-depth interviews are a dialogue between an interviewer and an interviewee. Its goal is to elicit rich, detailed material that can be used in analysis (Lofland and Lofland, 1995). Such interviews are best conducted face to face, although in some situations telephone interviewing was done successful.

3.3.3 Document review

Document review was also done to get information of the lifecycles perspectives of the NGOs from OURS, Mariestopes and the Uganda NGO bureau. Both printed and electronic (computer-based and Internet-transmitted) material was studied and reviewed to get patterns related to the modalities of the lifecycle of NGOs. Reviewing existing

documents helped the researcher to understand the history, philosophy, and operation of the NGOs throughout the different stages of their lifecycle. It as well helped the researcher to identify the beginning and end of each cycles perceived by the specific NGOs, and also helped to get understanding of the different perspectives on the different modalities of the NGOs.

3.4 Data collection instruments

Interview Guide: In-depth interviews were conducted using the interview guide. The interview guide was unstructured and semi-structured. The method enabled the researcher collect accurate information from the officials who were selected to participate as key informants; because, they have a wealth of experience and knowledge on the modalities of NGOs at the different lifecycles and how these affect the sustainability of NGOs in Uganda. The instrument as well ensured that reliable information was gathered; because, it facilitated a deeper investigation into the topic under study. It as well enabled the researcher to explain or clarify questions thereby increasing likelihood of useful responses. The interviews were applied to members of the top management, and officials at the Uganda NGO bureau.

Questionnaire: An open and close ended questionnaire was used to collect data aimed at establishing the different modalities of the NGO lifecycle in Uganda at OURS and Mariestopes. The questionnaire was applied to all employees of OURS and Mariestopes and the members selected in the researcher's sample size.

Document checklist: Documents of NGO structures, constitutions, annual work plans, progress reports, Management board/committee minutes, journals, blogs and previous research works were reviewed. Themes of expected information was documented on a checklist which guided the researcher as the data collection is being done.

3.5 Validity and Reliability

Validity is the ability to produce findings that are in agreement with the theoretical or conceptual values. The research instruments was proof read by both Seoul GSIS department Advisor to establish their face validity. The researcher further pretested the instruments by administering the same to a few pre-selected respondents who were not to be involved in the actual study. In this case the data collected represented the respondent's opinion. The researcher ensured that the questions were relevant and this was reached through the calculation of Content Validity Index (CVI), given by the formula:

$$CVI = \frac{\text{No. of items declared Valid}}{\text{Total no. of items on the instrument}}$$

The reliability is acceptable at 0.6 or more with absolute reliability at 1.0.

Reliability is the measure of the degree to which the research instrument yields consistent results or data after repeated trials. In order to ensure reliability, a test-retest was done by administering the same questionnaire / instrument twice to the same group of

respondents at different points in time, who were included in the sample (Mugenda and Mugenda, 2003). The two test scores were co-related and the results evaluated. The Kuder-Richardson formula 20 (KR-20) (Kuder & Richardson, 1937) index formula to compute the reliability was used;

KR-20 = N / (N - 1) [1 - Sum(piqi)/Var(X)];

Where Sum(piqi) = sum of the product of the probability of alternative responses;

A high KR-20 coefficient (e.g., > 0.90) indicates a homogeneous test.

The resulting coefficient of stability was 0.90 thus significant and high implying that the test has good reliability.

3.6 Procedure of Data Collection

After the research proposal was approved and passed together with the research data collection tools, the researcher got permission from the GSIS, to go into the field and collect the data. The researcher secured a letter of introduction from the Head of Department to the organizations' management where the study was conducted. The letter introduced the researcher as a student of Seoul National University, GSIS department. It explained the research and the purpose of the research to the respondents and requested for assistance to be offered to the student. The researcher got services of a research assistant to help in data collection at the NGOs' premises since he was out of Uganda where the case studies ware situated. This also ensured that the influence of personal factors of the researcher during the data collection were minimized by bringing on board

people (research assistants) who are neutral about the research variable relationships and the selected organization for the study.

The researcher then made contact with the various authorities to which the letters were addressed and together with the authorities will made appointments when the study could carried out to enable proper planning. On the agreed dates, the research assistant went to the organizations to meet the respondents and collect the data. The researcher ensured that during the data collection questions were discussed in the presence of the respondents so that they were well understood; and where necessary adjustments were made to reduce the chances of non-compliance and non-reliability of the tool. Respondents were divided into categories, i.e., the top management, supervisory personnel, Key informants, and support staff. The researcher conducted interviews with the top management and opinion leaders while the research assistant interviewed the supervisory personnel, the support staff and clients. The data collection was carried out for one month (30days). In the event of any incompleteness of the data collecting exercise, the researcher rescheduled the appointments on consultation with the respondents. After data collection, the researcher embarked on the process of data analysis and the compilation of the report which marked the final activity of the research process.

3.7 Data Analysis

According to Patton (1987), "Analysis is the process of bringing order to the data, organizing what is there into patterns, categories and basic descriptive units. Interpretation involved attaching meaning and significance to the analysis, explaining descriptive patterns and looking for relationships and linkages among descriptive dimensions".

3.7.1 Qualitative analysis

The qualitative data that was collected by way of interviews was analyzed by content analysis. Content Analysis is a technique for gathering and analyzing the content of text. The content included words, phrases, sentences, paragraphs, pictures, symbols, or ideas. It was done quantitatively as well as qualitatively. The initial step involved sorting the content into themes, which depended on the content. Data collected was organized into a common data pool. It was transcribed, synchronized and grouped into themes. During analysis, themes were generated from the responses and categories. A coding scheme was devised in basic terms like frequency (amount of content), direction (who the content is directed to), intensity (power of content), and space (size of content) to enable reduction of the themes into major themes. It is these major themes that formed the basis of extrapolating out the emergent issues related to the research question subject matter. Patterns of linkages and clues from the themes related to the research questions were observed and data interpretation done in respect to the research objectives. Checking was done to minimize errors of double selection and other forms of repetition.

3.7.2 Quantitative Analysis

This is the process of presenting and interpreting numerical data. Quantitative data analysis contained descriptive statistics and inferential statistics. Descriptive statistics were analyzed using frequencies that helped to determine which responses carried more weight than the others. Correlation was done to determine causality and linkage between the variables. The statistical package SPSS was used to generate descriptive and correlation statistics that enabled the researcher to interpret the data.

3.7.3 Measurement of variables

Variables were measured to determine their quantity and quality and measurement was done at the nominal level and Ordinal levels. Nominal scales assigned numbers as labels to identify information or themes of information. The assigned numbers carried no additional meaning except as identifiers. Note that the order had no meaning here, and the difference between identifiers was meaningless. It was useful though, to assign numbers to represent nominal scale variables, but the numbers were not treated as ordinal, interval, or ratio scale variables. Questions that require characteristics to be identified were measured at the nominal scale. Ordinal scales on the other hand, built upon nominal scales by assigning numbers to objects to reflect a rank ordering on an attribute in question. For example, assigning ID codes 1, 2 and 3 to represent a person's response to a question regarding threats/opportunities: 1 = Financial crisis; 2 = inadequate leadership; 3 = lack of partnership opportunities.

CHAPTER FOUR: PRESENTATION, ANALYSIS INTERPRETATION AND DISCUSSION OF RESULTS

4.0 Introduction

This chapter presents findings of the study and attempts to answer the research question: How do the modalities of the NGOs life cycle affect the sustainability of NGOs in Uganda by comparing the different modalities of OURS and Mariestopes Uganda life cycles, in order to establish the reasons for the differences in size, operations and sustainability and to suggest policy direction for development Programme implementation for NGOs in developing Countries.

In this section, the results of quantitative and qualitative data analysis are presented and interpreted. The section shows the response rate as well as the demographic composition of respondents. It also tabulates descriptive summaries of the scores for each of the dimensions as collected from the questionnaires. The data collected from interviews were summarized, displayed, triangulated with results from questionnaires interpreted and discussed.

4.1 Response rate

Response rate shows participants that were involved in the study and where Supervisory staffs, Support Staff members of management as well as key informants were particularly given questionnaires, the Top management were given questionnaires and

interviews as explained and shown in the research results, as they presented the validity of the study and failure to do so, put the validity table below. The appropriate response rate should be 75% and above, and steps should be taken to account for possible non-response error whenever a response rate was less (Bailar & Lamphier, 1978).

Table 4 1: Response Rate

Category	Population sample	Sample size	Response rate	% of response rate
Questionnaires				
Management	21	20	20	100%
Supervisory Team	32	28	28	100%
Support Staff	23	20	20	100%
Community Based volunteers	30	28	28	100%
Interviews				
Uganda NGO bureau	10	10	10	100%
Total	**116**	**106**	**106**	**100%**

Source: Field data

In the table 2 above, the total population of all respondents who included top management, supervisory staff, Support staff, community based workers and Key

informants was established. This helped to calculate the sample size of each category of respondent. In this regard 100% of the questionnaires given to top management, supervisory staff, support staff and Key informants were returned since the researcher was fortunate to find every one during a workshop that was taking place and just distributed and after collected the questionnaires on the same day. Originally, Key informants and top management were supposed to be subjected to interviews but due to time, they answered questionnaires, and all the 100% of respondents was obtained implying that the study had a reliable response rate.

4.2 Demographic Composition of the Sample

The researcher tabulated information on the gender, age, department, tenure at the NGO and highest education level of the respondents in order to get a feel of the characteristics of the population under study and whether these characteristics have influenced the study. The findings are presented below.

4.2.1 Age

Table 4.2 below shows the age of people who responded to the questionnaire.

Table 4 2: Age distribution of the Respondents

Age	Frequency	Percent
20-29	39	37
30-39	45	42
40-49	18	17
50 and above	4	4
Total	**106**	**100**

Source: Questionnaire data

The biggest group of respondents was the 30 – 39 with 45 people corresponding to 42% of respondents, followed by age group 20-29 with 37% respondents, and then the 40-49 age group with 18 people. The smallest age group was the 50 and above group with only 4 respondents. Since 96% of employees lie between 20 – 49 years of age, they were in the process of learning within their careers and were most likely adaptive to changes in performance management aimed at improving the NGO operations, while the 4% that was 59 years and above was most probably been at the organisations for some while, had a host of experience with changes in NGOs lifecycles, and could provide valuable insight into the study question. The age factor was thus not expected to have interfered with the research results.

4.2.2 Time Worked at the NGO (both OURS and Mariestopes)

Table 4.3, shows the respondents' tenure of work at the NGO.

Table 4 3: Period worked at the NGO

Time in years	Frequency	Valid Percent
1-3 Years	21	20
4-6 Years	36	34
7-9 Years	26	25
10 and above	5	5
Non response	18	17
Total	**106**	**100**

Source: Questionnaire data

21 respondents had been working at the NGO for 1-3 years, 36 had made 4-6 years, 26 people had completed between 7 and 9 years, while 5 had made 10 years and above. More than 80% of the respondents had spent more than 1 year at the NGOs, making them valuable sources of information on the modalities of NGO lifecycle, since they were around long enough to see the changes take place in the organisations, and therefore had firsthand information on the effects of these changes in the lifecycle on the existence of the NGO. Eighteen (17%) respondents, however, did not include the time spent working

at the NGOs, probably for fear of identification, which gave an indication that they had most likely expressed their views without any inhibition and were a source of valuable information for the study.

4.2.3   Education Level

Table 4.4 shows the highest education level of respondents.

Table 4 4: Highest Education level attained by Respondents

Education level	Frequency	Percentage
Certificate	19	17.9
Diploma	12	11.3
Degree	40	37.7
Post graduate and above	24	22.6
Missing response	11	10.4
Total	**106**	**100.0**

Source: Questionnaire data

The most frequent education level of respondents was the bachelor's degree with 40 people followed by Post graduate diplomas with 24 people. Certificate holders (Nursing, CBR, A'level, and other certificates) followed with 19 respondents, followed by 12 Ordinary Diploma holders. The results indicated that most respondents were capable of understanding the subject at hand and were able to properly respond to the questions. The fact that 80% of respondents had an ordinary diploma or above shows a high literacy

level, necessary for proper comprehension of the modalities of the lifecycle changes in the organisations.

4.3 Presentation, Analysis and Interpretation of Findings of the Study

In this section data collected from questionnaires were presented, analyzed, interpreted and discussed according to the NGO lifecycle stages and phases. For each lifecycle stage, descriptive statistics i.e. frequency of response, percentage response rate, for each questionnaire item are presented. Correlations between the independent modalities of the lifecycle variable questionnaire items between the two organisations are then presented. Qualitative data collected from interviews and open ended questions in the questionnaires are presented, analyzed and interpreted. Lastly an integrated interpretation that triangulates both quantitative and qualitative data summarizes the findings for each life cycle stage.

4.3.1   Stage one (start-up) of NGO Lifecycle

Stage one identified as Existence, commonly known as birth (Lewis & Churchill, 1983) or entrepreneurial stage, (Quinn & Cameron, 1983) "existence" signifies the start of an organization's expansion. To understand what happens during this lifecycle stage, the study focused on issues related to the reasons for start-up, activities done at this stage, Organisational structure, threats and opportunities.

Results are as shown below.

