NON-GOVERNMENTAL ORGANIZATION’S CAPACITY BUILDING ACTIVITY AND SUSTAINABLE COMMUNITY DEVELOPMENT: THE CASE STUDY OF SELECTED BENEFICIARIES OF WORLD VISION RWANDA

JOY OLADAPO

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Research Thesis Submitted in Partial Fulfillment for the Degree in Master of Development Studies of Mount Kenya University

JUNE 2017
DECLARATION

This research thesis is my original work and has not been presented for a degree in any other University or for any other award.

Joy Oladapo

MDS/2014/78743

Sign……………………… Date ……………………………

Declaration by the Supervisor

I confirm that the work reported in this research thesis was carried out by the student under my supervision.

Anyama Charles

Sign. ……………………… Date ……………………………
DEDICATION

I dedicate this work to the Almighty God and to my beloved family; my husband Pastor Ayobami Oladapo and our children Joanna, Favour and David.
ACKNOWLEDGEMENTS

I am indeed grateful to God for the grace and ability given to me to conduct this study. Very special thanks go to my supervisor, Mr. Anyama Charles, for his guidance, mentorship and encouragement. I am also grateful to my lecturers for knowledge impacted to me and how their efforts have influenced my work and learning. My thanks also go to the Mount Kenya University Administration for the opportunity provided to conduct this research. This has helped to turn theoretical knowledge acquired in the classroom into the practical aspect.

My gratitude goes to the friendship and support of my classmates during our studies and in particular to Olive, Fiona, Alain and Lambert for their valuable discussions, assistance and friendship. I cannot forget the encouragement and support my family have given me over the years to pursue my interest especially my beloved husband who has always and diligently followed up on my career development.
ABSTRACT

Non-Governmental Organizations is playing a great role through capacity building in attaining development in communities. This research thesis was conducted to assess the contribution of NGOs capacity building activity to sustainable community development in Rwanda, a case study of selected beneficiaries of World Vision Rwanda. To achieve this general objective, the study specifically aimed at; (i) examining the programs undertaken by World Vision for sustainable community development, (ii) determining the benefits of World Vision’s capacity building activities on the community of the study area and (iii) evaluating the relationship between community empowerment and sustainable community development in Rwanda. The result of this study will be significant to the government in its efforts to review policies on NGOs with regards to empowering communities for sustainable development. The researcher also hopes that the study has new insight for policymakers, scholars, development partners to explore more about Non-Governmental organizations (NGOs) on community development. The methodology employed is both qualitative and quantitative, while questionnaire and an interview guide were used as the instruments of research to collect data. The study used both a descriptive and correlational research design (Chi-square test at p = 0.05 level of significance). The total target population was 58,592 beneficiaries of the World Visions’ Kigali Cluster located at Gasabo, Kicukiro and Rulindo Districts. The sample size was 100, and all 100 respondents were analyzed. The study used stratified and systematic random sampling method to select respondent who participated in the study. Data collected were qualitatively and quantitatively analyzed. The Statistical Package for Social Science (SPSS 20.0) was used to analyze the data collected. In relation to the programs carried out by World Vision for sustainable community development in the Kigali Cluster, from the100 respondents, 46.1% said that World Vision provided educational support, vocational training and capacity building. Other activities included provision of healthcare; access to water and sanitation; building of school projects; creation of support groups and policy advocacy; only 2.1% said provision of loans. On the benefits of World Vision’s activities to the community, the study reveals that out of 100 respondents, 55.1% benefitted in access to social services such as healthcare, water and education, others had access to skills and knowledge through capacity building and training, and some accessed involvement in decision making and prioritizing for urgent problems in society, others had technical and financial assistance only about 1.6% said they have not benefited. With regards to the relationship between community empowerment and sustainable community development, the study found that community empowerment affects sustainable community development at the rate of P< 0.05 according to Pearson Correlation. From the research findings, this study recommends that World Vision should consider expanding their intervention activities to other areas as with the area of education and training to bring about sustainable community development. World Vision should especially increase their impact in the area of sustainable program around finance such as revolving loans. It is suggested that further studies could be carried out on other major NGOs in Rwanda to access their contribution to sustainable development. Evaluation of NGOs impacts could also be compared for broader insights and studies could also go beyond perceived responses of beneficiaries to evaluate impact based on development indicators and comparing of socio-economic status of beneficiaries before and after interventions. NGOs activities empower the community as an essential tool for sustainable community development in Rwanda.
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<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ADB</td>
<td>African Development Bank</td>
</tr>
<tr>
<td>EDPRS</td>
<td>Economic Development and Poverty Reduction Strategy</td>
</tr>
<tr>
<td>GoR</td>
<td>Government of Rwanda</td>
</tr>
<tr>
<td>HIDA</td>
<td>Human Resources and Institutional Capacity Development Agency</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>MIFOTRA</td>
<td>Ministry of Public Service and Labor/</td>
</tr>
<tr>
<td>MINALOC</td>
<td>Ministry of Local Government</td>
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<tr>
<td>NGOs</td>
<td>Non-Governmental Organizations</td>
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<tr>
<td>RENCP</td>
<td>Rwanda Education NGO Coordination Platform</td>
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<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>WB</td>
<td>World Bank</td>
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DEFINITION OF KEY TERMS

Capacity Building: is an approach to social or personal development that focuses on understanding the obstacles that inhibit people, governments or other organizations from realizing their development goals while enhancing their abilities, skills, knowledge and competence to enable more efficiency and effectiveness in their work.

Community Development: is the qualitative improvement of the general welfare of the member of the community such as improved health, access to education, incomes, capacity to make choices of commodities, living conditions (shelter, clean water, electricity, clothes, safety, food security), good governance and improved social and economic infrastructure. A situation where community members can better mobilize existing skills, reframe problems, work cooperatively and use community assets in new ways to achieve change.

Community Empowerment: This consists of the social, economic, political and legal enabling of the community by ensuring or reinforcing their rights to act and to have participation in different activities initiated and managed by them for their own benefits. It is an aspect of community capacity building, where the community members are given the basic knowledge and skills to enable them to take rightful place in improving their current status. It is supporting community to do things for themselves and get their voice heard in the planning and delivery of services.

Development: Development can be defined as a process in which someone or something grows or changes socially and economically due to complex environmental factors and their interactions. It is the qualitative improvement of the social and economic status of a thing.
**Non-Government Organizations (NGOs):** are Non-profit organizations working to serve the community groups of the society. They are independent from states and international governmental organizations, usually funded by donations and are run primarily by volunteers. NGOs are highly diverse groups of organizations engaged in a wide range of activities, service provision and initiate their programs/projects in collaboration with community through mobilization and sensitization.

**Sustainable Development:** is a long lasting socio-economic improvement of lives in the community using resources efficiently and satisfying their present needs without compromising the ability of their future generation to meet their own needs.

**Sustainable Community Development:** involves continual adjustment of community to meet the social and economic needs of its residents while preserving the environment’s ability to support it. It seeks a better quality of life for all its residents using its resources while maintaining nature’s ability and ensuring that adequate resources are available for future generation.
CHAPTER ONE: INTRODUCTION

1.0 Introduction

The chapter presents the background of the study, the problem statement, objectives of the study, the research questions, significance of the study, limitations of the study, scope of the study and organization of the study.

1.1 Background of the Study

Non-Government Organizations (NGOs) have many programs, functions and roles which can help communities to become empowered and therefore attain development in a sustainable way. However, some of these programs, functions and indeed approaches used could also hamper development if not well directed (Hadayat, 2010). They play different roles and take different shapes within and across different societies in terms of structure, flexibility, funding, their ideas, expectations and their activities towards social transformation (Lewis, 2009). Most NGOs activities are aimed at integrated community development and seem to be meeting development goals of providing basic needs such as food, education, health, shelter, housing etc (Orieko & Roberta, 2011). They contribute to community empowerment in that they help develop community capacities and improve communities’ ability, skill, and knowledge to mobilize resources to improve the quality of their lives.

Globally, NGOs have become important agents of the development process in many countries and are even viewed as viable alternatives to governments as channels of development especially in developing countries (Nikkah & Redzuan, 2010; Daniel, 2010; Daniel & Sabbs, 2006). The rise of Non-Governmental Organization in the global context is seen as a very important phenomenon which has got implications on the development prospect of poor
communities. NGOs in global advocacy campaigns has resulted in such ground breaking and highly successful campaigns as Jubilee 2000, which mobilized 24 million people from 60 countries under the slogan ‘Drop the Debt’ to cancel the $100 billion of debt owed by the poorest nations, thereby contributing to poverty alleviation and development. In 2005, the Global Call to Action against Poverty involved organizations in over 100 countries around the world and mobilized 53.5 million people to take action in support of its aim to tackle global poverty by lobbying for trade justice, more and better aids and further debt cancellation (Barbara, 2007). Adebayo (1997) reveals that among NGOs in Nigeria, those focusing on development related issues dominate which is a positive indication to community development and poverty alleviation. Likewise, there is the example of the success story of the Kenyan self-help development movement as narrated by Holmquist (1984) that have so much impacted rural communities in Kenya.

NGOs have existed in various forms for centuries, but they rose to high prominence in international development and increased their numbers dramatically in the 1980s and 1990s. In fact, NGOs had been active at both the national and international level since the eighteenth century in Western countries, focusing on issues such as the abolition of the slave trade and movements for peace. By the start of the twentieth century, there were NGOs associations promoting their identities and agendas at national and international levels (David, 2009). There is now almost no country of the world where NGOs do not exist or operate, yet their form and values are often strongly rooted in specific contexts. As Lewis (2009) has pointed out quoting from Carroll (1992) that, “all NGOs operates within a contextual matrix derived from specific location and historic circumstances that change over time” (p. 5).
Nongovernmental organization as a concept came into existence for Rwanda around 1989-1990. It was related to changes that took place in Europe after the fall of the Berlin Wall in November 1989. In 1990 after Mitterrand’s declaration, the targeted governments organized a series of national conferences during which NGO played a key role in defining the democratization process (UNDP, 2011).

As the democratization process swept across Africa, Rwanda was not left watching. The government, which had previously dominated discourse, was surprised to see civil society sensitizing the public to rise up and fight for their rights. This was, indeed, the beginning of civil society activism in Rwanda. For example, Rwandan civil society started to advocate for the return of the Rwandese who had been stateless since 1959 and lived in foreign countries such as Uganda, Tanzania, Burundi and the Democratic Republic of Congo. This was coupled with the fact that those still within the country had been gagged by the oppressive regime. Under these circumstances Rwandan civil society was hunted down resulting in loss of life, especially during the period of 1990 to the 1994 genocide (World Bank, 1995; UNDP, 2011).

Like many developing countries in the sub Saharan Africa, Rwanda is characterized by poverty, and limited capacity in quite a number of the country’s institutions. From April to July 1994, Rwanda came into international prominence when the country suffered a devastating genocide. This claimed an estimated one million men, women, and children who were brutally massacred in this premeditated genocide. The aftermath of this saddening period left approximately 500,000 children orphaned 70% of who witnessed the brutal killing of relatives a reality that remains evident in their minds up to today. 60%-70% of the population now present is women and girls, with a vast number of widows. Institutional infrastructure was not
spared as well and this also saw the country suffer the devastation of the rural economy, which involves 90% of the population (UNDP, 2011).

The repercussions of the genocide moved civil society organizations (CSOs) and NGOs to emerge which aimed at helping to address social needs, including providing assistance to widows and orphans, traumatized survivors and child-headed households. It’s not shocking that the citizens of Rwanda continue to suffer from high levels of collective trauma and struggle with the social consequences of the genocide. However, the non-governmental organizations (NGOs) have been playing supportive roles with the government ever since. In some cases, they are considered as more effective to get attached with the grass root level developmental initiatives, shifting from welfare targeted activities to that of development through capacity building. Nevertheless in spite of the increasing number of NGOs both foreign and local base, their efforts have not helped in significantly improving the socio-economic outlook of households and communities especially in the rural areas (Orieko & Roberta, 2011).

1.2 Problem Statement

Over the past three decades, the role of NGOs on development has remained an area of substantial debate. Makoba (2002), indicated that the prevalence of weak states and declining markets in the Third World inevitably leave development-oriented NGOs as the only alternative to promote grassroots development. To further strengthen this argument, the Neo–liberal economic policies such as the structural adjustment policies of the 1990s support the ideas of directing donor fund through civil society (NGOs) instead of state structure. As a result, NGOs have become major players in the field of social, economic and environmental affairs, particularly on issues of ‘poverty eradication’ and have become key partners in achieving development programs. It has led to the proliferation of NGOs in Africa and other
third world countries including Rwanda. This has raised huge interests from scholars in recent years on the ability of NGOs to work with the rural poor in order to improve their quality of life and economic status (James & Mary, 2006; Inger, 2010).

However, as a result of this proliferation and numerous numbers of NGOs, it has made it difficult to really know if their contribution is effective in the sector in which they operate. Little is known about the level of development that can be attributed to the contribution of NGOs in Rwanda as a country especially in the area of capacity building for sustainable development. Also, knowledge about the state and shape of civil society is limited and opportunities for civil society stakeholders to come together to collectively discuss, reflect and act on the strengths, weaknesses, challenges and opportunities also remain limited (Josh, 2007; Kenneth, 2015). This study therefore seeks to explore NGOs activities in capacity building and how it can effectively lead to sustainable community development in Rwanda.

1.3 Objectives of the study

The study consists of a general objective and the specific objectives;

1.3.1 General Objective

The general objective of this research thesis is to assess the contributions of NGOs Capacity Building activities to sustainable community development; a case study of selected beneficiaries of World Vision, Rwanda.

1.3.2 Specific Objectives

i) To examine the programs undertaken by World Vision for sustainable community development;
ii) To determine the benefits of World Vision’s capacity building activities on the community of the study area;

iii) To evaluate the relationship between community empowerment and sustainable community development in Rwanda.

1.4 The Research Questions

i) What programs are undertaken by World Vision for sustainable community development?

ii) What are the benefits of World Vision’s capacity building activities to the community of the study area?

iii) What is the relationship between community empowerment and sustainable community development in Rwanda?

1.5 Significance of the Study

The result of this study is significant to the government in its efforts to review policies on NGOs with regards to empowering communities for sustainable development. The researcher also hopes that the study will bring about new insights for policy makers, scholars, development partners to explore more about Non-Governmental organizations (NGOs) and sustainable community development. Lastly, it is for academic purpose; to fulfill the University requirement of writing and presenting a thesis to obtain a Masters degree in Development Studies.