Table 4 5: Founder of the NGO

Description	Frequency	Percent
Ankole Diocese	48	45.3
Mariestopes International UK	48	45.3
Government of Uganda	10	9.4
Total	**106**	**100.0**

Source: Questionnaire data

Table 4.5 above shows results about asked who started the NGO, which was asked in a bid to establish who usually starts the NGOs. OURS respondents (48) all mentioned that the idea to start the NGO was initiated by Ankole Diocese, an Anglican Diocese in Western Uganda, while all Mariestopes (48) respondents mentioned that the organisation was started by Mariestopes UK. The key informants (10) from the Uganda NGO forum on the other hand mentioned that the idea was initiated by the Government of Uganda.

After establishing the founders, the researcher went on to find out the reasons for starting the NGOs. Results are shown in the table 4.6 below.

Table 4 6: Reasons for starting the NGO

Reason	Frequency	Percent
OURS		
Rehabilitation of children with disabilities	21	19.8
Provision of Assistive devices to CWDs	16	15.1
Provision of counselling to parents and CWDs	11	10.4
Mariestopes		
Sensitizing the masses about the need for reproductive health services	22	20.8
Providing contraceptives	25	23.6
Uganda NGO Bureau		
Coordination of NGOs	2	1.9
Provide linkage to partners	2	1.9
Registration of NGOs	4	3.8
Provide guidance and capacity building	3	2.8
Total	**106**	**100.0**

Source: Questionnaire data

Table 4.6 above shows that a big number of respondents (19.8%) at OURS, the reason for Ankole Diocese initiating the idea was for rehabilitation of CWDs, followed by 15% that mentioned provision of assistive devices to CWDs, and 10% said that OURS was started to provide counseling services to parents of and CWDs. This is in line with the

goal for ours OURS: To improve the social economic status of the CWDs and their families through prevention of disabilities and reduction of disabling conditions and effects (OURS Multi-year Plan, 2011), and the Church was responding to a community need for improving livelihoods of CWDs.

Respondents from Mariestopes on the other hand indicated that it was started with the main objective of providing Contraceptives as reported by 23.6%, followed by 20.8% that mentioned sensitizing the masses about the need for reproductive health services. This shows that Mariestopes was mainly started to provide general reproductive health services to the people in Uganda.

A big number (4) of the Key informants at the Uganda National NGO bureau mentioned that it was started mainly for registration of NGOs, followed by 2.8% that said it was started to provide guidance and capacity building to NGOs. 1.9% mentioned provision of linkage to partners for NGOs and Coordination of NGOs in Uganda respectively.

These discoveries agree with Avina, 1993, who contends that "new NGOs at this stage can for the most part be put into one of two classifications: those which are natural or self-creating in inception and inside financed, at any rate at first (like Mariestopes Uganda) and those built up without outside money related, calculated or specialized help" (like OURS). Avina 1993, additionally contends that "an inside started NGO as characterized here is probably going to be little in size and to seek after exceptionally

moderate objectives identified with the quick needs and asset limit of the encompassing network", which depicts the OURS beginning up circumstance; while "a remotely started NGO may work around privately saw needs or may advance a remotely planned improvement approach". Avina, 1993 likewise specifies that "a NGO may expand on existing neighborhood establishments and limit or import another hierarchical model into the site, and that it is probably going to be bigger or have the ability to quickly extend and to have more extensive objectives", which fits in the Mariestopes Uganda fire up model.

To understand how the Organisations were running business at the time of start-up, respondents were asked about the organizational structure in the first stage of the lifecycle (1-3 years). Results are as shown in figure 4.1 below.

Figure 4 1: Showing the existence of Organizational Structure
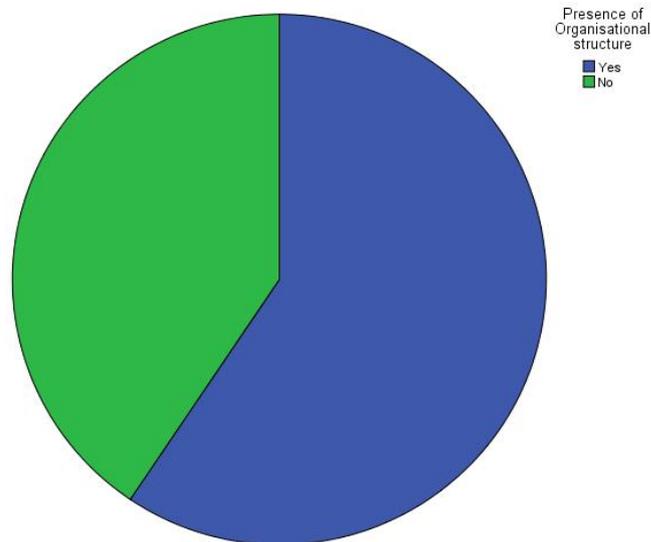
Source: Questionnaire data

Figure 4.1 above shows that a bigger percentage mentioned that there was an Organizational structure in place with a relatively almost equal percentage mentioning there was none in place. Those that responded in the affirmative were respondents from Mariestopes and the NGO bureau. It was established that there was a country Director who was responsible for other staff (Human Resources Officer, Branch Managers, Medical Personnel, and with Support staff). This is not surprising since Mariestopes Uganda was established by the mother

Mariestopes UK, which and structures and systems in place. On the other hand, a bigger number of respondents at OURS said there was no Organisation structure since the NGO

was started as a Programme by the Church of Uganda, mainly to help CWDs and their families as a charity responsibility. The OURS was at that time being run by a priest with no reporting, accountability structures in place.

Presence or lack of an organizational structure usually determines the direction in which the NGO takes in the next phases, as well as the capacity to overcome obstacles, or take advantage of the existing opportunities.

The study then tried to establish what the main obstacles and opportunities existed for the NGOs at the time of start-up and results are as shown below;

Table 4 7: *Obstacles/threats encountered by the NGO during Start-up*

Organisation/Description	OURS		Mariestopes	
Obstacles	**Frequency**	**Percent**	**Frequency**	**Percent**
Resistance from Community	7	14.6	17	35.4
Lack of Adequate funding and expertise	21	43.8	9	18.8
Lack of outside support	10	20.8	12	25.0
Low enthusiasm to sustain original morale	10	20.8	10	20.8
Total	**48**	**100.0**	**48**	**100.0**

Source: Questionnaire data

Table 4.7 above shows responses in regard to obstacles or threats encountered by the NGOs during start-up. A big number of respondents from OURS (43.8%) mentioned lack of adequate funding and expertise as the main obstacle as compared to 35% from Mariestopes that mentioned Resistance from the community.

The difference here also supports the earlier results and literature that while OURS was started by a local Church setting, with limited funding, they were most likely to face Resource inadequacies at start-up. Mariestopes on the other hand was started with external help had the resources it required. One key informant mentioned that the reason for Mariestopes facing resistance from the community since it was bringing in new ideologies (especially promotion of family planning and reproductive health) that went against the culture and Norms of most of Uganda.

For OURS, another 20.8% mentioned that they faced obstacles of low enthusiasm to sustain the original morale, and 20.8% mentioned lack of outside support (mainly low attraction to partners) and only 7 people mentioned Resistance from the Community.

The story at Mariestopes shows that besides resistance from the community, lack of outside support (25%), Low enthusiasm to sustain original morale (20%), and only 17% mentioned lack of adequate funds and expertise.

While Greiner, 1972 identifies "creative expansion/leadership crisis as the main challenge at this phase of growth, which is more likely to be resolved with the

appointment of a competent manager(s)", results from the field show that NGOs in developing countries depending on the ideology and initiators at start-up, are likely to face more challenges related to resources, and community resistance.

These findings concurred with the Key informants at the Uganda NGO bureau mentioned that at this stage, threats included Lack of funding and expertise since most of the NGOs at this moment have not attracted partners to contribute to the cause, Resistance from the community as the community do not understand what the NGO's ideas are about, besides the fact that most NGOs have not been honest in their operations in the community in Uganda.

Opportunities at this stage were also sought out and results are as shown in table 4.8 below;

Table 4 8: *Opportunities available for the NGO during Start-up*

Organisation/Description	OURS		Mariestopes	
Opportunities	Frequency	Percent	Frequency	Percent
Creativity	13	27.1	16	33.3
Energy for the dream	16	33.3	6	12.5
Excitement to join by different parties	7	14.6	6	12.5
Charismatic Leadership	12	25.0	20	41.7
Total	48	100.0	48	100.0

Source: Questionnaire data

A big number of respondents at OURS (33.3%) mentioned presence of Energy of the dream as their biggest opportunity as related to 41.7% who thought that at this stage, it was Charismatic leadership for Mariestopes. Creativity (27.1%: 33.3% for OURS and Mariestopes respectively) to forge and build on the idea of the NGO was seen as the next best opportunity available. 25% OURS respondents mentioned Charismatic leadership as another opportunity, while 14.6% respondents said there was excitement to join the organisation by different partners. For Mariestopes, 12.5% both said that at this stage, Energy for the dream and Excitement to join the Organisation by different stakeholders respectively were the other opportunities present during this stage.

The Key informants at the Uganda NGO bureau mentioned that at this stage, the major Opportunities included Presence of charismatic leadership arguing that the founders of

the NGOs usually had charisma to drive the dream further since they usually had the community's interests at heart; followed by the creativity within the founding members. They also mentioned that with proper public relations, there was a chance to attract different partners at this stage but argued that this needed to be done with care since different parties had different agendas to join, and if an NGO allowed everyone in at this stage, there was a chance to get derailed from their original goal.

4.3.2 Stage two: The Early Growth/survival phase of NGO Lifecycle

Writing recommends that "at this stage, associations hope to seek after development" (Adizes, 1979), "set up a system and build up their capacities" (Quinn and Cameron, 1983) and that the "emphasis is for the most part on routinely setting focuses for the association, with the fundamental point being to produce adequate income for endurance and extension" (Lewis and Churchill, 1983). "A few associations appreciate sufficient development to have the option to enter the following stage, while others are ineffective in accomplishing this and thus neglect to endure" (Lester et.al. 2003).

Activities done at the early growth stage.

In order to establish if the NGOs had carried on with or diverted from their visions and goals, the study sought to find out which activities were being done by the NGOs at this phase. Results are as shown in table 4.9 below;

Table 4 9: Range of activities done by the NGOs during Early growth

Activity	Frequency	Percent
OURS		
Rehabilitation of children with disabilities	39	81
Identification and referral of CWDs for Referral	4	8
Provision of counselling to parents and CWDs	2	4
Home visits to CWDs homes	3	6
Mariestopes		
Providing a wide range of reproductive health services	22	20.8
Providing contraceptives	11	22.9
Reproductive health education, Provision of family planning services like vasectomy, Tubal ligation	13	27.1
Maternal health, Emergency contraception	12	25
Uganda NGO Bureau		
Monitoring of NGO activities	2	20
Providing coordination of NGOS	3	30
Registration of NGOs	3	30
Provide guidance and capacity building	2	20
Total	**106**	**100.0**

Source: Questionnaire data

Table 4.9 above shows that during the early growth phase, a bigger number of respondents at OURS (39 persons) said that the Organisation was still carrying out Rehabilitation of CWDs as was the agenda from the beginning. 4 respondents mentioned Identification and referral of CWDs, 3 respondents mentioned Provision of counselling to parents of and CWDs and 2 respondents said that OURS was doing Home visits during this phase. While the original plan was goal was rehabilitation of and counselling of CWDs and their families, which according to results above was still being done at this stage. As the organisation evolved and started growing it implied getting more clients and there was thus the need to provide corrective surgery, which the NGO was unable to provide as well as pre and post-operative care. All these necessitated designing other activities to suit the rising need thus the inclusion of identification and referral of CWDs for surgery, as well as doing follow up in their homes.

At Mariestopes on the other hand, it was reported by a big number (27.1%) of respondents agreed that the Organisation was providing reproductive health including family planning services, 25% mentioned the Organisation was providing Maternal health and Emergency contraception, 22.9% mentioned Provision of contraceptives and 20.8% reported provision of a wide range of reproductive health services. These results show that in the period of early growth, Mariestopes Uganda stuck to the activities that they had spelt out in the Start-up phase but also, as noticed with OURS had to scale up operations during the early growth phase to include all the above other activities in

addition to Sensitizing the masses about the need for reproductive health services, and Provision of contraceptives that were identified in the start-up period.

The Story at the Uganda NGO bureau was similar to that at OURS and Mariestopes as they more or less were providing the same activities as at inception. A big number of responses (30%) mentioned that during the early growth stage, the organisation was providing coordination and registration of NGOs in Uganda, while 20% mentioned Monitoring of NGO activities and provision of guidance and capacity building. Compared to the start-up phase, the organisation had added the Monitoring of NGOs activities function, implying that like any other organisation, there was need of more activities to be done as the organisations started to grow.

The findings concur with Avina, 1993, who argues that "growth at this stage is more likely to be a spontaneous response to initial success, local need or prodding from donors, government or other actors; and that Organizational expansion can manifest in various forms including resulting from an increase in beneficiary coverage within the established project area or as a result of increasing the number of services they provide to their existing beneficiary set". Avina, 1993, also argues that "organizations may expand as they enlarge their current project area or target an entirely new location to initiate project activities and that NGOs can experience either planned or spontaneous expansion".

In the case of OURS, the program manager explained that the expansion was as a result of more need for the services in the community that led to a spontaneous reaction and action to provide these services as well as increase the project area. For Mariestopes, however, the growth was planned and had been in the design as introduced by Mariestopes UK that was providing the resources for the NGO. Eventually, during the early growth phase, the both NGOs showed signs of growth despite the fact for OURS it was spontaneous, while for Mariestopes, it was more planned. The Key informants at the Uganda NGO bureau argued that most NGOs at his stage are more likely to be overwhelmed with the need for their services that the only option is to widen the scope of operation either by increasing services to match the need, or increasing the reach; which is in agreement with the literature and findings from the questionnaires.

4.3.2.1 Management at the early growth Lifecycle stage and its effects on the NGOs growth

Quinn & Cameron, 1983 mentioned that at stage 2, "the Organisation enters the Directional expansion (evolutionary phase) which leads to a crisis of autonomy (revolutionary phase) as the organization experiences expansion through directive leadership, a more structured and functional management system is adopted" "However, this leads to a crisis of autonomy. Greater delegation of authority to managers of lower levels is required, although at the reluctance of top tier managers who do not wish to have their authority diluted" (Greiner, 1972).

The study sought to establish whether this was true by trying to find out the management style, if there was any in the organisations under study. Results are as shown in table 4.10 below;

Table 4 10: Existence of management structure at the NGOs during Early growth

Organisation/ Description	OURS		Mariestopes		NGO Bureau	
Response	Frequency	Percent	Frequency	Percent	Frequency	Percent
Yes	16	33.3	45	93.8	10	100
No	17	35.4				
Not Sure	15	31.3	3	6.3		
Total	48	100.0	48	100.0	10	100.0

Source: Questionnaire data

Table 4.10 above shows responses about whether at the early growth stage, there was a management structure at the NGOs and thus establishing whether there was any management style.

A big number of respondents (17: 35.4%) at OURS mentioned that there was no management structure, 15(31.3%) said they weren't sure if there was any then, and only 16(33.3%) mentioned there being a management structure. The fact that more than 65% showed that there was no management structure in place, shows that OURS was more

or less in a leadership crisis during the early growth phase. Asked especially why some respondents showed they weren't sure if any management structure existed, the Medical superintendent at Ruharo Mission hospital who is on the management of OURS mentioned that during this period, between 1998-2002, the organisation was literally running under the church structures which were not efficient enough to handle sophiscated organizational operations which was confusing to the staff employed then.

At Mariestopes on the other hand, 93.8% respondents mentioned that there was management structure in place and only 6.3% was not sure. This is because the Mariestopes Uganda was initiated by Mariestopes UK which was an INGO that had operational and functional systems and structures in place and thus just mirrored the same for the NGO in Uganda.

For the Uganda NGO bureau, all the 100% mentioned that there was a structure in place. However, asked about existence of Management structures in NGOs in Uganda at the early growth stage, officials at the NGO bureau mentioned that this was dependent on the type of NGO and the founders vision, explaining that most CBOs, and GROs were most probably going to be having haphazard structures as related to the more stable ones usually initiated by either Government or Donors.

In order to establish whether the management system/structure was operating well, the respondents were asked about the accountability function and results are as shown in the table 4.11 below;

Table 4 11: Function of Accountability of the NGOs during Early growth

Organisation/Description	OURS		Mariestopes		NGO Bureau	
Accountability Method	Frequency	Percent	Frequency	Percent	Frequency	Percent
Regular review of Financial Documents	4	8.3	19	39.6	3	30
Periodic Auditing	8	16.7	19	39.6	3	30
Report writing	22	45.8	10	20.8	3	30
None	14	29.2			1	10
Total	**48**	**100.0**	**48**	**100.0**	**10**	**100.0**

Source: Questionnaire data

A big number of respondents (22: 45.8%) at OURS mentioned Report writing as the method of accountability followed by 14(29.2%) that said there was no accountability method, 8(16.7%) said there was some auditing and only 4(8.3%) mentioned regular review of financial documents.

Most respondents (19: 39.9%) at Mariestopes mentioned that there was regular review of financial documents and periodic auditing respectively while only 10(20.8%) said that reporting was used a method of accountability during the early growth stage.

The Key informants at the Uganda NGO Bureau also identified Regular review of financial documents (30%), periodic auditing (30%), report writing (30%) and 10% mentioned that at some NGOs, there was no form of accountability during the early growth phase.

The findings show that while at OURS, there was no streamlined accountability method maybe as a result of lack of a clear management system during the growth period, at Mariestopes, there was clear, proper and efficient accountability which can be attributed to the presence of a clear management structure.

To determine if having a management system in place could lead to proper accountability, correlation was done and results were as shown in table 4.12 below;

Table 4 12: Correlation between the presence of Management structure and the function of Accountability of the NGOs during Early growth

		Was there any management structure during this phase	How was accountability done at this stage of growth of the organisation?
Was there any management structure during this phase	Pearson Correlation	1	.640**
	Sig. (2-tailed)		.000
	N	95	95
How was accountability done at this stage of growth of the organisation?	Pearson Correlation	.640**	1
	Sig. (2-tailed)	.000	
	N	95	106
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Questionnaire data

The Correlation between presence of Management structure and accountability function was significant (0.640) at the 0.01 level. This implies that with the presence of a management structure, there was 64% chance that there would be accountability of resources in an NGO at the early growth stage which would lead to its survival during this phase of the NGO lifecycle.

Writing recommends that "with an administration structure set up, and appropriate responsibility, the NGOs can pull in accomplices and Donors at this phase of development" (Cummins, 2010). In the wake of building up that with the nearness of an

administration structure, there will undoubtedly exist a working responsibility work, the

scientist attempted to discover the wellsprings of subsidizing for the NGOs since this is

one method for deciding organizations. The results are as shown in the table below;

Table 4 13: Sources of funds for the NGOs during Early growth

Organisation/Description	OURS		Mariestopes		NGO Bureau	
Source	Frequency	Percent	Frequency	Percent	Frequency	Percent
Clients' Contributions	-	-	10	20.8	1	10.0
International Partners	14	29.2	38	79.2	3	30.0
Local Donations	18	37.5	-	-	3	30.0
Own Organisation Funds	16	33.3	-	-	3	30.0
Total	48	100.0	48	100.0	10	100.0

Source: Questionnaire data

A big number (37.5%) respondents from OURS mentioned Local donations, followed by 16(33.3%) who said funds from own organizational resources, and 14(29.2%) who mentioned International partners as the sources of funds to run the activities. Since these results show that most of the fund for OURS activities at this stage were got form either own coffers or from local donations, implies that the NGO had attracted few partners that could partner and be involved in their work. Asked which donors were involved, the Program manager mentioned the church community as the local donors and Christian Blinden Mission (CBM) as the international partner. Again this shows how attraction to NGOs cannot just be about the Idea, but the capacity to practically support the idea by putting systems and structures in place to run the Organisation.

38(79.2%) respondents at Mariestopes on the other hand mentioned International Partners and 10(20.8%) said funds contributed by clients. Its clear form these results that

Mariestopes' early growth was structured since they had support from the mother UK organisation. Additionally, they had the ability to raise additional funds from the user fees, which implies that there was already a sustainability plan in place.

The key informants at the Uganda NGO Bureau confirmed the sources by identifying International Partners (30%), Local donations (30%), own organizations' resources (30%) and Clients' contributions as sources of most NGOs' funds to run the activities during the early growth phase.

4.3.2.2 The threats/opportunities NGOs at the early growth stage.

The threats and opportunities at this stage and thus throughout the Early growth phase can determine the survival of the NGO into the next phase if taken advantage of. The study sought to establish the opportunities available for the NGOs as well as the threats to survival during this phase and results are as shown in the figures below;

Figure 4 2: *Opportunities for NGOs during Early growth*
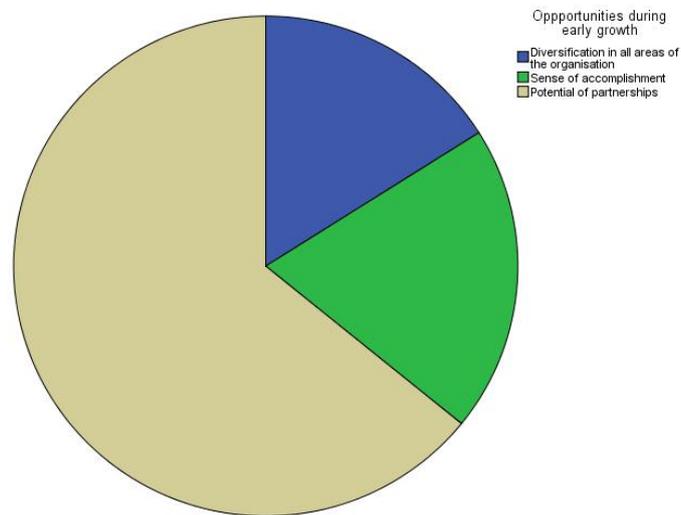
Source: Questionnaire data

Figure 4.2 above shows that during the Early growth stage of the NGO lifecycle, the biggest opportunity is the availability of potential partnerships, followed by the sense of accomplishment which provides motivation to carry on building on the original idea, and the opportunity to diversify in all areas of the Organisation as the NGO services get known by more clients and the reach gets further that the original plan thereby facilitating growth.

Figure 4 3: Showing Threats to the NGOs during Early growth
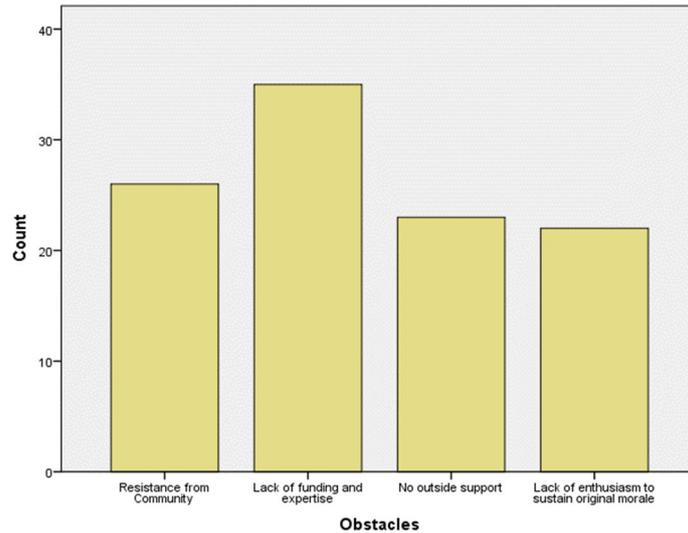
Source: Questionnaire data

Figure 4.3 above shows the threats to the NGOs during the early growth stage. The figure shows that a big number of respondents considered lack of funding and expertise as the biggest threat, followed by resistance from the community, lack of outside support and a lack of enthusiasm to sustain the original morale.

All these can anyway be overwhelmed with a superior administration rehearses as pointed out by Cummins, 2010, who contends that "a developing NGO will have the option to build up its abilities around the significant projects and objectives, to adjust to the outer condition, and to develop fundamental influential positions, the executives frameworks and specialized aptitudes". Cummins. 2010 further contends that "the hierarchical and specialized limit in a developing NGO will delineate to contributors the capacity of the association to actualize the key authoritative and automatic capacities

that are recognized as center for accomplishing its vital crucial". By and large, associations need aptitudes in such territories as program advancement, program assessment, money related administration, and different types of applied innovation, contingent upon both inside and operational necessities.

4.3.4 Stage three: The Maturity phase of the NGO Lifecycle (7-30 years)

"This stage signifies the organization entering a more formal hierarchy of management (hierarchical organization)" (Quinn & Cameron, 1983).   It's at this stage that Organizations look to safeguard their growth as opposed to focusing on expansion.

4.3.4.1 Activities done during the maturity phase of the NGO lifecycle

Literature says that at this stage, "Programs are the strongest evidence of the success and value of most NGO operations at this stage" (Cummins, 2010). The organization may have excellent governance, effective administrative procedures, and a highly skilled staff, but it must use these resources to deliver quality services to its constituents and community.

Table 4 14: Activities done during the maturity phase of the NGO lifecycle

Activity	Frequency	Percent
OURS		
General Rehabilitation of CWDs	10	20.8
Community Based Rehabilitation	11	22.9
Referrals for major surgeries	7	14.6
Home Visits to the whole Western region & Neighboring Countries	10	20.8
Provision of Assistive Devices	5	10.4
Provision of Counselling for CWD's Families	5	10.4
Mariestopes		
Provision of General Reproductive health Services	21	43.8
Expansion of Operation areas	11	22.9
Provision of Modern Family Planning methods' services	9	18.8
Provision of General Health Services	7	14.6
Uganda NGO Bureau		
Monitoring of NGO activities	2	20.0
Providing coordination of NGOS	3	30.0
Registration of NGOs	2	20.0
Provide guidance and capacity building	3	30.0
Total	**106**	**100.0**

Source: Questionnaire data

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Table 4.11 above shows the range of activities done by the NGOs during the maturity phase of the organisations. This was done to establish if there was a difference between the start-up, and early growth stages, and to determine whether the NGOs had either diverted from or stuck to their original goals. Results show that at OURS, a big (22.9%) mentioned community based rehabilitation as their main activity during this phase as opposed to the general rehabilitation from the centre that was being done the two previous phases. While it's still rehabilitation, through deeper probing, it was found out that as a result of the increasing need for their services, the NGO had to incorporate the community based approach to fill this gap especially with regards to reach. 10(20.8%) respondents reported that the NGO was still doing the general rehabilitation based at the NGO center, another 20.8% mentioned Home Visits to the whole Western region & Neighboring Countries, 14.6% mentioned Referrals for major surgeries, 10.4% Provision of Counselling for CWD's Families and another 10.4% mentioned provision of assistive devices.