1.6 Limitations of the Study

The study was carried out in communities at Gasabo, Kicukiro and Rulindo Districts only and so might not portray the views and ideas of all the communities in Rwanda on the contributions
of NGOs to sustainable community development. A major limitation encountered by the researcher was language barrier and this limitation was surmounted by engaging the assistance of a translator. Also, the absence and inadequate secondary reference material on the subject matter and how it relates to Rwanda posed a limitation. However, references to other studies done in developing countries especially in Africa were used to cover for this. Furthermore, the evaluation of impact of NGOs capacity building activities in community empowerment and weather it leads to sustainable community development or not was done based on perceived ideas of respondents instead of on the basis of development indicators.

1.7 Scope of the study

The scope of the study comprises of the content scope, geographical scope and time scope;

1.7.1. Content scope

The study aimed at discovering how Non-Governmental Organizations’ capacity building activities contributes to sustainable community development by examining the various activities and programs undertaken by World Vision towards attaining sustainable community development, the benefits of these activities to the community, and how it empowers the community leading to sustainable community development in Rwanda.

1.7.2. Geographical scope

The study was limited to World Vision’s Kigali Cluster which covers Kabuga Area Program in Gasabo District, Tubeconeza Area Program in Kicukiro District and Buliza Area Program in Rulindo District. The Kigali Cluster has been chosen because of the types of programs and its mission to fully equip the community with resources and skills needed to take ownership of its
own development through mobilizing the community, building skills, hopes and opportunities as well as through building capacity and confidence for the future.

1.7.3. Time scope

The study focused on the contributions of NGOs to sustainable community development in the target communities within the period from 2010 to 2015, because it falls within the transition from EDPRS 1 to the implementing of EDPRS phase 2. This afforded the opportunity to be able to evaluate what types of developments has taken place in the communities and how World Vision has worked into this plan of the Government.

1.8 Organization of the Study

The study is organized into five chapters. Chapter One presents the background of the study, the problem statement, objectives of the study, the research questions, significance, limitations, scope of the study and a brief introduction to the subject of the study. Chapter two discusses the review of related studies to establish the gap from other studies related to NGOs activities and sustainable community development. Chapter three presents the research design and the methodology used as well as discussed the procedure used to obtain the data and how they were analyzed. Chapter four presents the research findings and discussions. Chapter five gives the summary of findings and conclusions whereby the answers to research questions are presented while recommendations and suggestions for further studies were made.
CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.0. Introduction

The chapter presents the theoretical literature, empirical literature, critical review and research gap identification, conceptual framework and summary.

2.1 Theoretical literature

In this section, the key concepts of the study: Non-Government Organizations Capacity Building, a channel for sustainable community development in Rwanda, a case study of the World Vision and is analyzed using different theories attached to those concepts.

2.1.1 The Concept of Non-Governmental Organizations

According to Omofonmwan and Odia (2009), Non-Governmental Organizations (NGOs) are non-governmental, nonprofit creation, self-governing and led by willful volunteers. And this definition is similar to that given by John Farrington, an agricultural economist who defines NGOs as nonmembership development-oriented organizations (John, 1997). With these definitions and many others from researches, NGOs are groupings that are outside the domain of government in the areas of formation, funding, management and the processes and procedure in which it carries out its sets objectives geared towards cultural, socio-economic and political transformation of all facets of the society. Research on NGOs is vast, and NGOs have been subject to rich academic debates related to global governance, democratization and development Ehigiamusoe (1998).

Though, we have similar definitions, there still exists wide diversity of origins and philosophy. Some NGOs were set up by left-leaning professionals or academics in opposition to the politics
of government or its support for, or indifference to the prevailing patterns of corruption, patronage, or authoritarianism. Some are based on religious principles, others on a broadly humanitarian ethos, and yet others were set up as quasi-consultancy concerns in response to recent donor-funding initiatives. NGOs are characterized by their nonprofit motivation and conversely, the private sector is fuelled by profit. In reality, these spheres are not always easy to distinguish. The interdependency may be even more present or at least more visible in a developmental context, where the political sphere often encounters difficulties in matching the capacities of the other two types of actors (Inger, 2009). Ehigiamusoe (1998) indicated that NGOs function alongside the government as well as profit base enterprises in delivery of social services for the upliftment and well-being of the society, they are therefore refers to as the third sector.

Some NGOs reject existing social and political structures and see themselves as engines for radical change; others focus on more gradual change through development of human resources (usually through group formation) to meet their own needs or to make claims on government services; yet others focus more simply on the provision of services (e.g., advice, input supply) largely within existing structures. Their ideological orientations also differ widely in relation to agricultural technology: many are concerned with low external input agriculture, while others pursue fundamentally organic approaches, and, especially in the case of Andean societies, some are concerned to strengthen or reinstate traditional agricultural practices which formed the basis of social organization (CAAP, 1991). NGOs evolve from experiences, interests, idea and innate zeal to respond to or remedy the observed phenomena or desire in the society (Omofonmnwan & Odia, 2009).
NGOs could be international, national, regional, or community based depending on its financial resources and networking capability. Strength and the idea behind its formation (sets goals) NGOs do focus on a number of areas – skill acquisition, economic empowerment, disease control and management: Adult literacy scheme, capacity building and information driven charity, conflict resolution and peace promotion. The idea behind the formation of NGO in essence is to effect, desired changes in areas that are felt undesirable in the society. These they do on their own, through collaboration and partnership with donor organization and/or networking with other NGOs. Therefore, diversity has become an NGO trademark and it is a nearly impossible task to enumerate the various NGO characteristics when it comes to their aims, strategies, resources, target groups, tools, effectiveness, impact and sustainability (Inger, 2009).

Over the past century, the cooperation between non-government organizations (NGOs) and international organizations has increased significantly. The League of Nations provided for NGO involvement in its early years, by engaging them in many of its committees and conferences. The term, "Non-Governmental Organization" or NGO, came into existence in 1945 because of the need for the UN to differentiate in its Charter between participation rights for intergovernmental specialized agencies and those for international private organizations. At the UN, virtually all types of private bodies can be recognized as NGOs. They only have to be independent from government control, not seeking to challenge governments either as a political party or by a narrow focus on human rights, non-profit-making and noncriminal. The structures of NGOs vary considerably (CAAP, 1991; Sushant, 2010).

The World Bank defines NGOs as private organizations that pursue activities to relieve the suffering, promote the interests of the poor, protect the environment, provide basic social
services, or undertake community development (World Bank, 2002). They can be global hierarchies, with either a relatively strong central authority or a more loose federal arrangement. Alternatively, they may be based in a single country and operate transnational. With the improvement in communications, more locally-based groups, referred to as grassroots organizations or community based organizations, have become active at the national or even the global level. Increasingly this occurs through the formation of coalitions. There are international umbrellas NGOs, providing an institutional structure for different NGOs that do not share a common identity (International Human Right Network, 2009). There are also looser issue-based networks and ad hoc caucuses, lobbying at UN conferences.

In environmental politics, this occurs in the unique form of the nine "Major Groups", listed in Agenda 21. At times NGOs are contrasted with social movements. Much as proponents of social movements may wish to see movements as being more progressive and more dynamic than NGOs, this is a false dichotomy. NGOs are components of social movements. Similarly, civil society is the broader concept to cover all social activity by individuals, groups and movements. It remains a matter of contention whether civil society also covers all economic activity. Usually, society is seen as being composed of three sectors: government, the private sector and civil society, excluding businesses (Inger, 2009, World Bank, 2002).

Today, NGOs are no longer small-scale actors, simply interested in ‘filling up’ the vacuum left by government. They have grown into powerful, though not disinterested, voices of civil society. They also realize that, to strengthen their role in this arena, they may need to shift their areas of interest from limited service provision to capacity development, whatever this unclear concept may imply. At the same time, the international agenda is also allowing more space for
non-governmental interventions. From this perspective, NGOs’ own motivation can be interpreted as a necessary, but not sufficient, condition in order to become a relevant stakeholder at the national and international levels. The multilateral aid agenda promotes the capacity development paradigm and demands NGOs to focus more on having an impact at the national level (UNESCO:2009).

NGOs can be distinguished into two groups: operational and advocacy NGOs. This may be interpreted as the choice between small-scale changes and achieved directly through projects and large-scale changes promoted indirectly thorough influence on the political system. Operational NGOs have to mobilize resources, in the form financial donations, materials or volunteer labor, in order to sustain their projects and programs (Mahoro, 2015; Jane, 2007).

NGOs are one group of players who are active in the efforts of international development and increasing the welfare of poor people in poor countries. NGOs work both independently and alongside bilateral aid agencies from developed countries, private-sector infrastructure operators, self-help associations and local governments. Non-Governmental Organizations deliver goods and services to a population and provides little feedback on the range or quality of product delivered. Compared to usual market or political settings, beneficiaries have a weakened ability to use market forces to penalize and reward NGOs (Spar, Debora & James, 2000) quoted by Mahoro (2015). People Centered Development rebuts the domination of the development agent, NGOs, over the communities as it has a demobilizing effect on the participation of the community. This is when the development facilitator or agent is dictatorial
and does not celebrate the variability of ideas from the other stakeholders, particularly the grassroots (Jacob, 2013).

2.1.2 Definition of Non-Governmental Organization (NGO)

According to Willetts (2006), the term non-governmental organization (NGO) was not in general currency before the UN was formed. When 132 international NGOs decided to cooperate with each other in 1910, they did so under the label, the Union of International Associations. The League of Nations officially referred to its "liaison with private organizations", while many of these bodies at that time called themselves international institutes, international unions or simply international organizations.

Taken literally, a “non-governmental organization” could describe just about anything from social groups like Mensa to educational institutions like Harvard University to for-profit firms like Walmart. Many diverse types of bodies are now described as being NGOs. There is no generally accepted definition of an NGO and the term carries different connotations in different circumstances. Nevertheless, there are some fundamental features that helps in the definition. Clearly, an NGO must be independent from the direct control of any government. In addition, there are three other generally accepted characteristics that exclude particular types of bodies from consideration. An NGO will not be constituted as a political party; it will be non-profitmaking and it will not be a criminal group, in particular it will be non-violent. These characteristics apply in general usage, because they match the conditions for recognition by the United Nations. The boundaries can sometimes be blurred: some NGOs may in practice be closely identified with a political party; many NGOs generate income from commercial activities, notably consultancy contracts or sales of publications; and a small number of NGOs
may be associated with violent political protests. Nevertheless, an NGO is never constituted as a government bureaucracy, a party, a company, a criminal organization or a guerrilla group (Werker & Ahmed, 2007; Willetts, 2006).

However, according to World Bank (1995) operational directives, NGOs are private organizations “characterized primarily by humanitarian or cooperative, rather than commercial objectives that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development” in developing countries. Therefore, Werker and Ahmed (2007) defined NGO as an independent voluntary association of people acting together on a continuous basis, for some common purpose, other than achieving government office, making money or illegal activities. Their definition excludes many of the nonprofit actors in developed countries such as hospitals and universities. NGOs are one group of players who are active in the efforts of international development and increasing the welfare of poor people in poor countries. NGOs work both independently and alongside bilateral aid agencies from developed countries, private-sector infrastructure operators, self-help associations, and local governments.

2.1.3 Types of NGOs

Much as observers wish to gain greater understanding by defining different categories of NGOs, however according to Willetts (2006), it is not possible to do so. We may distinguish different activities, but specific NGOs will often change the balance of the activities they pursue. According to William (1991), Jane (2007), Sushant (2010), and John (1997), NGO types can be understood by their orientation and level of cooperation. These writers pointed out some types of NGOs based on orientation and have described their features to include;
i) **Charitable Orientation**, saying they are those that often involves a top-down paternalistic effort with little participation by the "beneficiaries". It includes NGOs with activities directed toward meeting the needs of the poor - distribution of food, clothing or medicine; provision of housing, transport, schools etc. Such NGOs may also undertake relief activities during a natural or man-made disaster.

ii) **Service Orientation** was pointed out to include NGOs with activities such as the provision of health, family planning or education services in which the programme is designed by the NGO and people are expected to participate in its implementation and in receiving the service.

iii) **Participatory Orientation** are those which are characterized by self-help projects where local people are involved particularly in the implementation of a project by contributing cash, tools, land, materials, labour etc. In the classical community development project, participation begins with the need definition and continues into the planning and implementation stages. Cooperatives often have a participatory orientation.

iv) **Empowering Orientation** is where the aim is to help poor people develop a clearer understanding of the social, political and economic factors affecting their lives, and to strengthen their awareness of their own potential power to control their lives. Sometimes, these groups develop spontaneously around a problem or an issue, at other times outside workers from NGOs plays a facilitating role in their development. In any case, there is maximum involvement of the people with NGOs acting as facilitators.
2.1.4 Classification of NGOs

In terms of NGOs Classification, they are to be considered by level of operations. According to Jane (2007) and William (1991), NGOs can also be classified by their level of operation which they point out as;

i) **Community-based Organizations (CBOs)** which arise out of people's own initiatives. These can include sports clubs, women's organizations, neighbourhood organizations, religious or educational organizations. There are a large variety of these, some supported by NGOs, national or international NGOs, or bilateral or international agencies, and others independent of outside help. Some are devoted to raising the consciousness of the urban poor or helping them to understand their rights in gaining access to needed services while others are involved in providing such services (Sushant, 2010).

ii) **Citywide Organizations** include organizations such as the Rotary or lion's Club, chambers of commerce and industry, coalitions of business, ethnic or educational groups and associations of community organizations. Some exist for other purposes, and become involved in helping the poor as one of many activities, while others are created for the specific purpose of helping the poor.

iii) **National NGOs** include organizations such as the Red Cross, YMCAs/YWCAs, professional organizations etc. Some of these have state and city branches and assist local NGOs.

iv) **International NGOs** range from secular agencies such as Redda Barn and Save the Children organizations, OXFAM, CARE, Ford and Rockefeller Foundations to
religiously motivated groups. Their activities vary from mainly funding local NGOs, institutions and projects, to implementing the projects themselves.

2.1.5 Development Level of African Communities and the Need for NGOs

Africa, a continent endowed with immense natural and human resources as well as great cultural, ecological and economic diversity, remains underdeveloped. Most African nations suffer from military dictatorships, corruption, civil unrest and war, underdevelopment and deep poverty. The majority of the countries classified by the UN as least developed are in Africa. Numerous development strategies have failed to yield the expected results.