A big number (21:43.8%) of respondents at Mariestopes on the other hand maintained that provision of general reproductive services was the still the main activity done at the maturity stage of the NGO. This shows that there was sticking to the main idea of starting the NGO, suggesting that with Mariestopes, there was a planned strategic way of doing things usually related to the way the lifecycle was being managed. However, as with OURS, 22.9% mentioned expansion of operation areas, with respondents mentioning

opening up of new additional branches of the organisation in the region. 9(18.8%) respondents mentioned provision of modern methods of Family planning, and 7(14.6%) said there was the addition of provision of general health services also showing that at this stage, the NGO was increasing its scope of operation.

To further understand the dynamics at this stage, the Key informants at the Uganda NGO bureau were also asked about their activities during this phase, and a big number (30%) mentioned the organisation was still providing coordination of NGOs in the country, as did another 30% that said it was providing guidance and capacity building. 20% mentioned Registration of NGOs and another 20% said that in addition to the original activities, there was monitoring of NGO activities to ensure compliance being done during this phase. Asked how they thought the NGOs were managing this stage of their lifecycle, they argued that most NGOs at this stage were working to be stable, to absorb the additional needs from the society, and to secure more funding and partners, which is in agreement with literature that argues that at this stage, a well-run NGO ensures that its programs are sustained in addition to being appropriate quality services delivered in cost effective ways (Cummins, 2010) and Cameron, 1983, who argues that at stage three, the organisation enters and goes through the Expansion.

4.3.4.2 Management during the maturity phase of the NGO lifecycle

The organisations were asked if there was any management system in place at the maturity stage and what their role was.

Figure 4 4: Existence of Management system for NGOs during Maturity
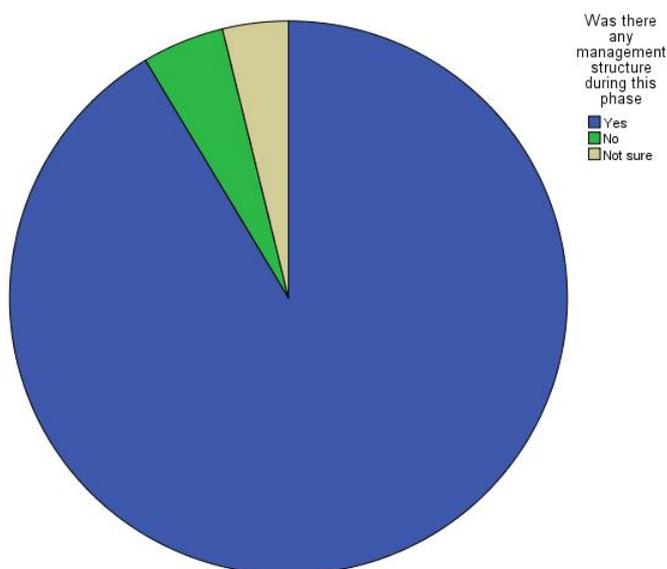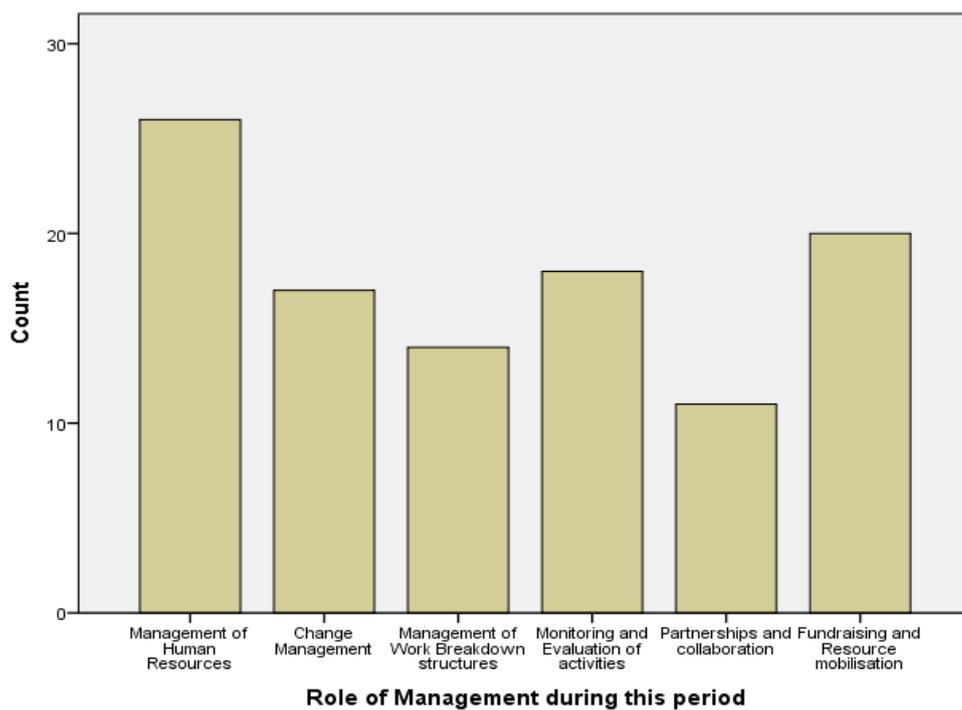

Source: Questionnaire data

Figure 4.4 above shows that a big number of respondents mentioned that there was a clear management structure in place during this phase with a few mentioning that they weren't sure or that there was none. However, the fact that most of the respondents identified with the fact that there was a clear management structure shows that at this stage, the NGOs were being properly managed.

These findings concur with Cummins, 2010, who argues that "as an NGO reaches a level of maturity in terms of stable leadership, it will often invest in a more formal and elaborate functioning governance system. At the same time, it should be acknowledged that some NGOs never achieve stability, and those that do usually do not experience any

particular phase as fixed or set. The mature NGO will give greater attention to processes such as strategic planning, client needs assessment, internal organizational assessment, external communications and financial systems".

Respondents were then asked what the roles of the Management were in order to find out if the Management in place was helping make the organisations sustainable, and responses were as shown in the figure below;

Figure 4 5: the role of Management for NGOs during Maturity phase of lifecycle

Source: Questionnaire data

Figure 4.5 above shows that most respondents considered Human Resource management as the main role played by management, followed by fundraising and resource

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mobilisation, Monitoring and evaluation of organizational activities, followed by change management, management of work breakdown structures and partnerships and collaborations.

As literature pointed out, "another aspect of maturity is when an NGO moves beyond the drive of an individual's leadership to a management system. A more formal organization requires systems of management that are responsible for the day-to-day operations of the organization and implementing the board's policies and plans. Both the board and management monitor the internal and external environment and are responsible for adapting to change" (Cummins, 2010).

4.3.4.3 Sources of funding and partnerships during the maturity phase of the NGO lifecycle

The study also went ahead to find out the partnerships forged and thus the sources of funding for the NGOs during the maturity phase of the NGO lifecycle. This was to determine if the NGOs had indeed acquired more partnerships and collaborations which would provide more resources for their activities and improve their efficiency in execution of their activities in a cost effective manner. Results got are as shown in the table below;

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Table 4 15: Sources of funds and partnerships for the NGOs during maturity

Activity	Frequency	Percent
OURS		
CBM international	19	39.6
Lillian Fonds	4	8.3
Ruharo Mission Hospital	5	10.4
IF international	9	18.8
Government of Uganda	6	12.5
Private business entities	5	10.4
Mariestopes		
USAID	12	25.0
UKAid	14	29.2
Government of Uganda	7	14.6
AMREF	9	18.8
Private business entities	6	12.5
Uganda NGO Bureau		
Government of Uganda	4	40.0
NGO subscriptions	4	40.0
Donors	2	20.0
Total	**106**	**100.0**

Source: Questionnaire data

A big number (19: 39.6%) of OURS respondents mentioned that CBM was a major partner, followed by 9 (18.8%) that mentioned IF international, 6(12.5%) said Government of Uganda, 5(10.4%) mentioned Private business entities and Ruharo Mission Hospital while only 4(8.3%) mentioned Lillian Fonds. During the start-up and early growth stages, OURS was struggling with partners, but its clear that at this stage, they managed to attract both international and local partners. Asked why they thought this was possible, the program manager intimated that there was growth in trust since the NGO was implementing activities that had an impact on the community, had a management structure in place and could provide accountabilities clearly.

Mariestopes on the other hand mentioned UKAid (29.2%), USAID (25%), AMREF (18.8%), Government of Uganda (14.6%) and Private Business entities (12.5%). The results show that Mariestopes acquired more partners during this phase, implying that there was increased resources for activities. There was also the fact that in addition to international donors, the NGO was engaging the local business entities to be involved in their operations which ensures sustainability.

At the Uganda NGO bureau, the story was also similar to the NGOs, and they mentioned Government of Uganda (40%), NGO subscriptions (40%) and Donors (20%) as the Partners and sources of funds for activities. Asked what the sources of funding for the NGOs during the maturity phase were, the Key informants at the NGO bureau mentioned international NGOs, as well as own Organizational initiatives. It came out clearly in the

interviews that at this stage, NGOs have become more stable in leadership and have clearly spelt out roles for different Management positions, accountability structures and methods that donors can easily associate with them, and therefore it was possible to find NGOs with more than one partners.

The interesting discovery in this study is that both NGOs despite the differences in size, age and operations, during the maturity phase of the lifecycle both acquired more partners both international and Local and also partnered with the Government in delivering their services. This shows that they were both stabilizing during this phase which is in agreement with the literature.

4.3.4.4 The threats/opportunities NGOs at the Maturity lifecycle stage.

"A frequent problem encountered at this stage would be those associated with "Red Tape"" (Miller & Friesen, 1984). At the same time, the opportunities here would lie in streamlined management structures as highlighted by Lester et.al. 2003 that "Organizations look to safeguard their growth as opposed to focusing on expansion. Top and middle level management specialize in different tasks, such as planning and routine work respectively".

Table 4 16: *Opportunities during the maturity phase of the NGO lifecycle*

Organisation/Description	OURS		Mariestopes		NGO Bureau	
Source	Frequency	Percent	Frequency	Percent	Frequency	Percent
Growing need for services	18	37.5	16	33.3	1	10.0
Availability of resources	6	12.5	3	6.3	1	10.0
New staff and Board Ideas	4	8.3	5	10.4	4	40.0
Ability to start something new	4	8.3	4	8.3	1	10.0
Strategic Partnership Opportunities	16	33.3	20	41.7	3	30.0
Total	48	100.0	48	100.0	10	100.0

Source: Questionnaire data

Table 4.15 above shows that a big number (18: 37.5%) of respondents recognized the growing need for organizational services at OURS, followed by 16(33.3%) who mentioned availability of strategic partnerships. 6(12.5%) reported the availability of resources to run the activities, 4(8.3%) mentioned new staff and board ideas and another 4(8.3%) said there was the organisation now had the ability to try something new.

A big number (20:41.7%) of respondents at Mariestopes mentioned the availability of strategic partnership opportunities, followed by 16(33.3%) that said there was a growing

need for the organization's services. 5(10.4% mentioned new staff and board ideas, 4(8.3%) reported that the NGO had the ability to start something new, and only 3(6.3%) said that there was availability of resources for activities.

The Key informants from the NGO bureau on the other hand said that the ability of the staff and board to come up with new ideas to further the NGOs was the main opportunity reported by 40%, followed by 30% that mentioned the availability of strategic partnerships. 10% mentioned availability of resources, ability to start something new (10%) and the growing need for organizational services as the opportunities for the NGOs in the maturity phase.

Asked about the threats for the NGOs at this stage, respondents gave responses as shown in the figure below;

Figure 4 6: *threats/obstacles to the NGOs during Maturity phase of lifecycle*
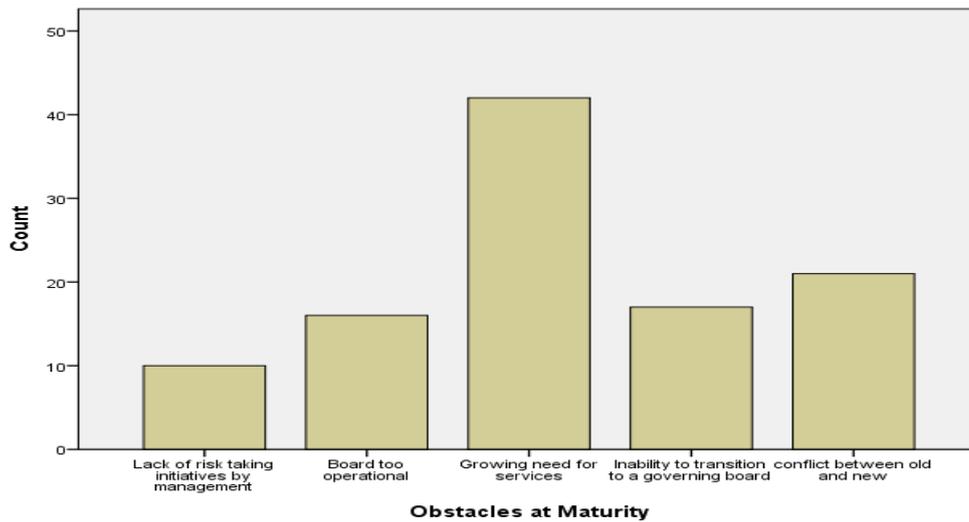
Source: Questionnaire data

Figure 4.6 above shows that the NGOs at the maturity stage were threatened mostly by the growing need for their services which would require more resources, followed by the conflict between the old and new. This particular response is in agreement with literature that argues that it is often the case that NGO founders are charismatic individuals with a strong commitment to a cause or purpose and a definite set of ideas about how to serve that cause. However, as the organization grows, there is an increasing need for others to share, and also critique, the founders' understanding and commitment if the organization is to be sustained.