There are 53 countries in Africa with a total population of 778 million. Its Gross Domestic Product (GDP) amounts to about $535 billion, which translates into a GDP per capita of $688 (1998 figures, UNECA 2000). The GDP for the whole continent is slightly less than that of Spain, a country with about 39 million inhabitants. Africa today accounts for less than 2% of global GDP, and sub-Saharan Africa for barely 1% (the figure is much lower, if the Republic of South Africa is excluded). Africa’s share of global GDP has stagnated since the 1970s and has actually shown a decline since 1980. The continent has most of the poorest countries as measured by the UNDP Human Development Index (The Africa Capacity Building, 2002)

Addressing the growth challenge is fundamental to poverty reduction, particularly to meeting the international goal of halving absolute poverty by the year 2015. In sub-Saharan Africa, during the 1980s overall poverty increased with an additional 4% of the total population joining the already large proportion of the population that lives below the international poverty line of US$1 per capita expenditure per day. The situation today has not fared any better. Human welfare indices confirm the prevalence of a near state of destitution for a growing
proportion as evidenced by poor nutrition, lack of access to health care services and drastic reduction in life expectancy. All but 5 African countries are in the lowest category of human development as indicated by the UNDP Human Development Index. Nineteen out of 20 countries that rank lowest in the UNDP Human Development Index are in Africa. It is, therefore, evident that nowhere is the challenge for poverty reduction greater than in Africa (The Africa Capacity Building, 2002).

Therefore, development is an essential topic in the word but much more important in Africa as a continent. There is no way we can talk about development without discussing an essential evidence that is seen when the development of a country is poor. Nilson (2012) defined poverty as the unavailability of resources for meeting the basic living standard. Rural poverty can be measured on the basis of rural households’ dependency on resources like land or labor, market accessibility the protection by society (Douarin, Litchfield & Wheeler, 2011). The existence of poverty across the world has been evidenced at least for centuries and the underpinning of poverty situation at the rural level has been remaining as the key feature from the later part of the nineteenth century (Smith & Lüsted, 2010). From the individual viewpoint, poverty is often considered as attached with the income capacity of the population (Chambers & Dhongde, 2011).

However the trends and features of poverty are not the same in all over the world and in all geographical locations. For example, the poverty in Africa is often considered as the outcome of drought or famine, where in Asia mainly due to political or bureaucratic corruption and in Europe or America due to the economic slowdown or losses of jobs (Olsen, 2010). Major poverty alleviation initiatives started to direct towards the well-being of the poor people through the involvement of the government (Ruben, Pender & Kuyvenhoven, 2007). Rural
poverty cannot be a persistent issue and governments all over have been playing the pivotal role is initiating and implementing the development programmes those have been designed for the well-being of the rural poor population (Glauben, Herzfeld, Rozelle & Wang, 2012). However, the major lack of a developed communication system, weaker administrative set up and the distribution of information have been acting as main obstacles for full pledged poverty alleviation programmes those can be beneficial for the overall development of the country’s rural poverty status (Dorward, Kydd, Morrison & Urey, 2004).

Apart from poverty, another important factor that affect development in Africa today, is diseases especially HIV/AIDS which is the greatest threat to sustained growth and development. Two thirds of the world’s HIV/AIDS affected population lives in Africa. The pandemic has killed millions of people in the continent. Nowhere has the impact been more severe than in sub-Saharan Africa. Given the scale of the epidemic, it is no longer simply a public health problem. It is a development crisis for Africa. With many adults in their prime falling helplessly to the scourge, AIDS is viciously decimating the workforce, fracturing and impoverishing families, orphaning millions of African children and shredding the fabric of communities. African governments and their development partners will need to do more to slow down the rate of new infections and support the millions that are already infected (Glauben, et. al., 2012).

Development challenges brought about by HIV/AIDS exist in several fronts. Africa needs fresh hope and new resources. Now is the time to act. To act decisively, African leaders, civil society, and the private sector must put HIV/AIDS at the center of their national agendas. There is need for the building of capacity within national and local governments, communities, and the private sector to design and implement effective programs. Best practices in prevention
and management need to be documented and applied through information sharing communities and networks. One of the main challenges is how to address the massive loss of skills and experience that has resulted from the pandemic in Africa. HIV/AIDS has already reversed decades of hard-won progress in Africa (Glauben, et. al., 2012).

Omofonmwan and Odia (2009) indicated that many people with interest in community development have drawn attention to the potentials of civil society organizations. They further elaborated that some of these for example, attributed the success of Zimbabwe agriculture in recent years to strong initiative of local farmer’s organizations. Similar, Holmquist, (1984) narrated the success story of Kenyan self-help movement which was a civil society organization. In Tanzania, extensive Civil Society Organization (CSO) lobbying resulted in the abolition of primary school fees at primary school level (Ohiorhenuan, 2003). These cases reveal the relevance of partnership in participatory development.

A Nigerian study conducted by Adebayo (1997) reveals that among NGOs in Nigeria, those focusing on development related issues dominate which is a positive indication to poverty alleviation. He further pointed out that NGOs can help by mobilizing resource beyond the state budget for development purpose. Also he remarked the genuineness of the mission of some NGOs.

2.1.6 Development Level of Rwanda Communities

Rwanda, a central African Country was with an estimated population at slightly more than 9 million people in mid 2006. The current population growth rate is estimated at 3.5 percent per year while the population density is the highest in Africa, at 350 people per square kilometer,
The political, social and economic context of Rwanda is profoundly affected by the civil war of the early 1990s and genocide of 1994 and the country continues to deal with the consequences. Even 13 years after the genocide, there is an unspoken assumption often underlying discussions of the nation’s future to the effect that Rwanda cannot be considered an ordinary country. However, despite the past challenges and turbulence history, Rwanda has gone through many positive developments (USAID, 2002).

Rwanda’s economy is agrarian. Agriculture employs almost 80 percent of the population, (UNDP, 2007) accounting for more than 40 percent of gross domestic product (GDP) and more than 70 percent of exports (Economist Intelligence Unit, ‘Rwanda, 2006). Rwanda is poorly endowed with mineral resources. Subsistence food production is the dominant activity in the agriculture sector. Production of coffee and tea for export is still modest. The service sector contributes approximately 39 percent of GDP and employs roughly 6.5 percent of the working population. Within this sector, wholesale and retail trade as well as public administration account for approximately 50 percent of services. The economic contribution of tourism, while growing rapidly, remains marginal. The industrial sector makes up 20 percent of the GDP and employs slightly less than 2 percent of the working population. Manufacturing constitutes the most important source of industrial activity, accounting for almost 12 percent of GDP while construction accounts for another 8 percent (UNDP, 2007).

According to a report by National Institute of Statistics Rwanda (2006), the number of Rwandans living in poverty has decreased from 60.4 percent in 2000-2001 to 56.9 percent in
2005-2006. As a result of the country’s high population growth rate, this progress has been overshadowed by an increase in the absolute number of people living in poverty, increasing from 4.8 million to 5.4 million persons during the same period. The report also indicated that poverty in Rwanda is mainly a rural phenomenon: while the population is 83 percent rural, 92 percent of the poor live in rural areas. There are also significant inequalities within and between rural provinces.

Rwanda’s economic growth (see table 2.1) was rapid in the years as a result of some factors that included the relatively high aid flows. Fitch Ratings (2006) has assigned a ‘B–’ foreign currency rating to Rwanda with a Positive Outlook. According to Fitch Ratings, Rwanda’s rating is supported by a good track record of macroeconomic management and reforms, and the receipt of substantial bilateral and multilateral debt relief in 2005 and 2006.
Health care infrastructure was badly damaged during the early 1990s. It has since been rebuilt although the health status of Rwandans remains poor. Mental health problems, due largely to the horrors of the genocide and its aftermath, are prevalent in a society that is not equipped to deal with these problems. Preventable diseases like HIV/AIDS and malaria remain a burden on
Rwandan economy both in terms of direct costs to the poor and vulnerable households and in terms of loss of labour and labour productivity.

Malaria in particular has become the leading cause of morbidity and mortality in Rwanda and children under the age of five accounts for 35 percent of all malaria related deaths (UNDP, 2007). HIV prevalence among women in Kigali is 8.6 percent, meaning that a woman living in Kigali is eight times more likely to get infected with HIV as a man living in the Northern Province (UNDP, 2007). According to Rwanda Institut National de la Statistique (2005), which carried out the National Demographic and Health Survey, the prevalence of HIV in Rwanda was 3.0 percent nationally, with marked variations between the sexes. Since 2003, Rwanda has made significant progress in revising strategies to fight HIV/AIDS. The national response is characterized by a multisectorial, multi-disciplinary, decentralized and community-based approach.

### 2.1.7 Current Features and programs of NGOs

Across the developing world, states with limited finances and riddled by poor governance and corruption has failed to lead to development for all of their citizens. Within this context, alternative forms of development have been pursued, and since the 1980s, Non-governmental organizations (NGOs) have been increasingly advocated as a means through which the gulf between citizens’ needs and existing services can be bridged. Where states cannot provide sufficient goods, services or enabling environments that help citizens in securing livelihoods, or where disadvantaged groups are excluded from existing state institutions, alternative channels of service provision and/or holding Governments to account must be found. It is into this gap that NGOs have neatly fitted. Early criticisms of NGOs persist, however, that their
activities have been more concentrated in service provision than in advocacy and empowerment. Their difficulties in promoting long-term structural change have led to the recognition of broader civil society organizations within the good governance agenda, given their stronger position for transforming state-societal relationships (Nicola & David, 2012).

NGOs became strongly associated with the world of international aid during the last decades of the twentieth century, but if we take a longer-term perspective it becomes clear that NGOs are a far from recent phenomenon. Ideas about NGOs can be seen to have emerged from longer-term traditions of both philanthropy and self-help common to all societies. As their name suggests, NGOs need to be viewed first and foremost in the context of the government in relation to which they define themselves. At the same time, states themselves are far from monolithic or cohesive entities and cannot easily be understood without reference to the roles and activities of the broader set of non-state actors. NGOs can therefore be seen as relatively ambiguous organizations within the moral and political frameworks of development policy and practice. They can sometimes display a dual character, as they alternate between theoretical and activist discourses, between identities of public and private, professionalism and amateurishness, market and non-market values, radicalism and pluralism, and modernity and tradition. Indeed, it may be that the capacity of NGOs to transcend categories and boundaries is one of the main keys to their power (David & Nazneen, 2009). NGOs are often polarized with local and national governments, but such a dichotomy overlooks the nature of relationships between the two, which can range from overt and hidden tensions and active hostility to cooperation and collaboration, depending on multiple influences such as successive
government regimes and their dispositions and changing NGO strategies and interventions (Nicola & David, 2012).

The Government has opened up the agenda of good governance, decentralization and capacity building for discussion and NGOs involvement, at least rhetorically. This has created political space for NGOs to work on the issue of community empowerment (Zenebe, 2007). NGOs have responded to the government’s socioeconomic development agenda over the years. Thus, when the government changed emphasis from capital-oriented growth to anti-poverty programs, NGOs made a distinct shift from welfare and service delivery interventions to a direct attack on poverty. Subsequently, in the 1990s, when the state moved on to macroeconomic and structural reforms, NGOs began to focus on scaling up their activities. This led to their working with the state to develop innovative methods and ensure commensurate changes in policy. They also stepped up advocacy and lobbying, increased networking, expanded their range of operations, and targeted marginalized groups (ADB, 2000) ADB recognizes NGOs as significant players in the development process and cooperates with them to improve the impact, sustainability, and quality of its services. NGOs provide value in promoting sustainable development through;

**Innovation**: identifying new approaches and models for specific development activities and drawing upon their close knowledge of local communities

**Accountability**: helping ensure that project components are implemented as envisaged and planned.

**Responsiveness**: encouraging the implementation of projects to respond to local needs;

**Participation**: serving as bridges between project authorities and affected communities, and providing structures for citizen participation and
**Sustainability:** nurturing continuity in project work, especially when the implementing agencies lack capacity or when staffing change.

World Vision, as a global Christian relief development and advocacy organization is dedicated to working with children, families and communities to overcome poverty and injustice. World Vision’s programmes and offices span more than 100 countries. Their aim is to contribute immeasurably to helping children enjoy good health, be educated for life, be cared for and protected, participate fully in decisions that affect their lives and experience the love of God and their neighbours. In their work with children, they believe that, everything they do has just one goal; which is the sustained wellbeing of children, especially the most vulnerable. They work with families, communities and partners to ensure that children enjoy good health, are educated for life, experience the love of God and are protected and participating (World Vision Report, 2015).

2.1.8 Non-Governmental Organizations and Sustainable Development

In a general meaning, sustainable development refers to development that meets the current needs and ensures meeting demands of the future generation. Two very basic concept of sustainable development are: needs of the global poor population and the socio-technological limitations those narrow peoples’ abilities for meeting the current and future demand (Baker, 2006). In terms of sustainable development, few poverty alleviation and developmental programmes were not adequate for including all of the marginal and underprivileged population with the main track of developmental process. Predominantly, financial limitation has also been a major issue to be considered. Industrial revolution of the early twentieth century accompanied by rapid urbanization expanded the gap between the urban and rural part
of the country to an alarming level (Freeman, 2009; Webster and Engberg-Pedersen, 2002). At this time the typical roles of government have been found either inadequate or insufficient for the well-being of the rural poor population.

Rural employment generation, the economic activity expansion with injecting cash flow to the rural economy have either been absent, negligible or even largely inadequate (Rutherford, 2003). The aftermath of the World War II has experienced more limited interventions of the government with the employment generation, poverty alleviation and rural developmental activities. The reduced governmental initiatives have been considered as the outcome of lower economic and political set up. The decade of the sixties has initiated debate on the theoretical policy framework for rural poverty alleviation with the emphasis on rural developmental approaches (Deaton and Kozel, 2005). This period of time has introduced the conceptual ground for rural development programmes. The overall poverty situation has been broadly classified into the developed and developing country context that has in turn extended the gap between the urban with rural areas (Kakwani and Son, 2008). Structural developments of the rural areas have been largely ignored with few amounts of financial investments from the governmental level. This has again forced to worse the employment and poverty situation of the rural areas. Poverty situation in most of the countries of the world is divided into two broad areas and is confined within the urban and rural areas. The basic characteristics, necessity, demand, features with priority like issues differ from region to region or even on the basis of country based circumstances (Rupasingha and Goetz, 2007).

Traditionally, the rural sector is larger than the urban in most of the developing countries and is directly attached with the national level planning or developmental agendas. As a combined
According to Hudson (2009) the purpose of starting any community project is to have it transform the lives of people for the better. Therefore, such project or program is meant to last the lifetime. Most such projects are externally funded, meaning that the financier will have to leave once the projects becomes operational and is handed over to the community/recipient. The implication of this is that the external funding ends and the project is from them on sustained by the community. The principal of sustainability demands that while all is being planned and put in place, the planners must envisage and plan how the community will ensure the project continues with or without further funding.

Non-Governmental Organizations (NGOs) are non-governmental, non-profit creation, self-governing and led by willful volunteers. NGOs are groupings that are outside the domain of Government in the areas of formation, funding, management and the processes and procedures in which it carries out its sets objectives geared towards cultural, socio-economic and political transformation of all facets of the society. NGOs function alongside the government as well as Profit-base enterprises in delivery of social services for the upliftment and well-being of the society, they are therefore refers to as the third sector, (Ehigiamusoe, 1998). NGOs evolve from experiences, interests, idea and innate zeal to respond to or remedy the observed phenomena or desire in the society. NGOs could be international, national, regional, or community based depending on its financial resources and networking capability. Strength and the idea behind its formation (sets goals) NGOs, do focus on a number of areas – skill acquisition, economic empowerment, disease control and management: Adult literacy scheme
and capacity building and information driven charity, conflict resolution and peace promotion.
The idea behind the formation of NGO in essence is to effect, desired changes in areas that are felt undesirable in the society (Omofonmwan & Odia, 2009). This is done through the functions of providing microfinance, initiating capacity building and self-reliance; NGOs could promote empowerment among community members, and eventually community sustainable development (Hedayat & Ma’rof, 2010).

2.1.9. Challenges of NGOs interventions

NGOs are meant to operate as non-profit making organizations and free from political deeds. It is difficult for them since they sometimes have funds from their originated governments, private mobilized donors and/business and that, can have direct or indirect influence on decisions and actions. Secondly, there had been a tendency for NGOs to be set up as parallel structures without working links or networks with hierarchy or state structures with mutual suspicious or antagonisms. Some NGOs understand their role of watchdog as equivalent of the oppositions; the government may feel from what it may regard as unconstructive criticism by the NGOs. Where these mutual suspicions exist, state agencies find it hard to regard NGOs as allies in service provision. There has also been criticism of how NGOs have used their funding and other money received or raised. Criticism range from pointing out that only small percentage goes to people in need and that a lot goes to recover costs and some have even been used to pay very high salaries of the people at the top of these organizations (Gakunde, 2013).

2. 2 Empirical literature

The section will help to analyze past studies done by different authors on the subject related to NGO interventions in community for sustainable development. It will demonstrate the
activities and programs of NGOs which has led to sustainable community development as well as improve the welfare of the citizens.

2.2.1 Activities and Program of NGOs and Sustainable Community Development

This section highlights NGOs, activities and the promotion of sustainable community development. Specifically, the discussions are on the functions related to provision of microfinance, initiation of community capacity building and self-reliance. Eventually, sustainable community development will be achieved, particularly when community is empowered.

However, it is difficult to categorize NGOs by their specific activities; many NGOs perform a variety of activities and often shift the balance of the activities they pursue. However, in broader terms, most NGOs can be classified as operational or campaigning. Operational NGOs achieve small-scale change directly through projects while campaigning NGOs achieve large-scale change indirectly through influence on the political system.

2.2.2 NGOs Capacity Building Activities and Sustainable Community Development

Stromquist (2002) has noted three major functions for NGOs such as (1) service delivery (e.g. relief, welfare, basic skills); (2) educational provision (e.g. basic skills and often critical analysis of social environments); and (3) public policy advocacy. Baccaro (2001) also shows how particular NGOs can promote the organization and “empowerment” of the poor, particularly poor women, through a combination of micro-credit, awareness-raising, training for group members, and other social services. Empowerment is the ability of individuals to gain control socially, politically, economically and psychologically through (1) access to
information, knowledge and skills; (2) decision making; and (3) individual self-efficacy, community participation, and perceived control (Zimmerman & Rappaport, 1988).

In the long term, the aim of NGOs is to promote sustainable community development through activities that promote capacity building and self-reliance. Langran (2002), has mentioned that NGOs through capacity building help to sustain community development. NGOs are often created in order to expand the capacities of people (Korten 1990). Furthermore, NGOs are praised for promoting community self-reliance and empowerment through supporting community-based groups and relying on participatory processes (Korten 1990; Salamon 1994).

Hibbard and Tang (2004) in their study in Vietnam, have noted the importance of NGOs’ roles in sustainable community development. One of the roles was that NGOs balance the social, economic and environmental factors in promoting sustainable development. Another important role of NGO that they discovered was decentralization of the central government which helps the local communities to acquire more power in order to make their own decisions. But, sometimes the local communities lack specialists to do professional work and resources that are important for the particular projects. In this situation, NGO assists local staff with drafting sustainable development plans that are functional under the umbrella of a central government policy. Finally, they concluded that sustainable community development is process-oriented, and it requires extensive community empowerment and participation as well as relies on network to share resources, knowledge and expertise.

2.2.3 NGO’s Community empowerment and sustainable community development

Empowerment has become a central concept or even a buzzword in development discourse and practice (Rowlands, 1998; Oakley & Clayton, 2000). It is a word frequently heard at different
levels, from the UN to the grassroots movements. Moreover, it is a concept which is applied to different levels, starting from the individual but also including the group, the community, institutions, ethnic groups, migrants, women, etc (Gebert & Rerkasem, 2002, Quoted by Zenebe, 2007).

Community empowerment has very close links to sustainable development. Empowerment is conceive as the capacity to manage one’s own life, whether as an individual or as a community. It is seen as a means for enhancing efficiency and productivity within the community and it’s a necessary ingredient for challenging and transforming unequal social, political and economic structures. It entails enabling the poor and powerless to take more control over their lives, and secure a better livelihood with ownership and control of productivity assets as one key element (Francis, 2008). This process can bring about sustainability. Sustainable development has also recently risen to the top of international economic and political agenda. The report of the first World Commission on Environment and Development (WCED) in 1987 tagged “Our Common Future” says that sustainable development is the balance between environmental concerns and development objectives while also enhancing local social relationships (Katar, 2009).

NGOs play a vital role in the sustainable community development through various programs. Capacity building as one of such program could lead to sustainable community development. Microfinance is a means through which capacity of individuals can be developed. From this perspective, NGOs’ functions in community development are, among others, developing the local production and local markets; helping the community to develop the social, capital and human resources; increase the knowledge and skills; encourage people to participate in activities, and act as a network between community and systems. The involvement in these
activities would lead to them becoming empowered, which is the means to community
development. In the long-run, the outcome would be sustainable community development
(Manmohan & Siksha, 2013).

NGOs work to empower the community for sustainable development; the United Nation High
Commission for Refugees (UNHCR, 2011) said that Self-reliance is the social and economic
ability of an individual, household or community to meet basic needs (including protection,
food, water, shelter, personal safety, health and education) in a sustainable manner and with
dignity. Self-reliance, as a program approach, refers to developing and strengthening
livelihoods of persons of concern (PoC), and reducing their vulnerability and long-term
reliance on humanitarian or external assistance. The legal provisions for the existence of NGOs
in Rwanda are found in the constitution, law no. 20/2000 of 26/07/2000 relating to non-profit
making organizations (O.G No.7 of 01/04/2001), and promulgated organic law no. 55/2008 of
10/09/2008 governing Non-Governmental organizations (O.G No. 23 of 01/12/2008). The
registration or incorporation requires, among other things that an NGO must: Consist of at least
three members (Article 4) and have presentation of aims and plan of action must be given to
local authorities at the place it intends to headquarter the organization (Article 8, paragraph 1).
This plan of action should detail the financial methods the organization will use to meet its
aims, as well as a nominal list of all members with their signatures. A decision to grant
provisional permission is made within three months from that date of submission (UNHCR,
2011).

The legal entity is granted to a non-profit making association by the Minister having Justice in
his or her portfolio. It is acquired on the signing date of the Ministerial decree and is
communicated to the association’s representatives within six months from the application’s
deposit date (Ministry of Justice Codes and Laws of Rwanda, 2008). The stated laws clearly define what an NGO is, mode of registration, legal personality granting modalities and requirements for those who chose to exercise the functions of legal representative of an organization and also include provisions that require every NGO to create a Conflict Resolution body tasked with resolving any conflict that may arise (RENCP, 2011). Whereas, the law regulating NGOs has been approved in 2012 following a consultation between the government, the parliament and NGOs, the proposals coming from NGOs have been only partially included in the law formulation. Nevertheless, the new law marks advancement in the relationships between public authorities and NGOs. In fact, it warrants freedom and autonomy of associations, it establishes a “registration” system rather than an “authorization” system, and it defines clear rules concerning the right of association to recur against authorities’ decisions (Gianfrancesco: Stefano & Fidele, 2013) Law No 04/2012 of 17/02/2012 governing the organization and functioning of National Non-Government Organizations stipulate that services of public interest are those which carried out by natural persons or legal entities based on their skills or activities meant for improving the population’s social welfare (Article 2, paragraph1).

Non-Governmental Organization is an Organization which is composed of natural persons or autonomous collective voluntary organizations whose aim is to improve economic, social and cultural development and to advocate for public interests of a certain group, natural persons, organizations or with the view of promoting common interest of their members (Article 2, paragraph 2). According to the Ministry of Public Service and Labor/ Human Resources and Institutional Capacity Development Agency (MIFOTRA/HIDA, 2008). The International NGOs present in Rwanda intervene essentially as donors, and are active in all domains:
Sustainable environment; Food security; Water & Sanitation; Peace & reconciliation; Capacity building; Support to decentralization; Linkages; Palliative care; Orphans and vulnerable children support; Behavior change communication; Monitoring & evaluation of HIV/AIDS related activities.

Rwanda’s Vision 2020 aims to transform the country from a low-income to a middle-income country by 2020. It defines the following six pillars for development: Reconstruction of the nation and its social capital; Transformation of agriculture; Development of an efficient private sector; Comprehensive human resources development; Infrastructural development; Promotion of regional economic integration and cooperation. In formulating both these policies, the GoR has emphasized the MDGs. The MDGs and SDGs have been perceived as serving the same purpose as Vision 2020 and sometimes even as a subset of the Vision 2020 objectives.

Rwanda has achieved remarkable development progress since 2000 when it adopted its Vision 2020. This is attributed in large part to government’s efforts to maintain peace and build social solidarity, coupled with a coherent policy framework, determined effort to pursue national development objectives, careful macro-economic management and well-coordinated development partner’s support (MINALOC, 2013-2018). Improvements have been seen in a number of important areas. These include a decline in income poverty and improvements in the welfare of some vulnerable groups. Good progress has been made in human development (health and education), but better targeting is required. A higher proportion of people have been able to find jobs outside the Agricultural Sector. However, faster growth in the productive sectors, particularly in agriculture, is still needed. The role of the Private Sector should be better supported with various incentives to boost the economy (EDPRS, 2007).
The World Vision as the development partner actively intervene in training local people how to save and to join microfinance institutions where they can have loan and start up activities generating profit to impact their households and to participate in other different activities that intends to promote the welfare of sustainable community development.

2.3. Critical review and research gap identification

Civil society organizations have to position themselves in relation to government policies, structures and actions. In many developing countries, national and local government is weakened by lack of capacities, resources or understanding of issues. Unstable situations, or rapid change, can create or accentuate such weaknesses, placing a greater burden on NGOs and community groups to fill gaps in thinking and implementation (John, 2003). Non-governmental organizations deliver goods and services to a population that provides little feedback on the range or quality of product delivered. Compared to usual market or political settings, beneficiaries have a weakened ability to use market forces to penalize and reward NGOs. Citizens can vote out an incumbent from office and consumers can choose not to purchase a product from a for-profit provider, but villagers may be hostage to the particular development scheme that happens to be funded by the designated local NGO. One consequence is that NGOs face more direct incentives to manage donor satisfaction than beneficiary welfare. Indeed, donations are the only “market force” in the non-government sector industry, where donors can be viewed as desiring to improve the quantity and quality of the product of the NGO without having their donation expropriated. Thus, looking at the donor and funding base of NGOs will reveal the primary set of interests that a NGO is forced to manage (Eric & Faisal, 2007).
The high relative costs and long periods required to develop and maintain effective multidimensional capacities at both the local and central government level combined with the continued-level dependency on external resources posed serious risks to the success and sustainability of such initiatives. When long-term community development initiatives are dependent on externally funded donor projects, their long term success may well be dependent on a long-term donor relationship and long term availability of donor resources, a situation rarely assured in the program and funding cycles and agreements of donors (Gakunde, 2012).

The researcher has identified that NGOs lack a strong engagement in meeting beneficiary’s needs in spite of interdependency with governments. In this regard, the study on Non-Government Organization and Community Empowerment for Sustainable Development is important in all society and especially in developing countries.

2.4. Theoretical framework

The study on NGOs capacity building activities and sustainable community development is guided by discussing some development theories. Development theory is a collection of theories about how desirable change in society is best achieved. There are different explanations to the process of development and their inequalities depending on which theory is being looked at. Such theories of development drawn from a variety of social science discipline includes modernization theory, structuralism, dependency theory, Basic needs theory, Neoclassical theory and some theories in recent trends comprising of the Post-development theory, Sustainable development and Human development theory. In this study, we shall discuss the modernization theory, dependency theory and the basic need theory in details (UNESCO, 1989).
2.4.1 Modernization Theory

Modernization theory is used to analyze the ways in which modernization processes in societies take place. The theory looks at which aspects of countries are beneficial and which constitute obstacles for economic development. The idea is that development assistance targeted at those particular aspects can lead to modernization of 'traditional' or 'backward' societies. Scientists from various research disciplines have contributed to this theory (John, 2013).

In discussing the Sociological and Anthropological modernization theory, the French sociologist Émile Durkheim as one of the proponent of this theory states that technological advancements and economic changes can lead to changes in moral and cultural values. He stressed the interdependence of institutions in a society and the way in which they interact with cultural and social unity. His work, ‘The Division of Labor in Society’ was very influential. It described how social order is maintained in society and ways in which primitive societies can make the transition to more advanced societies. Marquis de Condorcet was also involved in the origins of this theory. Other scientists who have contributed to the development of modernization theory are David Apter, who did research on the political system and history of democracy; Seymour Martin Lipset, did argued that economic development leads to social changes which tend to lead to democracy. Also, David McClelland approached modernization from the psychological side with his motivations theory and Talcott Parsons who used his pattern variables to compare backwardness to modernity (Dean, 2012).