Other respondents added that there was the threat of failure and inability of the managing committee to transition into a board, with others mentioning that there was the threat of the board being too operational and involving itself in the day to day activities which cripples the smooth implementation of activities. A small number mentioned the fact that there could be the risk of lack of initiative taking by the board as they became too comfortable and complacent.

4.3.5 Stage Four: Crisis, Stagnation, and Decline (2-5 years)

Over time, all organizations face periods of crises, which lead to change, adaptation, or serious threats to the organization's survival. One example that exists in both developing and OECD countries, concerns the ways in which both national governments and international donors have changed the structure of how they provide to NGOs. Often it

appears in a shift from general program funding to specifically designed and structured contract funds. Contract funding involves clearly delineated government or donor purchase of defined services with specified outputs, with funding being closely monitored, and the establishment of less flexible and more rigorous goals (Cummins, 2010).

The study attempted to establish the truth in literature and the findings are presented below;

4.3.5.1 The Activities of NGOs at the crisis stage of the lifecycle stage.

Table 4 17: Activities done during the crisis phase of the NGO lifecycle

Partner	Frequency	Percent
OURS		
Rehabilitation of CWDs (community & Centre based)	13	27.1
Provision of School Fees to CWDs	7	14.6
Referrals for major surgeries	6	12.5
Home Visits to the whole Western region & Neighboring Countries	5	10.4
Provision of Assistive Devices	6	12.5
Surgery	11	22.9
Mariestopes		
Provision of General Reproductive health Services	17	35.4

Expansion of Operation areas	11	22.9
Provision of Modern Family Planning methods' services	8	16.7
Provision of General Health Services	9	18.8
Looking for more Partners	3	6.3
Uganda NGO Bureau		
Monitoring of NGO activities	2	20.0
Providing coordination of NGOS	3	30.0
Registration of NGOs	2	20.0
Provide guidance and capacity building	3	30.0
Total	**106**	**100.0**

Source: Questionnaire data

Table 4.17 above shows the range of activities done by the NGOs during the crisis/stagnancy phase of the organisations. This was done to establish if there was a difference between the start-up, early growth stages and Maturity, and to determine whether the NGOs had either diverted from or stuck to their original goals, and if there was any changes as a result of crisis.

Results show that at OURS, a big number (27.1%) mentioned Rehabilitation (both centre and community based) as their main activity during this phase. 22.9% respondents reported that the NGO had during this phase added minor surgeries, 14.6% mentioned provision of school fees for CWDs, with another 12.5% mentioning Referrals for major

surgeries, 12.5% provision of assistive devices. 10.4% mentioned Home Visits to CWDs in the whole Western region & Neighboring Countries.

A big number (35.4%) of respondents at Mariestopes on the other hand maintained that provision of general reproductive services was the still the main activity done at the crisis stage of the NGO. 22.9% mentioned expansion of operation areas, with respondents mentioning opening up of new additional branches of the organisation in the region, 18.8% mentioned that the NGO had moved towards provision of general health services at this stage, 8(16.7%) respondents mentioned provision of modern methods of Family planning and 3 (6.3%) said that the organisation was focused on acquiring more partners to absorb the work load.

To further understand the dynamics at this stage, the Key informants at the Uganda NGO bureau were also asked about their activities during this phase, and a big number (30%) mentioned the organisation was providing coordination of NGOs in the country, as did another 30% that said it was providing guidance and capacity building. 20% mentioned Registration of NGOs and another 20% said that in addition to the original activities, there was monitoring of NGO activities to ensure compliance being done during this phase.

Asked how they thought the NGOs were managing this stage of their lifecycle, they argued that most NGOs at this stage would be struggling to absorb the additional needs

from the society which would require more resources that would be difficult to get leading to loss of staff. They also mentioned that there was most likely to be a crisis as the management would most likely not be in agreement with the board on the way forward for the NGO.

To understand how the NGOs were transitioning in this phase of the lifecycle, the researcher asked about the partners gained or lost at this stage. Results were as shown below;

Table 4 18: Sources of funds and partnerships gained/lost for the NGOs during the crisis stage

Partner	Gained/Maintained	Lost/reduced funding
OURS		
CBM international	✓	✓ Reduced Funding by more than 10% over the years.
Lillian Fonds		✓
Ruharo Mission Hospital	✓	
IF international	✓	
Government of Uganda	✓	
Private business entities		✓
Mariestopes		
USAID	✓	

UKAid	✓	
Government of Uganda	✓	
AMREF	✓	
VSO	✓	
Private business entities	✓	

Source: Questionnaire data and Management Meeting Minutes

The table 4.18 above shows the sources of funding and partnerships gained, maintained or lost at the fourth stage of the NGO lifecycle. Respondents at OURS mentioned that it's at this stage that there were management issues that led to disagreements with the board, and led to losing out some partners with others reducing their commitment to the NGO. CBM for example it was mentioned reduced its funding to the NGO by more than 10% and Lillian Fonds stopped its funding all together. Similarly, private businesses that had been partnering with the NGO in the previous phase it was mentioned had since distanced themselves from the NGO. At Mariestopes on the other hand, all partners were still there and the NGO had acquires even new partnerships including private businesses and other NGOs in line with the Organization's kind of work.

4.3.5.2 The threats/opportunities NGOs at the Maturity lifecycle stage.

Table 4 19: Table showing Opportunities during the Crisis phase of the NGO lifecycle

Organisation/Description	OURS		Mariestopes		NGO Bureau	
Opportunity	Frequency	Percent	Frequency	Percent	Frequency	Percent
Availability of wisdom from the Past	15	31.3	17	35.4	3	30.0
Strategic Partnership opportunities	13	27.1	6	12.5	2	20.0
Chance to take risks and think outside the box	20	41.7	25	52.1	5	50.0
Total	48	100.0	48	100.0	10	100.0

Source: Questionnaire data

Table 4.18 above shows that a big number of respondents at OURS (41.7%) mentioned that the biggest opportunity at this stage was the availability of the chance to think outside the box by management and the board. 15(31.3%) respondents mentioned availability of wisdom from the past, while 13(27.1) respondents said that there were strategic partnership opportunities for OURS at this stage.

Similarly, for Mariestopes, a bi number of respondents (52.1%) reported that at this stage, there was the chance for the management and staff to think outside the box and either consolidate, renew their effort, or think of how to manage the organisation going forward.

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35.4% mentioned the availability of wisdom from the past and 12.5% mentioned availability of strategic partnerships.

The Key informants were in agreement with the NGOs and 50% said that at this stage, the NGOs had the chance to think outside the box, since they had been around for a while, and were in control of their future. Like the NGOs, 30% respondents at the NGO bureau also mentioned the availability of past wisdom which could be benchmarked to learn from the past mistakes, forge a clearer way forward for the NGOs, and 20% mentioned availability of opportunities for strategic partnerships for collaboration.

Table 4 20: threats during the Crisis phase of the NGO lifecycle

Organisation/Description	OURS		Mariestopes		NGO Bureau	
Threat	Frequency	Percent	Frequency	Percent	Frequency	Percent
Resistance to change	12	25.0	9	18.8	2	20.0
Inability to address key challenges	8	16.7	8	16.7	1	10.0
Reduced Resources	19	39.6	15	31.3	3	30.0
Isolation of the Organisation	5	10.4	12	25.0	2	20.0
High staff attrition rates	4	8.3	4	8.3	2	20.0
Total	**48**	**100.0**	**48**	**100.0**	**10**	**100.0**

Source: Questionnaire data

With regards to the threats to the NGOs, a big number (39.6%) at OURS mentioned reduction in resources to run the Organization's activities, followed by 25% that

mentioned the NGO's resistance to change and with further probing, it was found out that usually the board would want to keep doing the same things since they thought they were being successful and feared risks. 8(16.7%) respondents mentioned the management and Board's inability to address key challenges including disagreements between the two as the other key threat to the organisation at this stage, followed by 5(10.4%) who mentioned isolation of the organisation as I started to lose partners and 4(8.3%) mentioned the loss of staff.

A big Number (31.3%) of respondents at Mariestopes mentioned that at this stage, the biggest challenge was reduced resources, and with further probing, it was discovered that the organisation had diversified in activities, and even when they had maintained and acquired other partners, the need far outweighed the available resources. 25% mentioned isolation of the Organisation, 18.8% said resistance to change, 16.7% reported the inability to address key challenges and only 4(8.3%) said staff attrition rates were a challenge at this stage.

The key informants at the Uganda NGO bureau mentioned reduced resources (30%), Resistance to change (20%), High staff attrition rates (20%), isolation of the NGOs (20%) and the NGOs' inability to address key challenges as the main threats at this stage. Results show that both organisations, despite the size differences, faced the same challenges at this stage. What matters is how these challenges were responded to and

how these led to the transition to the next stage of the lifecycle. The managers were asked how they dealt with these challenges and the responses were as shown below;

Table 4 21: Responses to threats during the Crisis phase of the NGO lifecycle

Organisation/Description	OURS		Mariestopes		NGO Bureau	
Threat	Frequency	Percent	Frequency	Percent	Frequency	Percent
Seek for more partnerships & collaborations	6	12.5	35	72.9	3	30.0
Reprogramming	17	35.4	3	6.3	3	30.0
Reduction of Programs & services	25	52.1			3	30.0
Evaluation of Organisation for consolidation			10	20.8	1	10.0
Total	48	100.0	48	100.0	10	100.0

Source: Questionnaire data

Table 4.20 above shows that a big number of respondents at OURS mentioned that there was a reduction in programs and services provided in order to counter the threats, followed by 17(35.4%) that mentioned reprogramming. Deeper probing showed that the staff available were given more tasks in order to mainly cover the gap left by staff that had left as well as use the available reducing funds effectively. 6(12.5%) mentioned seeking for more partnerships and collaborations.

At Mariestopes, a big number of respondents (72.9%) mentioned the NGO had attempted to acquire more partners, followed by 10(20.8%) who mentioned evaluation of the organisation to be able to consolidate their activities more, and only 3(6.3%) mentioned reprogramming as a response to the threats at this stage.

30% key informants at the Uganda NGO bureau mentioned that most NGOs at this stage sought more partners for partnership and collaboration, 30% said NGOs attempted to reprogram their activities, 30% said there was a reduction in programs and services offered and 10% said NGOs conducted evaluation of the Organisations to better determine the threat and re-strategize.

The findings here collaborate the literature that the chances for an NGO to reconstitute effectively depend on a broad range of internal and external factors. "If the NGO does survive, it will probably pay greater attention to the issue which provoked the consolidation or the lessons which were learned during the exercise. The evaluation process itself may bear important fruit. It may produce a more systematic approach towards programme management as well as greater attention to monitoring and evaluation, fund-raising, resource management, prefeasibility work, beneficiary participation and other important matters" (Sharken, 2002) as can be said for Mariestopes. Avina, 1993, Cummins, 2010, Sharken, 2002 also argue that "while the 'failed' NGO may not immediately disappear, it may fragment or be forced to quickly wind down service provision", as seen in the case of OURS.

4.3.6 Stage Five: Decline/Close out/Closure

Writing says the fifth stage, is that of "Decay and it starts the demise of an association. The decay is recognized by the attention on political motivation and authority inside an association" (Mintzberg, 1984) whereby "people begin to get engrossed with individual goals, rather than concentrating on the targets of the association itself. This gradually demolishes the usefulness and possibility of the whole association" (Lester et.al. 2003). This study sought to establish what happens to NGOs at this stage and results are as shown below;

4.3.6.1 The Activities of NGOs at the decline/close out/closure stage of the lifecycle stage.

Table 4 22: Activities done during the decline/close out/closure stage Phase of the NGO lifecycle

Activity	Frequency	Percent
OURS		
Rehabilitation of CWDs (community & Centre based)	13	27.1
Provision of School Fees to CWDs	7	14.6
Referrals for major surgeries	6	12.5
Home Visits	5	10.4
Outreach	6	12.5
Mariestopes		
Provision of General Reproductive health Services	24	50.0
Expansion of Operation areas	10	20.8
Provision of Modern Family Planning methods' services	9	18.8
Provision of General Health Services	5	10.4
Looking for more Partners	24	50.0
Uganda NGO Bureau		
Monitoring of NGO activities	2	20.0
Providing coordination of NGOS	3	30.0
Registration of NGOs	2	20.0
Provide guidance and capacity building	3	30.0
Total	**106**	**100.0**

Source: Questionnaire data

Table 4.21 above shows the range of activities done by the NGOs during the fifth phase of the organisations. This was done to establish if there was a difference between the start-up, early growth, Maturity, and decline as well as to determine whether the NGOs had either diverted from or stuck to their original goals, and if there was any changes as a result of crisis that led to decline and closure.