The linear stages of growth model is an economic which assumes that economic growth can only be achieved by industrialization and that growth can be restricted by local institutions and social attitudes, especially if these aspects influence the savings rate and investments. The
constraints hindering economic growth are therefore considered by this model to be internal to society. According to the linear stages of growth model, a correctly designed massive injection of capital coupled with intervention by the public sector would ultimately lead to industrialization and economic development. Walt W. Rostow identified five stages through which developing countries had to pass to reach an advanced economy status: (i) Traditional society (ii) Preconditions for take-off (iii) Take-off (iv) Drive to maturity (v) Age of high mass consumption (UNESCO, 1989; INTA, 2014).

He argued that economic development could be led by certain strong sectors. In contrast to other models like Marxism which states that sectors should develop equally, Rostow’s model holds that a country needed to follow some rules of development to reach the take-off. These includes; (i) The investment rate of a country needs to be increased to at least 10% of its GDP, (ii) One or two manufacturing sectors with a high rate of growth need to be established, (iii) An institutional, political and social framework has to exist or be created in order to promote the expansion of those sectors.

Other works on this theory holds that heavy state involvement is necessary for successful development in economics modernization. Also that a big push model in infrastructures investment and planning is needed for the stimulation of industrialization, and that the private sectors would not be able to provide the resources for this on its own. However, the Rostow model has serious flaws, of which the most serious are that: (a) The model assumes that development can be achieved through a basic sequence of stages which are the same for all countries, a doubtful assumption; (b) The model measures development solely by means of the increase of GDP per capita; (c) The model focuses on characteristics of development, but does not identify the causal factors which makes development to occur. As such, it neglects
the social structures that have to be present to foster development. And because of the focus on the need for investments in capital, the Linear Stages of Growth Models are sometimes referred to as suffering from ‘capital fundamentalism’ (Bubaker, 2015; Dean, 2012; INTA, 2014).

2.4.2 The Dependency Theory

Dependency theory took its root from the structuralist thinking and shares many of its core ideas. It considers development with external links with the developed parts of the globe as the kind of development that is dependent. That is, it does not have an internal domestic dynamics in the developing country and thus remains highly vulnerable to the economic ideas of the world market (Vincent, 1996).

In addition to its Structuralist roots, dependency has much overlap with Neo-Marxism and the World System Theory which is also part of the work of Immanuel Wallerstein, a famous dependency theorist. Wallerstein rejects the notion of the Third World saying that there is only one world which is connected by economic relations called the World System Theory. He argues that this system essentially leads to a division of the world into core, semi-periphery and periphery. And that one of the results of expansion of the world-system is the commodification of things, like natural resources, labor and human relationships. Dependency thinking starts from the notion that resources flow from the ‘periphery’ of poor and underdeveloped states to a ‘core’ of wealthy countries, which leads to accumulation of wealth in the rich states at the expense of the poor states. Contrary to modernization theory, dependency theory states that not all societies progress through similar stages of development. Periphery states have unique features, structures and institutions of their own and are considered weaker with regards to the world market economy, while the developed nations have never been in this colonized position in the past. Dependency theorists argue that
underdeveloped countries remain economically vulnerable unless they reduce their connections to the world market (Alvin, 2014; Matunhu, 2011; Vincent, 1996).

Dependency theory states that poor nations provide natural resources and cheap labor for developed nations, without which the developed nations could not have the standard of living which they enjoy. When underdeveloped countries try to remove the Core's influence, the developed countries hinder their attempts to keep control. This means that poverty of developing nations is not the result of the disintegration of these countries in the world system, but because of the way in which they are integrated into this system (Young, 1999).

Critics of dependency theory have argued that the main weakness of this theory lies in explaining the origin of underdevelopment and the relationship between underdevelopment and dependency. Though scholars' and policy makers have continue to recognize the validity of some of its arguments about the failure of modernization solution to third world underdevelopment, organizations such as World Bank, IMF and some government aids agencies believed that and emphasized the need to pay more attention to basic human needs (Craig, 2014).

2.4.3 The Basic needs Theory

The basic needs theory was introduced by the International Labor Organization in 1976, mainly in reaction to prevalent modernization- and structuralism inspired development approaches, which were not achieving satisfactory results in terms of poverty alleviation and combating inequality in developing countries (Louis, 2010). It tried to define an absolute
minimum of resources necessary for long-term physical well-being. The poverty line which results from this is the amount of income needed to satisfy those basic needs. The approach has been applied in the sphere of development assistance, to determine what a society needs for subsistence, and for poor population groups to rise above the poverty line. Basic needs theory does not focus on investing in economically productive activities. Basic needs are used as an indicator of the absolute minimum an individual needs to survive (Paul, 1979).

The ILO report for the 1976 World Employment Conference defined basic needs in terms of food, clothing, housing, education, and public transportation. Employment was both a means and an end, and participation in decision making was also included. The first task was to quantify basic needs for a target year – in this case twenty-five years into the future (Louis, 2010). The objective of a basic needs approach to development is to provide opportunities for the full physical, mental, and social development of the individual. This approach focuses on mobilizing particular resources for particular groups, identified as deficient in these resources, and concentrates on the nature of what is provided rather than on income. It is therefore, a more positive and concrete concept than the double negatives like “Eliminating poverty" or "reducing unemployment.” It does not replace the more aggregate and abstract concepts which remain essential to measurement and analysis, rather, it gives them content, nor does it replace concepts that are means to broader ends, like productivity, production, and growth, but it calls for changing the composition of output, the rates of growth of its different components, and the distribution of purchasing power (Louis, 2010).

In addition to the concrete specification of human needs in contrast to abstract concepts and the emphasis on ends in contrast to means, the basic needs approach encompasses
"nonmaterial" needs. They include the need for self-determination, self-reliance, political freedom and security, participation in decision making, national and cultural identity, and a sense of purpose in life and work. While some of these "nonmaterial" needs are conditions for meeting the more "material" needs, there may be conflict between others, such as meeting basic material needs and certain types of freedom. Finally, meeting specific priority needs has an appeal to donors and to those taxed, which income redistribution lacks (Paul, 1979).

Proponents of Basic Needs have argued that elimination of absolute poverty is a good way to make people active in society so that they can provide labor more easily and act as consumers and savers.

The basic needs theory has little to do with methods of analysis. It is rather a bandwagon directed at a series of priorities for action. In contrast to other theories, advocates of basic needs theory are likely to give more emphasis to the poor and destitute than to other economic groups, to requirements determined by society as a whole than to the preferences of the individual consumer, to immediate consumption than to investment for the distant future. The main points of distinction between a basic needs and previous growth-oriented theory lie in its concern with the more immediate rather than the more distant future and with the distribution of the benefits of growth among the poorest. Nevertheless it is not against growth. Indeed rapid and substantial growth will be required if basic needs are to be met within the target period (Matunhu, 2011).

There have been also many critics of the basic needs theory. They argued that it would lack theoretical rigour, practical accuracy; it will also be in conflict with growth promotion policies, and run the risk of leaving developing countries stagnated. Although, there is still some uncertainty in the debate about a Basic Needs theory and that more thought and work are required before the
general theory can serve as an effective guide for practical action, the attainment of basic needs by the people however, is an indication of economic improvement. The current emphasis on the Basic Needs theory is a timely reminder that towards the end of the Second United Nations Development Decade too many among our fellow human beings still fail to obtain their basic needs (ODI, 1978).

2.4.4 Theoretical Framework

![Diagram of the Basic Needs Theory of Community Development]

*Figure 2.1 Basic Needs Theory of Community Development.*
2.5. Conceptual Framework

A Conceptual framework is a theoretical structure of assumptions, principles and rules that holds together the ideas comprising a broad concept.

**Figure 2.2 Conceptual Framework**

Source: Researcher

The Conceptual Framework in figure 2.1 illustrates the relationship between NGO’s Capacity Building Activities as independent variable and sustainable community development as dependent variable and other factors named intervening variables that may affect NGOs
decisions, actions and operations. In this regard, NGOs through their capacity building activities empowers the community with education and vocational trainings to increase skills and knowledge which leads to self-reliance, innovations in their works and employment creation yielding sustainable community development. Through its activity of microfinance, financial assistance is made available to enable investment and funding of individual or community project. With proper accountability and work, this can lead to improved household economic status leading to sustainable community development. Similarly, NGO’s activities of creating support groups and policy advocacy would bring about innovation of income generation projects, employment and investment opportunities for individuals and the community. Also NGO’s activities of providing quality healthcare and making it accessible help the people to easily access healthcare, water and sanitation awareness. Sustainable community development is achieved when people are self-reliant, enjoy improved household economic status and can access good healthcare, possess innovation of projects generating income as well as employment creation investment.

For the intervening factors, the governments as the key organization who manages and controls the NGOs’ activities as well as the community through regulations, laws and policies have a great influence on the overall effectiveness of this processes. As the community is being empowered through NGOs capacity activities, certain cultural practices and dynamics surrounding the people could intervene in the process hindering or enhancing sustainable community development. The Media is also an intervening factor through information which they make available to the people and the creation of awareness on issues could help NGOs activities reach sustainable community development. The degree of these factors is therefore to
be analyzed in context to see how they influence the effectiveness NGO’s capacity building activities.

2.6. Summary

The chapter highlighted different sections relating to the literature review such are theoretical literature, empirical literature, critical review and research gap identification, theoretical framework, and conceptual framework.

The theoretical literature dealt with the concept of NGOs, its diverse features which includes the fact that it is outside the domain of government in its formation, funding, management and operations as well as its contribution in community development, while the empirical literature place emphasis on community empowerment and community development as advocated throughout by a number of authors. NGOs capacity building activity plays a vital role in empowering the community through various programs for education, knowledge and skills acquisition, microfinance, encouraging local production, which will all lead to self-reliance and community development in a sustainable ways. The theoretical framework went on to explain the development theories and how they aid NGOs to achieve sustainable community development while the conceptual framework gives a graphical representation of the independent and dependent variables as well as other intervening factors. Finally, there was the critical review and research gap identification for better understanding of this work.
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

The chapter is concerned with the methodology used for study. It presents research design, target population, sample design, data collection methods, data analysis procedure and ethical consideration.

3.1 Research Design

The study used both descriptive (e.g. case study, observation, survey) and correlational research design to assess NGOs Capacity Building activities as a channel for sustainable community development in selected beneficiaries of World Vision, Rwanda. The study was carried out to examine the capacity building activities undertaken by World Vision for sustainable community development; to determine the benefits of World Visions’ programs and activities on the community of the study area and to evaluate the relationship between community empowerment and sustainable community development in Rwanda. A case study was used to help study the complex relationship between the variables in a more controlled way. The study was carried out using both quantitative and qualitative approaches to establish the description and relationship between variables under study following the research objectives. Structured Questionnaire and an Interview guide were used as the instruments for collection of data (Generating Primary data) and for secondary data, journals, newspapers, books, and other scholarly articles as well as existing relevant statistics data were used to obtain and analyze secondary data (Mette & Janice, 2016).

This study was carried out in an area under the activities of World Visions’ Kigali cluster. In this study, the units of observation was selected from the three Area Programs (APs) of World
Visions’ Kigali cluster which includes; Kabuga program located in Gasabo District, Tubehoneza located in Kicukiro District, and Buriza program of Rulindo District.

3.2 Target Population

This study was carried out in the community of the 3 Area Programs (AP) of World Visions’ Kigali Cluster as shown below;

Table 3.1: Target population

<table>
<thead>
<tr>
<th>Structure</th>
<th>Total No. of Beneficiary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kabuga Area Program</td>
<td>11,426</td>
</tr>
<tr>
<td>Tubehoneza Area program</td>
<td>16,828</td>
</tr>
<tr>
<td>Buriza Area Program</td>
<td>30,338</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58,592</strong></td>
</tr>
</tbody>
</table>


The target population for this study is the beneficiaries of World Vision programs located in the Kigali Cluster. They are people (male, female) who had taken part and benefited in the World Vision activities and dwell within the area classified as Kigali cluster of World Vision Rwanda.

3.3 Sample Design

The following steps constitute the sample design. The sample design includes the sample size, the sampling procedure and how it was determined considering the target population.
### 3.3.1 Sample Size Determination

The sample size is the finite part of the statistical population whose properties are studied to gain information about the population (Mugo, 2002; Mette & Janice, 2016). It was impossible for the researcher to work on all units of the target population in this research and make observation on them. Rather, the sample was selected from the three area programs of World Visions’ Kigali Cluster.

The sample size for this study was determined using Slovin’s formula (Kanupriya, 2016.). Denoting n as the sample size,

\[
N = \frac{N}{1+Ne^2}
\]

Where \(N\) is the population size and \(e\) is the margin of error. In this case, \(N=58.592\); confidence level of 90\% and the margin of error is 10\% that is \(e=0.1\).

Therefore \(n = \frac{58.592}{1+58.592 (0.1)^2} = \frac{58.592}{1+(58.592\times0.01)} = \frac{58.592}{58.692} = 100\)

\(N=100\) respondents.

The distribution of sample size is determined proportionately as illustrated below:

Kabuga Area Program:

\[
\frac{11.426 \times 100}{58.593} = 20
\]
3.3.2 Sampling technique.

A multi-stage sampling technique involving two stages was used in selecting respondents for the study (Mette & Janice, 2016).

**Stage 1:** The study area (Kigali Cluster) is divided into 3 Area Programs covering 3 Districts and proportionate sampling technique was used to determine the number of respondents that are interviewed from each Area Program / District. (See Table 3.2 for details).

**Stage 2:** Systematic random sampling was used to select a sampling frame of 100 respondents.

<table>
<thead>
<tr>
<th>Structure</th>
<th>Target population</th>
<th>Sample size by structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kabuga Area Program</td>
<td>11,426</td>
<td>20</td>
</tr>
<tr>
<td>Tubehoweza Area Program</td>
<td>16,828</td>
<td>29</td>
</tr>
<tr>
<td>Buriza Area Program</td>
<td>30,338</td>
<td>51</td>
</tr>
<tr>
<td>Total</td>
<td>58,592</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source:** the researcher
3.4 Method of Data Collection

Data collection was carried out using an In-depth Interview (IDI) guide and a pretested semi-structured questionnaire. The combination of the two methods was adopted to ensure that the weakness of one is counter-balanced by the strengths of the others.

3.4.1 Data Collection Instruments

In this study, the researcher used Semi-structured questionnaire and In-depth interview guide as data collection tools.

**Semi-structured Questionnaire:** The collection of the quantitative data was done by means of a semi-structured questionnaire. The design of the questionnaire was done after a review of literature. The questionnaire is organized into four sections labeled A - D (see appendix I).