Results show that at OURS, a big number (27.1%) mentioned Rehabilitation (both centre and community based) as their main activity during this phase. 14.6% respondents reported that the NGO was still providing school fees an activity that was started at the maturity phase. Asked how this was possible, the Manager mentioned that the organisation's patron who had once worked as a program director had volunteered to provide school fees for some CWDs collaborating literature that: "even in cases where an NGO fragments and closes out, dedicated ex-staff may make informal efforts to support the beneficiaries in the short to medium term" (Avina, 1993, Cummins, 2010, Sharken, 2002). 12.5% mentioned referral for surgery, with another 12.5% mentioning outreach for sensitization about disability in the community, and 10.4% mentioned Home visits. At OURS, at the fifth stage, some activities like surgery, community based rehabilitation stretching throughout the whole region and even to neighboring countries was dropped and so was provision of assistive devices.

A big number (50%) of respondents at Mariestopes on the other hand maintained that provision of general reproductive services was the still the main activity done at the close

out stage of the NGO with another 50% mentioning seeking for more partners. 20.8% mentioned expansion of operation areas, with respondents mentioning opening up of new additional branches of the organisation in the country through more partnerships and collaboration. 18.8% mentioned that the NGO was providing modern family planning methods' services at this stage, and 10.4% respondents mentioned provision of general health services. From these findings, it's clear that Mariestopes was not struggling at this stage and it could be related to the way the organisations managed the other stages of its lifecycle collaborating Avina 1993, and Cummins 2010, Sharken, 2002 findings that during the course of organizational evolution, an NGO that has undergone a successful consolidation will probably expand operations again in the future.

These findings also collaborate literature that: "a close out can be characterized as either a full-scale end or a fractional decrease of undertaking exercises. Along these lines, while one envisions a close out to involve a gross decrease in total activities, this may not generally be the situation. For instance, a NGO finishing off in one territory might be extending somewhere else with the end goal that the net impact is a total development in program size. Another NGO may supplant one specific action with another variety of follow-up projects of more noteworthy prompt importance. As on account of hierarchical union, close-outs may happen as indicated by plan or in light of an inside or remotely produced emergency. A well-organized close-out will most likely happen in stages. Hence, a NGO may continuously lessen in size (regardless of whether in a particular territory or by and large) as its recipients accept a more prominent extent of venture

duties. In different examples, in any case, a nearby out is a 'harm control' gadget intended to cut the misfortunes related with a severely structured task or a bombed combination endeavor" (Avina, 1993)"

The Management structure and role at the decline/close out/closure stage of the lifecycle stage.

Figure 4 7: Presence of management structure during the fifth phase of lifecycle
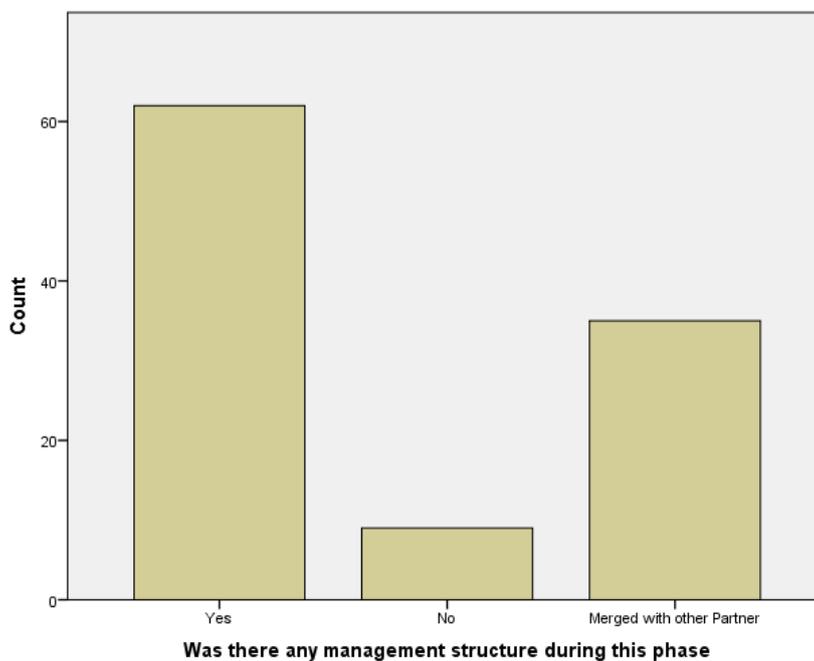
Source: Questionnaire data

The figure 4.7 above shows that a bug number of respondents mentioned that there was a management structure with a board, and staff that reported to this board, followed by those that mentioned that their management had been merged with another partner's and

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a few mentioned there was no management structure in place. The respondents that mentioned that there was indeed a structure in place were those at Mariestopes while those that mentioned merger and no were from OURS.

Respondents were asked what the role of management was at this stage, and results were as shown in the table below;

Table 4 23: Role played by Management during the Close-out phase of the NGO lifecycle

Organisation/Description	OURS		Mariestopes		NGO Bureau	
Role	Frequency	Percent	Frequency	Percent	Frequency	Percent
Management of Human Resources	9	18.8	13	27.1	8	80.0
Change Management	19	39.6	4	8.3		
Management of Work Breakdown structures	4	8.3	4	8.3		
Monitoring and Evaluation of activities	8	16.7	6	12.5		
Fundraising and Resource mobilisation	8	16.7	21	43.8	2	20.0
Total	48	100.0	48	100.0	10	100.0

Source: Questionnaire data

A big number (39.6%) of respondents at OURS mentioned that the main role of Management during this period was management of change, followed by 18.8% that mentioned management of HR, 16.7% said Monitoring and evaluation as did 16.7% that mentioned fundraising and resource mobilisation. Only 4(8.3%) mentioned management of Work Breakdown structures. These results show that at this stage, OURS was more focused on managing change suggesting that there were transition issues, and management of HR and with further probing, it was revealed that most of the staff had left the organisation.

At Mariestopes on the other hand, a big number (43.8%) pointed out that fundraising and resource mobilisation was the main role played by management at this stage. 13(27.1%) respondents mentioned Human resource management, followed by12.5% that said managements role at this stage also included monitoring and evaluation of the NGO's activities and possibilities. 8.3% that mentioned change management, 8.3% management of work breakdown structures.

The key informants at the Uganda NGO bureau mentioned that at this stage, NGOs were focused on Human Resource management (80%) and fundraising and resource mobilisation (20%).

4.3.6.2 The threats/opportunities NGOs at the closure stage.

Table 4 24: Opportunities during the close out phase of the NGO lifecycle

Organisation/Description	OURS		Mariestopes	
Opportunity	Frequency	Percent	Frequency	Percent
Commitment to turnaround	10	20.8	43	89.6
Graceful sunset Merger	38	79.2	5	10.4
Total	**48**	**100.0**	**48**	**100.0**

Source: Questionnaire data

A big number (79.2%) of respondents at OURS that the major opportunity was that of a graceful merger arguing that there was the chance to merge programs with those of Ruharo Mission Hospital and Ankole Diocese. Further probing shows that during this period (from 2013-2017) the NGO board merged with that of Ruharo Mission Hospital, as well as merging most of the programmes, maintaining monotony only on a few programs.10(20.8%) mentioned that the NGO was committed to turnaround and these argued that the remaining staff were committed to ensuring that the activities were done implemented effectively, and efficiently in a bid to attract some partners even at a time when the NGO looked like it was winding up.

The table 4.23 also shows that a big number (89.6%) of respondents at Mariestopes mentioned commitment to turnaround, with only (10.4%) mentioning graceful merger, arguing that there was increased partnerships and collaboration attempts to ensure activities continued during this stage. These results show that at this stage, Mariestopes

was dedicated to continuity of the organisation, and all the activities rather than close

out as compared to OURS.

Figure 4 8: *Opportunities during the fifth phase of lifecycle*
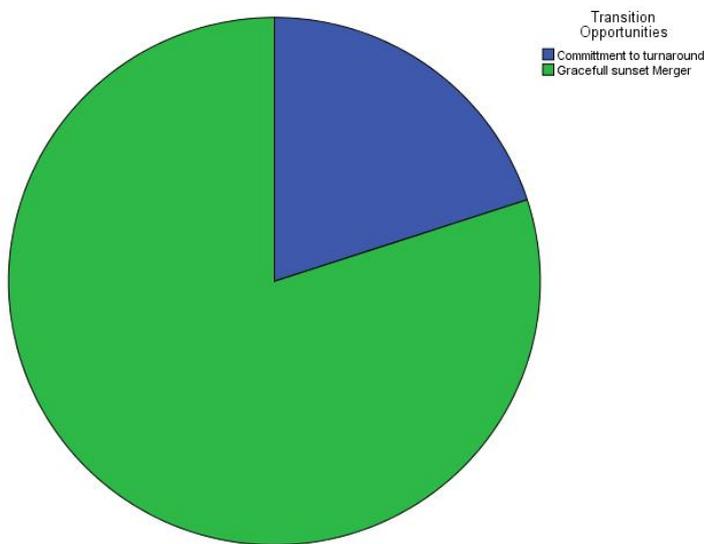
Source: Questionnaire data

Figure 4.8 above shows that the Key respondents argued that at this stage, most NGOs

in Uganda would be trying to close out gracefully, while others would be attempting to

acquire partners to help carry on their programs. Their argument was that all depended

on the availability of resources without which they would close shop.

The study also attempted to find out which threats were there for the NGOs during this phase and results are as shown in the table below;

Table 4 25: threats during the close out phase of the NGO lifecycle

Organisation/Description	OURS		Mariestopes	
Opportunity	Frequency	Percent	Frequency	Percent
Financial crisis	18	37.5	15	31.3
Inadequate leadership	3	6.3	6	12.5
Loss of staff and volunteers	22	45.8	20	41.7
Lack of passion for the organizational cause	5	10.4	7	14.6
Total	48	100.0	48	100.0

Source: Questionnaire data

Table 4.24 above shows that the threats identified were 45.8% mentioned loss of staff and volunteers, followed by 37.5% that mentioned financial crisis. 5(10.4%) mentioned the lack of passion to carry on the organisation cause and 3(6.3%) mentioned inadequate leadership.

In comparison, a big number (41.7%) of respondents at Mariestopes also mentioned loss of staff and volunteers, followed by 31.3% that mentioned financial crisis. 14.6%

mentioned lack of passion for the organisational cause and 12.5% said there was inadequate leadership from the management at this stage as people became focused on own initiatives than the organisations.

Key informants collaborated these findings as shown in the figure 4.9 below;

Figure 4 9: threats during the fifth phase of lifecycle
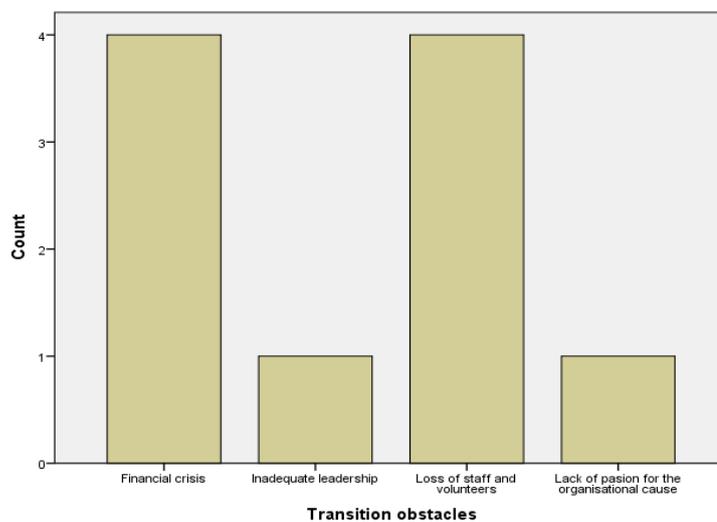
Source: Questionnaire data

The figure above shows that according to the key informants, NGOs at this stage were mostly threatened by financial crisis and loss of staff and volunteers. They also mentioned inadequate leadership and lack of passion to carry on the organisation's vision.

These findings collaborate literature that at this stage, "Staffing is described by flight of key staff, key positions are hard to fill, Staff complaints sidestep the Executive chief and go legitimately to the load up, High clash among staff, Low number of volunteers; while Governance is portrayed by Very low load up participation, No new load up individuals,

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Key load up individuals may leave and it Eventually breaks up Itself, Major contradiction among load up on strategic future just as Board individuals owning slanderous expressions openly. Authoritative frameworks then again are described by Departure from frameworks to emergency the executives, Poor inward controls or an excessive amount of formality, and Cannot give precise picture of money related circumstance; while funds and gathering pledges gets Unable to meet finance and falls behind on all payables, Relies on credit extensions for fundamental bills, Possible insolvency, Major funders pulling back or taking steps to pull back, and a High level of assets that is created from just a couple of sources" (Sharken, 2002).

Respondents were then asked to give recommendations on what they thought could be done to ensure the sustainability of NGOs in Uganda. Responses were given according to what could be done throughout the lifecycles. Results are as shown below;

4.3.6.4 Possibilities for sustainability throughout the Lifecycle stages

Figure 4.10 below shows that most respondents mentioned constant evaluation of the organizations' goals, objectives, performance, achievements, failures, opportunities and threats which would inform the direction of the NGO throughout the different lifecycle stages; followed by those that argued that it would help the NGOs to gain sustainability if there was strategic planning with clear setting of the vision, goals, objectives, and activities which would guide the organisation in all the Phases. These argued that with clear vision and goals, everyone was aware of their roles and the NGO had a planned

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transition from one stage to another, thereby helping in management of the phases, and ensuring sustainability.

Other respondents mentioned constant and effective resource mobilisation arguing that without proper resource planning, allocation and monitoring, there was bound to be inefficiency and resource wasting which was the major challenge especially in the stages up to maturity; followed by those that mentioned partnerships and collaboration with the view that with partnerships and collaborations, NGOs were able to concentrate on where they were stronger and allowing partners to also take up those activities where they were relatively stronger allowing for diversification and specialization while all services are being provided to the beneficiaries.

Setting up, evaluation and constant renewal of the board and board membership was also raised as a strategy for ensuring the NGOs went through all the lifecycles successfully and remained sustainable overtime arguing that this ensured competent leadership for the NGOs which is the heart of Organisations. Employment of competent managers by the board was also mentioned to enhance sustainability of NGOs throughout the different NGO lifecycle stages.

Figure 4 10: Possibilities for sustainability throughout the Lifecycle stages
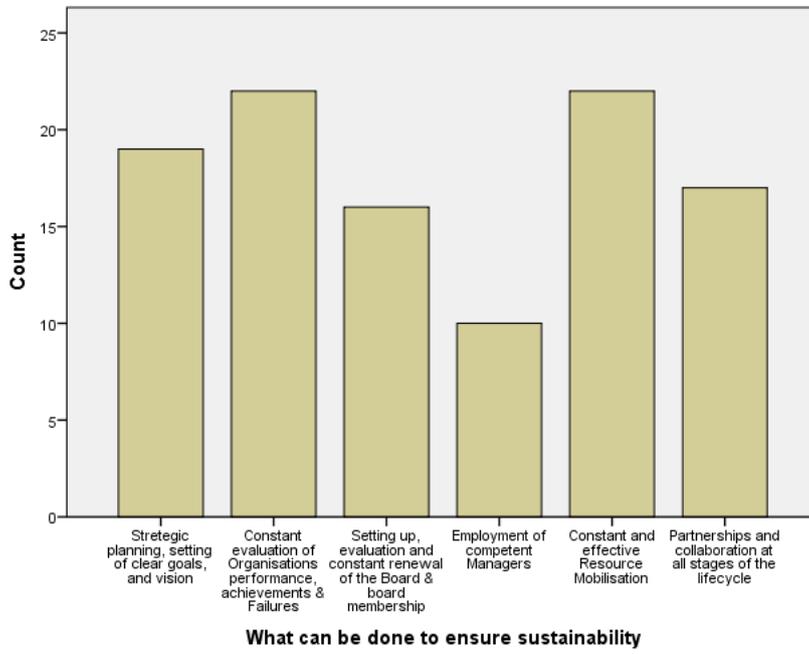
Source: Questionnaire data

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the principle features of the study and an outline of the main findings identified. It builds on the last chapter by presenting the findings of this research. The results of the research are reviewed in light of the goal of the research, literature review and methods used. In this regard 100% of the questionnaires given out were all filled and returned implying that the study had a reliable response rate. Conclusions and recommendations are made in line with conclusions and on further areas of research.

5.1 Demographic Composition of the Sample

The researcher got information on the age, tenure at the NGO and highest education level of the respondents in order to get a feel of the characteristics of the population under study and whether these characteristics had influenced the study. Since 96% of respondents who were all employees of the NGOs under study lied between 20 – 49 years of age, they were in the process of learning within their careers and were most likely adaptive to changes in performance management aimed at improving the NGO operations, while the 4% that was 59 years and above was most probably been at the organisations for some while, had a host of experience with changes in NGOs lifecycles, and could provide valuable insight into the study question. The age factor did not therefore interfere with the research results.

More than 80% of the respondents had spent more than 3 years at the NGOs, making them valuable sources of information on the modalities of NGO lifecycle, since they were around long enough to see the changes take place in the organisations, and therefore had firsthand information on the effects of these changes in the lifecycle on the existence of the NGO. Additionally, the fact that 80% of respondents had an ordinary diploma or above shows a high literacy level, necessary for proper comprehension of the modalities of the lifecycle changes in the organisations.

5.2 Summary of the findings of the Study

This study sought to examine the different modalities of NGOs lifecycle and it compared OURS and Mariestopes Uganda's life cycles, in order to establish the reasons for the differences in size, operations and sustainability. Results were tabulated and descriptive statistics were used to interpret, explain and discuss the results in the previous chapter. The summaries from the findings are presented below showing the similarities, and differences between the two organisations at their different lifecycle stages.

Table 5 1 : Summary of findings showing comparison between OURS and Mariestopes

Lifecycle stage	OURS	Similarities	Mariestopes
Start-up (1-2 Years)	Started in 1996 by Ankole Diocese with the goal to support CWDs in the Diocese Resources for start-up were by well-wishers/Christians contributions There was no specific management structure in place and management was done by priests. Major threats included lack of adequate resources, and inadequate leadership Energy of the dream as their biggest opportunity	Major Opportunities included Presence of charismatic leadership Ability to attract different partners to the NGOs	Started by Mariestopes UK, to provide reproductive health services Resources were provided by Mariestopes UK There was a management structure with a board and management with clear roles Major threats included resistance from the community Availability of external funds were the main opportunities
Early Growth (2-5 years)	Major activity was Rehabilitation of CWDs as was in the beginning Expansion was driven by a spontaneous reaction and action to provide services as identified in the communities There was no clear management structure in place There was limited accountability with only	Both NGOs were still doing activities as set out by the founders Both NGOs had to design new activities to fit the need in their areas of operation Correlation showed that there would be a 64% chance of survival at this stage with presence of a management structure	Major activity reproductive health including family planning services Expansion was a reaction to the plan as set out earlier rather than spontaneous reaction to the community need. There was a clear management structure in place

	report writing as the method employed Major sources of funding was own coffers or from local donations and one donor, CBM	Attraction of more Partners at this stage was still difficult Opportunity(s) for both NGOS included the availability of potential partnerships, and the opportunity to diversify in all areas of the Organisation as the NGO services Biggest threat was lack of funding and expertise, resistance from the community, and lack of outside support	There was clear accountability structure with review of financial documents and periodic audits as the major methods Major source of funding was international Donors, UKAid, AMREF to mention
Stage three: The Maturity phase of the NGO Lifecycle (7-30 years)	Had attracted new donors to support activities There was growth in trust since the NGO had put in place administrative structures The opportunities included growing need for organizational services, availability of strategic partnerships, availability of resources to run the activities and new staff and board ideas in that order	Both Organisations were still doing the activities as had been set out by the founders Both NGOs had increased size of operations Both NGOs had clear management structure at this stage with clear roles implying there was stable leadership Both NGOs mentioned that the major role of Management included Human Resource	Had maintained the international donors as sources of funding for activities There was growth in trust since the NGO was implementing activities that had an impact on the community Opportunities included availability of strategic partnerships, growing need for the organization's services, new staff and board

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		management, fundraising and resource mobilisation	ideas;the ability to start something new, and availability of resources for activities in that order.
		Both NGOs' sources of funding was from foreign international donors	
		there was growth in trust since the NGOs was implementing activities that had an impact on the community	
		At this stage, both NGOs mentioned the Government as their partner	
		Both NGOs were threatened by the growing need for their services which would require more resources, and the conflict between the old and new; and board being too operational and involving itself in the day to day activities	
Stage Four: Crisis, Stagnation, and Decline (2-5 years)	The NGO was still providing rehabilitation for CWDs, however had added provision of school fees which seemed ambiguous given her capacity	Both NGOS were still providing services as had been started by the founders	The NGO had started new activities such as general health services but had partnered with private entities to take on the load.
		Opportunities for both NGOs included the ability to think outside the	

	At this stage, some partners started to withdraw their commitment Threats included reduction in resources; Managements' resistance to change; the Board's inability to address key challenges; isolation of the organisation as the NGO started to lose partners and the loss of key staff. In response to the threats, OURS had reduced programs and services provided; staff multi-tasking; and attempted to seek for more partnerships and collaborations.	box by management and the board; availability of wisdom from the past; strategic partnership opportunities.	Partners were continuously supporting the NGO The threats included reduced resources since the organisation had diversified in activities and the need far outweighed the available resources; and staff attrition In response to the threats, Mariestopes attempted to acquire more partners, and conducted an evaluation of the organisation to be able to identify their capacities and make an attempt at consolidation
Stage Five: Decline/Close out/Closure	The Organisation was faced with a challenge maintaining he additional activities The Management's role included management of change, management of HR, Monitoring and evaluation and fundraising and resource mobilisation in that order The opportunity(s) for the NGO at this stage were	Both NGOs were still focused on the activities and programs as set out by the founders Both NGOs reported that Threats at this stage included loss of staff and volunteers, financial crisis, the lack of passion to carry on the	The NGO had acquired more partners for collaboration and absorption of activities The function of management was fundraising and resource mobilisation, Human resource management, monitoring and evaluation of the NGO's

	identified to be graceful merger with Ruharo Mission Hospital and Ankole Diocese.	organisation cause and inadequate leadership	activities and possibilities, and change management in that order. The opportunities for Mariestopes included commitment to turnaround, as well as the chance for a graceful merger since he NGO had a substantial number of partnerships and collaboration attempts to ensure activities continued during this stage

Source: Researcher's interpretations

5.3 Conclusions

5.3.1 Stage one (start-up)

The study established that at this stage, the founders have an idea that they start

with or without foreign financial assistance. The study found out that OURS was

started by Ankole Diocese after it was realized that there were many uncared for

CWDs in the community while Mariestopes Uganda was started by Mariestopes

UK as part of it large agenda to improve reproductive health. The study also

revealed that at this stage, OURS had no management structure in place compared to Mariestopes that had one, a reason that could have contributed to the way OURS was being run, and inability to attract international partners. It was thus concluded that the presence or lack of an organizational structure usually determines the direction in which the NGO takes in the next phases, as well as the capacity to overcome obstacles, or take advantage of the existing opportunities.

It was also found out that at this stage, the NGOs had threats including lack of adequate funding and expertise, Resistance from the community. It was concluded that the difference here supports the earlier results and literature that while OURS was started by a local Church setting, with limited funding, they were most likely to face Resource inadequacies at start-up. Mariestopes on the other hand was started with external help had the resources it required. One key informant mentioned that the reason for Mariestopes facing resistance from the community since it was bringing in new ideologies (especially promotion of family planning and reproductive health) that went against the culture and Norms of most of Uganda. The study results concluded that at this stage, the NGOs had opportunities including the presence of Energy of the founders' dream,

Charismatic leadership, Creativity to forge and build on the idea and excitement to join the organisation by different partners and stakeholders.

5.3.2 Stage two: The Early Growth/survival phase of NGO Lifecycle

It was concluded from this study, that during the early growth phase, NGOs tended to keep to the founders philosophy and implement activates that were related to the original vision. It was also discovered however that there was a tendency for the NGOS to find that the community(s) they operated in had huge needs and they tried to adjust in order to absorb this community need in terms of adding to programs and activities. This in turn led to the need for more resources for the NGOs. It was also found out that at this stage, the NGOs were able to attract partners as there was now the knowledge of and about what the NGOs were doing. In the case of OURS, the program manager explained that the expansion was as a result of more need for the services in the community that led to a spontaneous reaction and action to provide these services as well as increase the project area.

At this stage, it was found out that some NGOs would have management structures in place while others would not. This, it was concluded, would be dependent on how these NGOs were established, who founded them and the level of sophistication in the need for services on relation to resources availability. It was also determined that having a management system in place could lead to proper accountability, possible survival during this phase of the NGO lifecycle. At this stage, it was discovered that NGOs

generated own funds (clients contributions), or got funding from donors (mainly international partners).

The opportunities at this stage included availability of potential partnerships, the sense of accomplishment which provides motivation to carry on building on the original idea, and the opportunity to diversify in all areas of the Organisation as the NGO services get known by more clients and the reach gets further that the original plan thereby facilitating growth. The threats on the other hand included lack of funding and expertise as the biggest threat, followed by resistance from the community, lack of outside support and a lack of enthusiasm to sustain the original morale.

It was established that threats and opportunities at this stage provided a stepping stone for NGOs to succeed if handled well by management and always determine the survival of the NGO into the next phase if taken advantage of and can be overcome with a better management practices as pointed out by Cummins, 2010, who argues that a growing NGO will be able to develop its capacities around the major programs and goals, to adapt to the external environment, and to build up basic leadership roles, management systems and technical skills.

5.3.3   Stage three: The Maturity phase of the NGO Lifecycle (7-30 years)

This study established that at this stage, the NGOs were in a more formal hierarchy of management and they looked to safeguard their growth as opposed to focusing on expansion. The findings revealed that while NGOs stuck to implementing activities as

was in the start-up phase, as a result of the increasing need for their services, the NGOs had to design more programmes to absorb this need. However, while for some NGOs, the expansion was as a spontaneous response, reaction and action to provide these services as well as increase the project area that required additional resources; for stronger NGO, the expansion was more structured and would lead to adequate absorption of the need according to plan.