3.4.2 Administration of Data Collection Instruments

Questionnaires were distributed to 100 respondents who are beneficiaries of the World Vision programs and had been randomly selected. This was conducted by the researcher. For interview the researcher had a meeting at World Vision office with respondents and conducted the interview herself on 10 interviewees (6 technical personnel, 3 child development officers, and the cluster manager). Those staff members were chosen because of their positions which give them opportunity to have more information. All interviewees were around, so the researcher had no need to interview anyone using telephone call. In addition, 15 beneficiaries from the three Area Programs (5 from each Area Program) were interviewed for deeper and quality insights into the subject of study. The first 5 beneficiaries on the list of each program were purposively selected for the interview. For documentation, the researcher visited some libraries and Websites to gather information from relevant books, records and journals.
3.4.3 Reliability and validity

Validity

Validity is the extent to which differences found with a measuring instrument reflect true difference among those being tested (Nahid, 2003). For the validity of this instrument, the researcher consulted some experts and the supervisor. In this regard, the researcher consulted 3 experts who are specialists in descriptive research methodology to determine whether the instruments will work or not as well as its relevance. Lastly, the researcher conducted a pilot study by pretesting the research instruments before distributing questionnaires in order to avoid bias. Questions were carefully and clearly composed to allow respondents to answer freely.

Reliability

Reliability is a measure of how consistent the results from a test are. Reliability is enumerated when a test is administered to a subject twice and the same score as the first is obtained on the second administration (Nahid, 2003; Ellen, 2012). For the reliability of the instrument a pilot study was done together with a pre-test.

3.5 Data Analysis Procedures

The questionnaires were collated and edited by the researcher with the help of research assistants and translators. The researcher checked the entire administered questionnaires one by one: Serial number was written on the questionnaire for easy identification and recall of any instrument with problems. Serial number was assigned to each questionnaire for identification and for correct data entry and analysis. The processing of the data included sifting, sorting, collection and scoring of questionnaires. A coding guide was developed after careful review of
responses and the questionnaires were manually coded and entered into the computer on an SPSS template designed for this purpose. The questionnaires were stored in a safe place from destruction of water or fire or where unauthorized person would not have access to them. The quantitative data was analyzed using descriptive statistics and Chi-square test at \( p = 0.05 \) level of significance. The results were presented using tables, pie charts and bar graphs for better understanding in chapter four.

3.6 Ethical Considerations

The researcher kept confidentiality of data provided which was used for academic purposes only and presented an authorization letter from Mount Kenya University requesting for a chance to collect data. References were properly highlighted and respondents were allowed to voluntarily respond to the questionnaires without any kind of pressure placed on them.
CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

The chapter presents the study results, statistical analysis done and their interpretations. 100 questionnaires were distributed and were all filled and returned. This is presented in line with the objectives of the study.

4.1 Demographic Characteristics of Respondents

Table 4.1: Distribution of respondents by gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>54</td>
<td>54.0</td>
</tr>
<tr>
<td>Female</td>
<td>46</td>
<td>46.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Primary data

Table 4.1 presents the distribution of respondents by gender, where out of 100 respondents, 54 (54.0%) were male and 46 (46.0%) were female. This can be further seen pictorially in the bar chart in figure 4.1. This shows that more male than female are benefitting from the NGOs activities for sustainable community development. It rightly implies that extra effort is needed to involve more women beneficiaries of NGOs activities as this is one of the development aspirations of the country. Due to the responsibilities placed on the women to take care of the home and family, this involvement would be much needed. This helps to reduce female poverty in Rwanda and consequently has direct impact on the society as a whole.
**Table 4.2: Distribution of Respondents by Age**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-29 Years</td>
<td>42</td>
<td>42.0</td>
</tr>
<tr>
<td>30-39 Years</td>
<td>17</td>
<td>17.0</td>
</tr>
<tr>
<td>40-49 Years</td>
<td>20</td>
<td>20.0</td>
</tr>
<tr>
<td>50-59 Years</td>
<td>20</td>
<td>20.0</td>
</tr>
<tr>
<td>60 and Above</td>
<td>1</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

*Source: Primary data*

Findings in Table 4.2 presents the distribution of respondents by age, where out of 100 respondents, 42 (42.0%) were aged between 18-29 years, 17 (17.0%) were aged between 30-39 years, 20 (20.0%) were aged between 40-49 years, 20 (20.0%) were aged between 50-59 while 1 (1.0%) was aged above 60 years. This implies that the majority of respondents were mature and decision makers through life experience. Therefore, this study used respondents that have the ability to recall and answer questions regarding NGO activities and community development based on the objectives of the research. The majority (42%) of those benefiting from NGOs activities are ages 18-29, which means that as young people, if given the right kind of assistance they could easily be empowered with the capacity to determine their own livelihood and destiny rather than imbibing a culture of dependency, thereby attaining sustainable development for the society.
Table 4.3: Distribution of respondents by Educational Level

<table>
<thead>
<tr>
<th>Educational level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>24</td>
<td>24.0</td>
</tr>
<tr>
<td>TVET</td>
<td>7</td>
<td>7.0</td>
</tr>
<tr>
<td>Primary</td>
<td>34</td>
<td>34.0</td>
</tr>
<tr>
<td>Secondary</td>
<td>22</td>
<td>22.0</td>
</tr>
<tr>
<td>University</td>
<td>13</td>
<td>13.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Primary data*

Findings in table 4.3 present the distribution of respondents by level of education. From the 100 respondents, 24.0% had no formal education while only 7.0% had basic skills of reading and writing from Technical Vocational Education and Training (TVET), 34.0% had primary level, 22.0% had secondary level, and 13.0% had university educational level. Though there are variations in educational level as seen in Table 4.3, this has not affected the demand for and impact of World Visions’ activities on the community as they are all beneficiaries of World Visions capacity building activities. However, the pattern observed here is that the lower the level of education, the more the need for the NGO’s assistance. Those beneficiaries with higher education such as University (13%) are less likely to seek this assistance because they possibly own better paid jobs and thereby achieving a better wellbeing. Education affords the individual the opportunity to access formal, government or white collar jobs. It equips the individual with the skill to read, write, record, receive training and seek information which is very necessary to lead a better quality life in society. On the contrary, those without education are often left with limited choices for livelihood.
Table 4.4: Distribution of respondents by Marital Status

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>38</td>
<td>38.0</td>
</tr>
<tr>
<td>Married</td>
<td>38</td>
<td>38.0</td>
</tr>
<tr>
<td>Divorced</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Widow/Widower</td>
<td>24</td>
<td>24.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Primary data

Findings in table 4.4 indicates the distribution of respondents by marital status. Of 100 respondents, 38.0% were married and the same percentages 38.0% were single, while a considerable percentage 24.0% were widow/widower. No response indicated divorced. This has implication on their participation in socioeconomic activities in that marriage has a way of building a responsible mind into an individual. Marriage as a social institution reorganizes society and has a large effect on reducing the risk of poverty as well as enhancing wellbeing (Zitha, 2012). Compared to the unmarried, married people have higher level of home ownership are likely to save a higher portion of their income and even accumulate some assets because the married ones could also receive assistance from their spouses and thereby becoming more stable in terms of socio economic status. The unmarried save lesser of the income and are likely to be dependent on public assistance. Same applies for the widows/widower and single parents (Zitha, 2012, Jacquelyn & William, 1998).
Table 4.5: Distribution of respondents by Job Occupation

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultivator</td>
<td>37</td>
<td>37.0</td>
</tr>
<tr>
<td>Business</td>
<td>20</td>
<td>20.0</td>
</tr>
<tr>
<td>Unemployed</td>
<td>35</td>
<td>35.0</td>
</tr>
<tr>
<td>Student</td>
<td>8</td>
<td>8.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

*Source: Primary data*

Table 4.5 shows the distribution of respondents by job occupation. Out of 100 respondents 37.0% were cultivators and 20.0% did business. However, 35.0% of the respondents were unemployed and 8.0% were students. A vast majority of the Rwandan population is involved in agriculture which is a good sign in terms of sustainability (UNDP, 2007). It means that there is an opportunity for community to be gainfully engaged with or without formal jobs. The major population sampled was either cultivators or were unemployed which means that despite the support of World Vision to the community, a large number still lack the means of livelihood posing an impediment on sustainable community development.

4.2 Presentation of Findings

4.2.1: Types of Programs of World Vision in Kigali Cluster

Many of the respondents’ interviewed stated the following as forms of activities of World Vision in the area technical training, water and water pump provision, health post, child education sponsorship, school building repairs and construction, school support through school materials supplies. However, very few people mention microfinance, creation of hygiene awareness, medical support and insurance, agricultural support and sport support. This can be further seen in table 4.6.
Table 4.6: World Vision’s Activities and programs in Kigali Cluster

<table>
<thead>
<tr>
<th>Areas</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity building</td>
<td>19</td>
<td>9.8</td>
</tr>
<tr>
<td>Provision of loans (Microfinance)</td>
<td>4</td>
<td>2.1</td>
</tr>
<tr>
<td>Educational support and Vocational training</td>
<td>70</td>
<td>36.3</td>
</tr>
<tr>
<td>Building of School projects</td>
<td>23</td>
<td>11.9</td>
</tr>
<tr>
<td>Provision of healthcare</td>
<td>32</td>
<td>16.6</td>
</tr>
<tr>
<td>Water and Sanitation</td>
<td>26</td>
<td>13.5</td>
</tr>
<tr>
<td>Creation of Support groups and Policy Advocacy</td>
<td>19</td>
<td>9.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>193</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

*Source:* Primary data.

Table 4.6 presents the areas of World Vision’s programs in Kigali Cluster. It presents 193 total responses to this multiple response question from the 100 respondents. The minimum duration of support received by respondents was given as one year while the mean duration was 9.2 years (Mean Year = 9.2± 4.6 (Min, Max = 1, 20). From the findings, the average year of operation of World Vision in these communities as indicated by the respondents was 9 years. This is an indication that World Vision has been operating for a longer time and is well known in the country. This argument can be further strengthened by the fact that no respondents indicated that they were not supported by World Vision when asked the area of support they have received from the organization. Out of 193 responses, a higher percentage of respondents indicated Educational support and Vocational training (36.3%) as the area of support or activities of World Vision while the least areas of activities indicated by respondent were provision of loan (1.2%). Other areas of activities indicated by respondents were capacity
building (9.8%), provision of healthcare (16.6%), Water & Sanitation (13.5%), creation of support groups and policy advocacy (9.8%) and Building/Repair of schools (11.9%).

It shows that World Vision is more involve with schools, school support, skills and vocational trainings (World Vision Report, 2015) Some of the responses read as, “They support school by given us school materials and school kits such as desk, books, computers” others said, “They give school science kits, water tanks and provide teachers training”. It all registers the fact that World Vision is a child-focused organization and goes in line with her mandate (World Vision Report, 2015). However, the organization needs to improve on such areas as healthcare provision and sanitation, support groups creation and most especially in microfinance activities because skills and knowledge can be acquired but without the necessary start-off the process may be unfruitful.

**Figure 4.1: World Vision intervention in socio-economic development in Respondents area**

Figure 4.1 further shows the distribution of respondents by responses on the activities and ways in which World Vision intervenes in social economic development. From another multiple
response question of which 143 responses were gathered from the 100 respondents, majority of the respondents 77(53.8%) believed that educational support and vocational training is the way World Vision intervenes in social economic development in their area. However, 23(16.1%) indicated capacity building through skills and knowledge, 35(24.5%) indicated community development in identifying needs and implementation of policies. Only 8(5.6%) of the responses were attributed to finance. This implies that World Vision is not so much involved with handing out of cash or giving loans as much as they support capacity development, skill, education and training.

4.2.2: Benefits of World Vision Activities

**Table 4.7: Benefits from World Vision’s program.**

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills and knowledge through capacity building and trainings</td>
<td>29</td>
<td>22.8</td>
</tr>
<tr>
<td>Involvement in decision making and prioritizing for very urgent problems facing the society</td>
<td>15</td>
<td>11.8</td>
</tr>
<tr>
<td>Access to social services, such as health care, water and education</td>
<td>70</td>
<td>55.1</td>
</tr>
<tr>
<td>Technical and financial assistance</td>
<td>11</td>
<td>8.7</td>
</tr>
<tr>
<td>Not supported</td>
<td>2</td>
<td>1.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>127</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Primary data*

Table 4.7 presents the benefits respondents had gained from World Vision’s programs. Out of the total 127 multiple responses of 100 respondents (100%), most respondents which is 70(55.1%) indicated that they have benefitted from access to social services, such as health care, water and education. This is followed by 29 (22.8%) responses whose benefit was in the
area of skills and knowledge through capacity building and trainings. While 15(11.8%) responses said their benefit was on involvement in decision making and prioritizing for very urgent problems facing the society, only 2(1.6%) responses indicated that they have not benefitted from the organization. These findings can suggest the strong aspect of World Vision intervention which can be seen in the area of providing access to social amenities such as hospital and education and their advocacy in involving members of the community in solving their own challenges.

When asked about the performance rate of World Vision, majority of the respondents interviewed stated that World Vision performance is very good in their community in that it is providing needed services. Others said that, “They act when it is needed and making people job creators instead of job seekers”. They also said the organization has benefited the community greatly even for the indirect beneficiaries. However, some of them linked their responses with other areas that the organization needs to improve upon such as microfinance and giving out of loans.
Table 4.8: Benefits from World Vision’s program matched with sex

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Gender</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>Skills and knowledge through capacity building and trainings</td>
<td>17 (35.4%)</td>
<td>12 (26.7%)</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Involvement in decision making and prioritizing for very urgent problems facing the society</td>
<td>6 (12.5%)</td>
<td>9 (20.0%)</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Access to social services, such as health care, water and education</td>
<td>34 (70.8%)</td>
<td>36 (80.0%)</td>
<td>70</td>
<td></td>
</tr>
<tr>
<td>Technical and financial assistance</td>
<td>7 (14.6%)</td>
<td>4 (8.9%)</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Not supported</td>
<td>0 (0.0%)</td>
<td>1 (2.2%)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Give student loan</td>
<td>1 (2.2%)</td>
<td>0 (0.0%)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>65</strong></td>
<td><strong>62</strong></td>
<td><strong>127</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data

When benefits from World Vision’s program were matched with sex of respondents in Table 4.8, it shows that of the 127 (65 male and 62 female) multiple responses of 100 Respondents, up to 70.8% of male and 80.0% of female benefitted from access to social services. More males 17(35.4%) than females 12(26.7%) indicated they got skill and knowledge from World Vision program, meaning more men are being trained. All males indicated they were supported from World Vision program while one female (2.2%) indicated otherwise. This shows that while all men are benefiting, not all female are benefitting totally from World Vision’s activities. The choice of beneficiaries might have been done on need basis, but it seems that the female need more involvement.
Table 4.9: Social and economic infrastructures that World Vision have contributed in building in your community for the past couple of years.