It was also concluded that at this stage, NGOs were likely to have in place management structures with clear roles. The findings concurred with Cummins, 2010 that as an NGO reaches a level of maturity in terms of stable leadership, it will often invest in a more formal and elaborate functioning governance system. It was found out also that Management's role included Human Resource management, fundraising and resource mobilisation, Monitoring and evaluation of organizational activities, change management, as well as management of work breakdown structures and partnerships and collaborations.

At this stage, NGOs acquire more partners and relied on international donors for funding of the activities done. This it was revealed, was as a result of growth of trust in the NGOs since they would be implementing activities that had an impact on the community, had a management structure in place and could provide accountabilities clearly.

The interesting discovery in this study is that NGOs despite the differences in size, age and operations, during the maturity phase of the lifecycle, they acquired more partners

both international and Local and also partnered with the Government in delivering their services implying that there was stability during this phase which is in agreement.

The study also found out that the frequent problems encountered at this stage would be those associated with the growing need for NGO services which would require more resources, and conflicts between the old and new. At the same time, the opportunities here would lie in streamlined management structures agreeing with Lester et.al. 2003 as Organizations look to safeguard their growth as opposed to focusing on expansion. Top and middle level management specialize in different tasks, such as planning and routine work respectively.

5.3.4 Stage Four: Crisis, Stagnation, and Decline (2-5 years)

The study established that over time, all organizations face periods of crises, which lead to change, adaptation, or serious threats to the organization's survival. Organisations still implemented the activities as they had set out at start-up, though there were still more additions to programs. However, while OURS was struggling, Mariestopes was consolidating and this showed the difference in sustainability as a result of how the earlier stages were managed. It was also clear that NGOs at this stage would be struggling to absorb the additional community needs which required more resources that were difficult to get leading to loss of staff as well as presence of a management crisis since there were gaps in agreements between the board and staff on the way forward for the NGO.

It was also very clear from the findings that Specialization was key to continuity as can be seen from Mariestopes success. Diversification on the other hand, done without prior plan and thus with no matching resources can lead to decline and eventual close out as can be seen with the case of OURS. However, where diversification is done according to plan, not as a spontaneous reaction to the rising community needs, and streamlined in the organization's plans, can led o growth of the NGO.

It was also found out that it was at this stage that NGOs lost some partners with others reducing their commitment. However, with clear management structures and roles, Organisations would be able to maintain partnerships already acquired.

The study also concluded that the major problems encountered at this stage would be those associated with the growing need for NGO services which would require more resources, resistance to change due to complacency and fear of risks, management's and Board's inability to address key challenges and the isolation of the organisation as they started to lose partners. At the same time, the opportunities here would be the availability of the chance to think outside the box by management and the board.

It was concluded that in order to counter the threats, NGOs tended to reduce programs and services provided as well as reprogramming through multitasking to ensure the still available staff were given more tasks in order to mainly cover the gap left by staff that

had left as well as use the available reducing funds effectively. Seeking for and acquiring more partnerships and collaborations and evaluation of the organisation to be able to re-strategize and consolidate their activities were also seen as responses to threats.

5.3.5 Stage Five: Decline/Close out/Closure

It was concluded that while the NGOs were still carrying out their mandate as set out at start-up, it was discovered that there was a lot of downsizing and creativity in the way the organisations conducted business. At OURS for example, it was found out that former employees volunteered to provide school fees for some CWDs since the NGO could no longer manage to provide given the quickly dwindling resources.

It was clear from the findings that proper management of the previous lifecycle stages determined the outcomes and the point of departure at this stage as evidenced with Mariestopes that had undergone a successful consolidation which probably explains the organization's ability to expand operations even during this phase.

It was concluded that NGOs at this stage looked to either merge with others, or seek to continue with operations as were with commitment to turn around while others completely closed shop. The role of Management during this period would be that of change management, Human resource management, Monitoring and evaluation and fundraising and resource mobilisation.

The threats at this stage included loss of staff and volunteers, financial crisis, the lack of passion to carry on the organisation vision as members were focusing on individual initiatives and inadequate leadership; while the opportunities would include the chance for graceful mergers and for continued turnaround as well as continued partnerships and collaborations.

5.4 Recommendations

Throughout the lifecycle stages and phases, it is recommended that it is imperative to manage the threats while taking advantage of the available opportunities at every stage if NGOs were to continue operation and become sustainable.

Constant evaluation of the organizations' goals, objectives, performance, achievements, failures, opportunities and threats would inform the NGO direction of the NGO as would continued strategic planning with clear setting of the vision, goals, objectives, and activities. With these done, the NGO would have a clear vision and goals, where every party was aware of their roles facilitating a planned transition from one stage to another, thereby helping in management of the phases, and ensuring sustainability.

Constant and effective resource mobilisation where proper resource planning, allocation and monitoring is key to solving inefficiency and resource wasting issues leading to sustainability; targeted partnerships and collaboration would help the NGOs concentrate on where they were stronger and allow partners to also take up those activities where they were relatively weaker, presenting avenues for diversification and specialization as all services got provided to the beneficiaries.

The study also recommends setting up, evaluation and constant renewal of the board and board membership in addition to employment of competent managers as strategies that could be employed by the NGOs to ensure effectiveness, efficiency and continuity through all the lifecycle stages there by achieving sustainability.

5.5 Areas for further research

From this study, it is clear that there still remains gaps in the area of NGOs and sustainability. Given that local NGOs support Government's role in provision of public goods and services to the communities, there is need for them to be efficient enough if they are to effectively play this role. This study recommends that further research could be done in the following areas;

Resource mobilisation and sustainability of Organisations: this could be done to examine the role of resources mobilisation, and how this could lead to sustainability of organisations (both Government and Non-government).

A study could as well be conducted to establish the relationship between performance management and employee performance in NGOs since Human Resources are pivotal in the performance of NGOs as was discovered in this study.

This study also recommends that a study could be conducted to find out the effective application of the strategic management processes in non-governmental organisations with a view of finding out how strategic planning and management could lead to effectiveness in NGOs.

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APPENDIX

Appendix 1: Questionnaire

SECTION A: Personal Data

Please tick (√) your best answer from the options provided.

1. Age: (a) 20-29   (b) 30-39   (c) 40-49   (d) 50 and above

2. Sex: (a) Male   (b) Female

3. Highest Education: (a) Certificate   (b) Diploma

      (c) Degree   (d) Post graduate and above

4. Period (in years) worked at this organisation: (a) 1–3   (b) 4–6

      (c) 7–9   (d) 10 and above

5. Position held: (a) Management   (b) Supervisory staff

      (c) Staff   (d) Community based worker

7. In your opinion, do NGOs have the institutional capacity for sustainability? Explain

8. What is the role of different stakeholders in the operation of NGOs in Uganda?

Start up (1-2 years)	Who usually initiates start-up of NGOs in Uganda and what are the reasons for starting them? Who is usually involved in the start-up of the organisation (Partners) Describe the range of activities done during this period What is the organizational structure of the NGOs at this period? Describe the major threats/opportunities NGOs face during this period (circle multiple choices numbering them in order of magnitude) <table><tr><td>Obstacle</td><td>Opportunities</td></tr><tr><td>Resistance from the community (including Government)to forming Lack of funding and expertise No outside support Lack of enthusiasm to sustain the original enthusiasm</td><td>Creativity Energy for the dream Excitement to join by different parties Charismatic leadership</td></tr></table>
Early Growth (2-5 years)	Describe the range of activities done during this period

	Describe the management style during this period
	What are the major source(s) of funding for the activities done during this period?
	Describe the major threats/opportunities NGOs face during this period during this period (circle multiple choices numbering them in order of magnitude)
	<table><tr><td>Obstacle</td><td>Opportunities</td></tr><tr><td>Absence of systems and accountability Poor management structure Lack of trust in NGOs by the community and partners</td><td>Diversification in all areas of the organisation Sense of accomplishment Potential Partners</td></tr></table>
Maturity (up to 7-30 years)	Describe the range of activities done during this period
	Was there a management system during this period

What was the role of Management during this period?

What was the source(s) of funding and what Partnerships did the NGO get during this period

Describe the major threats/opportunities NGOs face during this period (circle multiple choices numbering them in order of magnitude)

Obstacle	Opportunities
Lack of risk taking initiatives by the Management	Growing need for organizational services
Board and staff too operational	Adequate resources
Growing need for organizational services	New staff/board and ideas
Inability to transition to a governing board	Ability to start something new
Conflict between old and new	Strategic partnership opportunities

Stagnation, Crisis, Decline (2-5 years)	Describe the range of activities done during this period
	Explain the management style during this period
	What are the source(s) of funding for the activities done during this period?
	What Partnerships do the NGOs get during this period
	Describe the major threats/opportunities NGOs face during this period during this period (circle multiple choices numbering them in order of magnitude)

Obstacle	Opportunities
Resistance to change	Wisdom from the past
Inability to address key challenges	Strategic partnership opportunities
Reduced resources	Chance to take risks and think
Isolation of the organisation	outside the box

	How were the Obstacles dealt with?
Transition, merger, Dissolution (1-2 years	Describe the range of activities done during this period
	What Partnerships do the NGOs get/lose during this period
	Describe the major threats/opportunities NGOs face during this period during this period (circle multiple choices numbering them in order of magnitude)

Obstacle	Opportunities
Financial crisis	Commitment to turn around
Inappropriate leadership	Graceful 'sunset' merger
Loss of staff and volunteers	
Lack of passion	

9. In your opinion, what could be done to ensure the sustainability of NGOs in Uganda?

Give responses relating to the different stages of the NGO lifecycle

- Start up

- Early Growth

- Maturity- Stagnation, Crisis, Decline

- Transition, merger, Dissolution

Thank you for your co-operation!

Appendix 2: Interview guide

1. Position held: (a) Management   (b) Supervisory staff

                            (c) Staff   (d) Community based worker

2. In your opinion, do NGOs have the institutional capacity for sustainability? Explain

3. What is the role of different stakeholders in the operation of NGOs in Uganda?

Start up (1-2 years)	Who usually initiates start-up of NGOs in Uganda and what are the reasons for starting them? Who is usually involved in the start-up of the organisation (Partners) Describe the range of activities done during this period What is the organizational structure of the NGOs at this period? Describe the major threats/opportunities NGOs face during this period (circle multiple choices numbering them in order of magnitude)

	Obstacle	Opportunities
	Resistance from the community (including Government)to forming Lack of funding and expertise No outside support Lack of enthusiasm to sustain the original enthusiasm	Creativity Energy for the dream Excitement to join by different parties Charismatic leadership
Early Growth (2-5 years)	Describe the range of activities done during this period Describe the management style during this period What are the major source(s) of funding for the activities done during this period? Describe the major threats/opportunities NGOs face during this period during this period (circle multiple choices numbering them in order of magnitude)	

| | Obstacle | Opportunities |
| | Absence of systems and accountability
Poor management structure
Lack of trust in NGOs by the community and partners | Diversification in all areas of the organisation
Sense of accomplishment
Potential Partners |

Maturity (up to 7-30 years)	Describe the range of activities done during this period Explain the management style during this period What are the source(s) of funding for the activities done during this period? What Partnerships do NGOs get during this period Describe the major threats/opportunities NGOs face during this period (circle multiple choices numbering them in order of magnitude)\

	Obstacle	Opportunities
	Lack of risk taking initiatives by the Management Board and staff too operational Growing need for organizational services Inability to transition to a governing board Conflict between old and new	Growing need for organizational services Adequate resources New staff/board and ideas Ability to start something new Strategic partnership opportunities
Stagnation, Crisis, Decline (2-5 years)	Describe the range of activities done during this period Explain the management style during this period What are the source(s) of funding for the activities done during this period? What Partnerships do the NGOs get during this period	

	Describe the major threats/opportunities NGOs face during this period during this period (circle multiple choices numbering them in order of magnitude)
	<table><thead><tr><th>Obstacle</th><th>Opportunities</th></tr></thead><tbody><tr><td>Resistance to change</td><td>Wisdom from the past</td></tr><tr><td>Inability to address key challenges</td><td>Strategic partnership opportunities</td></tr><tr><td>Reduced resources</td><td rowspan="2">Chance to take risks and think outside the box</td></tr><tr><td>Isolation of the organisation</td></tr></tbody></table>
Transition, merger, Dissolution (1-2 years	Describe the range of activities done during this period
	Explain the management style during this period
	What Partnerships do the NGOs get during this period

	Describe the major threats/opportunities NGOs face during this period during this period (circle multiple choices numbering them in order of magnitude)
		Obstacle	Opportunities	 	Financial crisis	Commitment to turn around	 	Inappropriate leadership	Graceful 'sunset' merger	 	Loss of staff and volunteers		 	Lack of passion		

4. In your opinion, what could be done to ensure the sustainability of NGOs in Uganda? Give responses relating to the different stages of the NGO lifecycle

- Start up

- Early Growth

- Maturity

- Stagnation, Crisis, Decline

- Transition, merger, Dissolution

Thank you for your Coorperation!

Appendix II: Table for Determining Sample Size for a Finite

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

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

Source: Krejcie & Morgan, 1970