<table>
<thead>
<tr>
<th>Social &amp; Economic Infrastructures</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>School</td>
<td>70</td>
<td>51.9</td>
</tr>
<tr>
<td>Hospital</td>
<td>53</td>
<td>39.3</td>
</tr>
<tr>
<td>Public Market</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Roads</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Supporting Cooperatives</td>
<td>12</td>
<td>8.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>135</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary data

Table 4.9 presents the social and economic infrastructures that World Vision has contributed in building for the community of intervention. 135 multiple responses were obtained from the 100 respondents. While 70(51.9%) of the responses were on schools, 53(39.3%) were on hospitals. However a few people (8.9% responses) indicated that World Vision supported cooperative societies. The findings indicated that most of World Vision activities revolve around education and health care while only little of their presence is felt in other areas.

4.2.3: World Vision in Community Empowerment and Sustainable Development

When asked about World Vision contribution to sustainable community development, most respondents who were interviewed agreed that World Vision have contributed to sustainable development in their community. Responses of discussants point out that World Vision has contributed to building health centers and schools, many other infrastructures, help organize studies and child development projects and have impacted all community members not just the direct beneficiaries. They reported also that school pupils are now studying in good conditions and that World Vision is contributing to community development as seen in table 4.10.
Table 4.10: Respondents’ belief on World Vision’s activities; if it contributed to community empowerment for sustainable community development or not;

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, World Vision’s activities contribute to community development in a sustainable way</td>
<td>95</td>
<td>95.0</td>
</tr>
<tr>
<td>No, World vision’s activity does not contribute to community development</td>
<td>5</td>
<td>5.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: *Primary data*

Table 4.10 presents respondents indication on whether World Vision contributed to community empowerment or not. Large majority (95.0%) of the respondents believed that the organization’s activities in the community contributed to development in a sustainable way. Only very few (5%) think otherwise, that the organization does not contribute to community development in a sustainable way. Some of the respondents however identified some challenges with World Vision Programmes to include poor follow up on their activities and that sponsorships are not available for all children.

**Figure 4.2:** If the empowerment of community contributes to sustainable development

Source: *Primary data*
Figure 4.2 shows the respondents belief if community empowerment leads to sustainable development. Out of 100 respondents, the majority (90%) agree with the statement but few representing 10 per cent only disagree with the statement that community empowerment leads to sustainable development. It means that the equipping of the community with the right empowerment could lead to development in a sustainable way.

Table 4.11: Reasons Given by Respondents that Empowerment of community contributes to sustainable development;

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Because it can help in employment of people</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>It makes self-development possible</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>It helps in regional development</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Makes people to be hard working</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Leads to patriotism and communal services</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Gives Hope and reduces poverty</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source:* Primary data

Table 4.11 shows reasons given by respondents that empowerment of community contribute to sustainable development. The highest number of respondents 40(40.0%) indicated that empowerment of community contributes to sustainable development because it helps in regional development which means that development is not limited. Other reasons given by respondents were that it makes self development possible (27.0%), it can help in employment of people (16.0%), makes people to be hard working (7.0%), leads to patriotism and communal services (5.0%), gives hope and reduces poverty (5.0%). All these are aspects they have
experienced through World Vision empowerment interventions and so they believe that the organization is contributing to sustainable development.

**Table 4.12:** Respondents’ Rates of World Vision Activities in Empowerment of community for sustainable development;

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>World Vision helped the community to access basic needs.</td>
<td>1(1.0%)</td>
<td>20(20.0%)</td>
<td>4(4.0%)</td>
<td>53(53.0%)</td>
<td>22(22.0%)</td>
</tr>
<tr>
<td>World Vision does not involve the community in the identification, formulation and implementation of policies.</td>
<td>12(12.0%)</td>
<td>38(38.0%)</td>
<td>14(14.0%)</td>
<td>26(26.0%)</td>
<td>10(10.0%)</td>
</tr>
<tr>
<td>World Vision involves the community in prioritizing alternatives solutions for problems affecting societies.</td>
<td>2(2.0%)</td>
<td>18(18.0%)</td>
<td>12(12.0%)</td>
<td>57(57.0%)</td>
<td>11(11.0%)</td>
</tr>
<tr>
<td>World Vision helps to come out of the vicious cycle of poverty.</td>
<td>2(2.0%)</td>
<td>14(14.0%)</td>
<td>2(2.0%)</td>
<td>67(67.0%)</td>
<td>15(15.0%)</td>
</tr>
<tr>
<td>World vision provides skills and knowledge for community members.</td>
<td>0(0.0%)</td>
<td>20(20.0%)</td>
<td>15(15.0%)</td>
<td>44(44.0%)</td>
<td>21(21.0%)</td>
</tr>
<tr>
<td>World Vision promotes basic education and provides educational support to children.</td>
<td>3(3.0%)</td>
<td>7(7.0%)</td>
<td>0(0.0%)</td>
<td>57(57.0%)</td>
<td>33(33.0%)</td>
</tr>
<tr>
<td>World Vision provide assistance to disabled and more vulnerable people in the community.</td>
<td>0(0.0%)</td>
<td>1(1.0%)</td>
<td>40(40.0%)</td>
<td>38(38.0%)</td>
<td>21(21.0%)</td>
</tr>
</tbody>
</table>

*Source: Primary data*

Table 4.12 presents the rates of World Vision activities in empowerment of community for sustainable development. More than half (53.0%) of the respondents agree with the statement that World Vision helped the community to access basic needs and 57.0% of the respondents also agree that World Vision involve the community in prioritizing alternatives solutions for problems affecting societies. However, few of the respondents (10.0%) strongly disagree with
the statement that World Vision do not involve the community in the identification, formulation and implementation of policies. Large majority of the respondents (67.0%) agree that World Vision help to come out of the vicious cycle of poverty and almost half (44.0%) also agree with the statement that World vision provide skills and knowledge for community members.

**Table 4.13: Challenges and Development Issues in Respondents Areas**

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Public market</td>
<td>3</td>
<td>2.7</td>
</tr>
<tr>
<td>Poverty</td>
<td>20</td>
<td>18.0</td>
</tr>
<tr>
<td>Soil Erosion</td>
<td>2</td>
<td>1.8</td>
</tr>
<tr>
<td>Shortage of water</td>
<td>4</td>
<td>3.6</td>
</tr>
<tr>
<td>School Fees has increased</td>
<td>3</td>
<td>2.7</td>
</tr>
<tr>
<td>People are required to build house that fit vision 20-20</td>
<td>1</td>
<td>0.9</td>
</tr>
<tr>
<td>People don’t have Skills</td>
<td>33</td>
<td>29.7</td>
</tr>
<tr>
<td>Lack of Starting Capital</td>
<td>21</td>
<td>18.9</td>
</tr>
<tr>
<td>Poor road network</td>
<td>19</td>
<td>17.1</td>
</tr>
<tr>
<td>Climate change</td>
<td>4</td>
<td>3.6</td>
</tr>
<tr>
<td>Tax is too High</td>
<td>1</td>
<td>0.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>111</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

*Source: Primary data*

Table 4.13 presents the identified challenges and development issues in respondents’ areas. The major challenges indicated by respondents in the 111 multiple responses obtained from 100 Respondents, were lack of Skills (29.7%), lack of starting capital (18.9%), poverty (18.0%) and poor road network (17.1%). The least challenges mentioned were people are required to build houses that fit vision 20-20 (0.9%) and Tax is too High (0.9%). With time, the major challenges which are lack of skills and poverty could be mitigated as World Vision’s
work to increase its Educations/Training activities. This could be the reason they have chosen education as their major activity.

**Figure 4.3:** Ways Suggested by Respondents in solving the current challenges facing them

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Suggested Ways</th>
</tr>
</thead>
<tbody>
<tr>
<td>23.4%</td>
<td>Giving of loans</td>
</tr>
<tr>
<td>21.3%</td>
<td>Training and capacity building</td>
</tr>
<tr>
<td>11.7%</td>
<td>Construction of infrastructures</td>
</tr>
<tr>
<td>6.4%</td>
<td>Increase number of sponsored cooperatives</td>
</tr>
<tr>
<td>4.3%</td>
<td>Construction of markets to reduce road side vendors</td>
</tr>
<tr>
<td>3.2%</td>
<td>Provision of water channels</td>
</tr>
<tr>
<td>2.1%</td>
<td>Awareness creation on erosion and deforestation</td>
</tr>
<tr>
<td>1.1%</td>
<td>Provision of water channels</td>
</tr>
<tr>
<td>0.3%</td>
<td>Construction of infrastructures</td>
</tr>
</tbody>
</table>

Source: *Primary data*

Figure 4.4 presents ways suggested by respondents in solving the current challenges facing them. A large majority of respondents indicated that Giving of loans (27.7%), Training and capacity building (23.4%), and construction of infrastructures (21.3%) were the ways to solve their current challenges in their community. However, the least ways included increased Awareness creation on erosion and deforestation (2.1%), Provision of water channels (3.2%) and construction of markets to reduce road side vendors (6.4%). From the finding, it seem that majority were having challenges sourcing loans, funding or some startup capital for maybe
some kind of business which makes this an area to be considered by the organization or other NGOs.

**Table 4.14**: Relationship between community empowerment and sustainable community development

<table>
<thead>
<tr>
<th>Variables</th>
<th>Community empowerment contribute to development</th>
<th>Community empowerment does not contribute to development</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit</td>
<td>Benefited</td>
<td>84 (91.3%)</td>
<td>8 (8.7%)</td>
</tr>
<tr>
<td>from World Vision</td>
<td>83 (Expected)</td>
<td>9 (Expected)</td>
<td>92 (100%)</td>
</tr>
<tr>
<td>Not Benefited</td>
<td>6 (75.0%)</td>
<td>2 (25.0%)</td>
<td>8 (100%)</td>
</tr>
<tr>
<td>Vision</td>
<td>7 (Expected)</td>
<td>0.8 (Expected)</td>
<td>8 (100%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90 (90.0%)</strong></td>
<td><strong>10 (10.0%)</strong></td>
<td><strong>100 (100%)</strong></td>
</tr>
</tbody>
</table>

*Source: Primary data*

\[
\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}
\]

**Chi-Squared Calculation**: The formula for \( \chi^2 \) is

\[
X^2 = \sum \frac{(84 - 83)^2}{83} + \frac{(8 - 9)^2}{9} + \frac{(6 - 7)^2}{7} + \frac{(2 - 0.8)^2}{0.8} = X^2 = 2.174
\]

\[
X^2 = 2.174, \quad \text{(Check for P Value)} \quad P = 0.140, \quad P < 0.05
\]

Table 4.14 presents the cross tabulation between respondents who have benefited from World Vision and responses on whether respondents believed that community empowerment contributes to sustainable development in their communities. Among those who benefited from World Vision program, large majority (91.3%) indicated that community empowerment contributes to sustainable development. Also, among those who did not benefit from World Vision, more than half (75.0%) still indicated that community empowerment contributes to sustainable development. The reason given for this is that it brings about employment of
people and make the people able to meet their needs. However, only 25% among those who do not benefit from World Vision indicated that community empowerment does not contribute to sustainable development. Overall using the Pearson correlation statistics, the relationship between benefit and perceived sustainable development was not significant as the value of $P < 0.05$. This means that it does not necessarily hold that empowerment brings about sustainable development in community even though it is a pathway to sustainable development (Terry, 2010; CLC Genomics, 2000).
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction
The chapter presents a summary of main findings of the study, conclusions drawn and practical and valuable recommendations made.

5.1 Summary of Main Findings
The ages of the respondents were categorized into five categories in years. These were 18-29, 30-39, 40-49, 50-59, and 60 above. Among these groups, respondents between the ages of 18-29 had had the highest percentage of 42 percent while the least category (1%) was 60 above group. This is an indication that the target population consists of young people. On job occupation, more respondents (35.0%) were unemployed compared to those respondents that were business owners (20.0%). However, more people were farmers (cultivator) (37.0%) compared to respondents without job (35.0%). This shows the degree of dependents in the areas. Also, majority of the people are either unemployed, or were farmers. This is in support of the earlier study that indicated that most Rwandese are agrarian. According to (UNDP, 2007), agriculture employs almost 80 percent of the population, accounting for more than 40 percent of gross domestic product (GDP) and more than 70 percent of exports (Economist Intelligence Unit, ‘Rwanda, 2006).

5.1.1 The Programs of World Vision’s Interventions
In the research findings, the average year of operation of World Vision in these communities as indicated by the respondents was 9 years. This is an indication that World Vision has been operating for a longer time and is well known in the country. This argument can be further strengthened by the fact that no respondents indicated that they were not supported by World
Vision when asked the area of support they have received from the organization while the highest percentage of support from the organization was on educational support and vocational training (36.3%). Other area of programs indicated by respondents were capacity building, provision of healthcare, Water /sanitation, creation of support groups and policy advocacy, building/repair of schools and provision of loans.

However, the findings from this study revealed that more than half (53.8%) believed that educational support and vocational training is the way World Vision intervenes in socio economic development in their community and only very few (5.6%) indicated microfinance as the way World Vision intervene in socioeconomic development in their area. The implication of this is that the programs and activities of World Vision revolve majorly around educational support and vocational training. It is expected that this should be the strength of World Vision and their area of weakness is seen in that of giving out cash as forms of loan or start-up capital.

5.1.2 Benefit of World Vision Interventions

Majority of the respondents interviewed stated that World Vision performance is very good in their community. Some of them stated that World Vision is very important in their community because it is providing needed services. This is in line with the definition of NGO given by World Bank. According to World Bank, NGOs are private organizations that pursue activities to relieve the suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development (World Bank, 2002, p.1).

Respondents were asked questions on what they perceived as benefits from World Vision activities in their community. More than half of the respondents (55.1%) specify that access to
social services, such as health care, water provision and access to education were the benefit they have received from World Vision organization. Others indicated that capacity building/training, involvement in decision making, technical and financial assistance were their benefitted from the organization. Just 1.6% responses indicated that they have not benefitted from the organization.

The study also show that World Vision supported school as a form of social and economic infrastructures in the community. More than half (51.9%) of the responses were on schools while (39.3%) were on hospitals. This shows that most of the benefits from World Vision activities revolve around education and health care.

5.1.3 World Vision in Community Empowerment and Sustainable Community

Development

When asked about World Vision contribution to sustainable development, majority agreed that World Vision have contributed to sustainable development. Ninety five per cent (95%) of the respondents indicated that Yes, World Vision’s activities contribute to community development in a sustainable way.

More than half (53.0%) of the respondents agree with the statement that World Vision helped the community to access basic needs and 57.0% of the respondents also agree that World Vision involve the community in prioritizing alternatives solutions for problems affecting societies. However, few of the respondents (10.0%) strongly disagree with the statement that World Vision does not involve the community in the identification, formulation and implementation of policies. Large majority of the respondents (67.0%) agree that World Vision help to come out of the vicious cycle of poverty and almost half (44.0%) also agree with the
statement that World Vision provide skills and knowledge for community members. This agrees with earlier literature that the involvement of community members in empowerment activities would lead to them becoming empowered, which is the means to sustainable community development. Manmohan points out that with such activities, in the long-run the outcome would be sustainable community development (Manmohan & Siksha 2013, p 4).

In order to critically explore the relationship between community empowerment and sustainable development, respondent’s benefits was cross tabulated with whether NGOs activities lead to sustainable development. Though, the relationship was insignificant, however, the cross tabulation showed that among those who benefited from World Vision program, large majority (93.3%) indicated that community empowerment contributed to sustainable community development.

5.2 Conclusions

The study explored the capacity building activities and programs undertaken by World Vision for sustainable community development in which the major activity was education and vocational training. It also considered the benefits of World Visions’ programs and activities on the community of its working area in which most response were on education support and training. This is beneficial to the community alongside other social services derived from World Vision and could lead to sustainable community development as members of the community are acquiring skills and knowledge needed for sustainability. On the relationship between community empowerment and sustainable development in Rwanda, the study also showed that respondents perceived that there was great impact from World Vision in their community. Most of them enumerated series of World Vision impact and benefits during the
interview. However, the relationship between empowerment or impact and sustainable community development was found to be insignificant.

5.3 Recommendations

In order for World Vision and other NGOs impact to lead to sustainable community development, the following recommendation has been teased out from the study;

5.3.1 Recommendations to NGOs (World Vision)

World Vision should consider expanding their impact in other areas apart from education support as well as keep strengthening their activities on education and training. World Vision or NGOs should also especially increase their impact on the community in the area of providing sustainable program on finance such as revolving loans to enable skills acquired to be put to use. Furthermore, there is the need for more community involvement; allowing them to think for themselves and make their own choices, this will enable attainment of sustainability. This will enhance effectiveness as the partner with the government in order to achieve the 17 UN Sustainable Development Goals (SDGs).

5.3.2 Recommendations to Government

Training must bring about definite changes in the trainees like promoting achievement in the areas of knowledge, skills, attitude and practices. Training and education should bring about a change in self-image of community members, create awareness of their inner strength, enhance their decision making skills and help them make valuable contributions to the society. It is strongly recommended that in the Government’s effort to regulate and review policies on NGOs, with regards to empowering communities for sustainable development, that other voluntary organizations and Non-Governmental Organizations be encouraged to implement
more of skills and vocational training programmes for the empowerment of the communities. Training for empowerment also demands the availability of an effective teaching and learning environment or atmosphere which the Government needs to avail to the community.

5.3.3 **Recommendations to Local Community**

The community we belong to can help us to be more effective citizens. They play an important part in our personal well-being. The community should work together to increase their well-being, and to make their lives wealthier, healthier and sustainable using skills and values gathered from the World Vision exposure. They should also pay attention to maintaining and care of the environment.

**Recommendations to other Civil Society Organization (CSOs)**

Community development is a process and a way of doing things. The CSOs such as the media, Faith-Based organizations (FBOs) and associations of CBOs should work to bring people together to identify the problems and needs which they share, help people to discover the resources that they already have, promote knowledge, skills, confidence and the capacity to act together strengthening organization and leadership within communities. They should work in more open and inclusive ways through effective consultation and better partnership to promote increased local democracy, participation and involvement in community affairs.

5.4 **Suggestions for Further Study**

It is suggested that further studies be carried out, to throw more light on some aspects of NGO activities which were not covered in this study. This includes;
i) The study was limited to only one Non-Government Organization (World Vision) in Rwanda, future studies can look at other major NGOs in the country as well to consider their contributions to sustainable community development.

ii) Evaluation of their impact could be compared to the contributions that other Non-Governmental Organizations have made in other developing countries.

iii) Further studies could also go beyond perceived responses of beneficiaries and evaluate the impact of NGOs activities based on development indicators and comparing of socio-economic status of the beneficiaries from before and after the intervention activity.
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APPENDICES

APPENDIX I: AUTHORIZATION LETTER

Mount Kenya University

MOUNT KENYA UNIVERSITY RWANDA
(MKUR)
INSTITUTE OF POST GRADUATE STUDIES & RESEARCH
LETTER OF INTRODUCTION

14th February, 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

MS. JOY OLADAPÓ MDS/2014/78743

This is to confirm that the above named person is a bona fide student of Mount Kenya University
(Kigali Campus). She is currently carrying out research work to enable her complete her Master
of Arts in Development Studies degree program. The title of her research is:

NON-GOVERNMENT ORGANIZATIONS ACTIVITIES AND SUSTAINABLE
COMMUNITY DEVELOPMENT IN RWANDA,
A CASE STUDY OF WORLD VISION RWANDA

The information received will be confidential and for academic purposes only.

Any assistance accorded her to complete this study will be highly appreciated.

Thank you.

[Signature]

Nyambane David, PhD
Ag. DIRECTOR INSTITUTE OF POST GRADUATE STUDIES & RESEARCH
APPENDIX II: QUESTIONNAIRE

A. Introduction

Dear Respondents,

I am Joy Oladapo, a student at Mount Kenya University, currently pursuing a Master’s Program in Development Studies (MDS). I am conducting a research on NGOs activities and sustainable community development in Rwanda. I am therefore requesting your assistance in completing the attached questionnaire and to provide answers to the best of your knowledge. Kindly note that information provided will be kept in confidence and your name will not appear anywhere on the questionnaire. This exercise will be used for academic purpose only.

Yours sincerely,

Joy Oladapo.

SECTION A: SOCIO - DEMOGRAPHIC CHARACTERISTICS

Instruction: In this section Please tick (✓) in the appropriate boxes that correspond to your answers or complete the spaces provided below

1. Gender

☐ Male

☐ Female

2. Age group

☐ 18 - 29
3. Educational level

☐ None
☐ TVET
☐ Primary
☐ Secondary
☐ University
☐ Others (Specify) .................................................................

4. Marital status

☐ Single
☐ Married
☐ Divorced
☐ Widow/widower
☐ Others (specify) .................................................................

5. Current job occupation

☐ Cultivator / Farmer
☐ Business
☐ Unemployed
RESEARCH QUESTIONS

SECTION B: TYPES OF ACTIVITIES/PROGRAMS

1. How long have you been supported by the World Vision? ______________

2. In what areas have you been supported by World Vision? (Pick as many as possible)
   - Capacity building
   - Provision of loans (Finance)
   - Education Support and Vocational training
   - Building of School project
   - Provision of Health care
   - Water and Sanitation
   - Creation of Support group and Policy Advocacy
   - Others/specify……………………………………………………………………

3. How does World Vision intervene in social economic development in your area?
   - Capacity building
   - Microfinance
   - Education support and Vocational training
   - Community development in identifying needs and implementation of policies
   - Others/specify……………………………………………………………………
SECTION C: IMPACTS/BENEFITS OF NGO ACTIVITIES

4. What have you benefited from World Visions’ program?

☐ Skills and knowledge through capacity building and trainings

☐ Involvement in decision making and prioritizing for very urgent problems facing the society.

☐ Access to social services such as health care, water and education,

☐ Technical and financial assistance

☐ Others/Specify ..............................................................

5. What social and economic infrastructures have World Vision contributed in building in your community for the past couple of years?

☐ Schools

☐ Hospitals

☐ Public markets

☐ Roads

☐ Others/Specify ..............................................................
SECTION D: WORLD VISION IN COMMUNITY EMPOWERMENT AND SUSTAINABLE DEVELOPMENT

6. Do you think World Vision’s activities contribute to empower your community in a sustainable way?

☐ Yes, World Vision’s activities contribute to community development in a sustainable way.
☐ No, World Vision’s activity does not contribute to community development in a sustainable way.

7. Do you agree that the empowerment of community contributes to sustainable development?

☐ development? ☐ YES
☐ NO

Please give reason for your answer; ________________________________
______________________

8. Complete answer the following questions and rate it on the indicated scale

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>World Vision help the community to access basic needs</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>World Vision do not involve the community in the identification, formulation and implementation of policies</td>
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<td></td>
</tr>
<tr>
<td>World Vision involve the community in prioritizing alternatives solutions for problems affecting the society</td>
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<tr>
<td>World Vision help to come out of the vicious cycle of poverty</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>World Vision provide skills and knowledge for community members</td>
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<tr>
<td>World Vision promotes basic education and provides educational support to children.</td>
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<td></td>
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<tr>
<td>World Vision provide assistance to disabled</td>
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</tbody>
</table>
9. What are the current challenges and development issues in your community?

|____________________________________________________________________|
|____________________________________________________________________|
|____________________________________________________________________|

10. In what way(s) do you think World Vision can still actively take part in solving the problem

|____________________________________________________________________|
APPENDIX III: QUESTIONNAIRE IN KINYARWANDA

URUTONDE RW’IBIBAZO

A. Intangiriro


Yours sincerely,

Joy Oladapo.

SECTION A: IMITERERE Y’UBUZWA

Amabwiriza: Muri iki gika, shyira akamenyetso aho bigendanye n’igisubizo cyawe

1. Igitsina

☐ Gabo
☐ Gore

2. Imyaka

☐ 18 - 29
☐ 30-39
☐ 40-49
☐ 50-59
☐ 60 no hejuru

3. Amashuri yize

☐ Ntiyize
☐ Imyuga
☐ Amashuri ababanza
☐ Amashuri yisumbuye
☐ Kaminuza
☐ Ibindi (bivuge)________________________________________

4. Imiterere y’umuryango
Ingaragu
Arubatse
Baratandukanye
Umupfakazi
Ibindi (sobanura)

5. Akazi akora

Umuhinzi
Umucuruzi
Nta kazi ngira
Ibindi (bivuge)

IBIBAZO BY`UBUSHAKASHATSI

SECTION B: UBWOKO BW`IBKORWA

6. Umaze igihe kingana iki ufashwa na World Vision?

7. World Vision yagufashije mu biki? (Hitamo Ibisubizo Byinshi)

Amahugurwa
Bampaye inguzanyo
Kwiga
Batwubakiye ishuri
Badufasha mu bikorwa by`uburezi
Ibikorwa by`amazi
Gutanga ubufasha kubandi
Ibindi (bivuge)

8. Ni gute World Vision ibafasha mu bikorwa by`amajyambere mu gace utuyemo?

Amahugurwa
Kubona igishoro
Uburezi
Ibikorwa by`amajyambere bigendeye ku bikenewe
Ibindi (bivuge)
SECTION C: AKAMARO CYANGWA INYUNGU Y'IBIKORWA

9. Ese hari icyo wungukiye mu bikorwa bya World Vision?

☐ Ubumenyi biciye mu mahugurwa

☐ Gufata ibyemezo no guhitamo ibiteza imbere umuryango ndetse nagace dutuyemo

☐ Kubona service nziza z’ubuzima, uburezi n’amazi

☐ Ubufasha bwa tekiniki n’ubushobozi

☐ Ibindi bivuge _________________________________

10. Nibihe bikorwa remezo mu rwego rw’ imibereho myiza n’ubukungu World Vision yagizemo uruhare mugihe gishize?

☐ Amashuri

☐ Ubuzima

☐ Isoko Rusange

☐ Imihanda

☐ Ibindi (bivuge)....................................................

SECTION D: WORLD VISION MU BIKORWA BIBATEZA IMBERE

11. Uratekereza ko World Vision yagize uruhare mu bikorwa by’amajyambere arambye?

☐ Yego ibikorwa bya World Vison ikora ibikorwa mu buryo burambye

☐ Oya ibikorwa bya WV ntabwo ikora ibikorwa kuburyo burambye

12. Wemera ko guha ubushobozi abaturage bituma habaho amajyambere arambye?

YEGO ☐ OYA ☐

Vuga impamvu z’igisubizo cyawe

________________________________________

_____________________________________

_____________________________
13. Tanga ibisubizo ku bibazo bikurikira ukurikije urwego biriho

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<tr>
<th>Interuro</th>
<th>Simbyemera na busa</th>
<th>Simbyemera a</th>
<th>Ndifashe</th>
<th>Ndabyemera</th>
<th>Ndabyemera cyane</th>
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<tbody>
<tr>
<td></td>
<td>World Vision ifasha abaturage kubona ibintu byibanze</td>
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<td></td>
<td>World Vision ntabyo ijya ibaza abaturage ibyo bakeneye iyo igiye gukora ibikorwa byayo</td>
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<td></td>
<td>World Vision ifasha abantu bafite ubumuga</td>
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</tbody>
</table>

14. Ni izihe mbogamizi ndetse n’ibibazo bibabuza itembere?

______________________________________________________________

10. In what way(s) do you think World Vision can still actively take part in solving the problem /Ni uruhe Ruhare mutekereza ko World Vision yagira mu gukemura ibibazo mufite?

______________________________________________________________
APPENDIX IV: INTERVIEW GUIDE

1. What is (are) the activity (ies) of World Vision Rwanda in community development in your area programs?
2. Does World Vision’s intervention in community development include aspect such as education, health, microfinance, school construction, infrastructure construction, youth counseling, capacity building, vocational or skill training, economic and agriculture technical assistance? Please Explain.
3. How do you consider the performance of the World Vision from your point of view?
4. Do you think World Vision contributes to sustainable community development and how?
5. What do you think are the achievements of World Vision in this Kigali cluster in terms of education, health, social and economic aspects?
6. What is the impact of World Vision programs on community development in this area?
7. What challenges do you face in reaching sustainable community development in your work in this area?
8. Indicate some major steps that you consider should be taken by the government to enhance the performance, effectiveness and efficiency of World Vision in this area?
9. What suggestions would you like to give in order to improve the role of World Vision in sustainable community development in this area.
APPENDIX V: KINYARWANDA INTERVIEW GUIDE

1. Ni bihe bikorwa by’amajyambere World Vision ikorwa aha iwanyu?
2. Ese mu bikorwa by’amajyambere ikora harimo, uburezi, ubuzima, kubaka amashuri, ibikorwa remezo, ubufasha myumvire, imyuga, ubukungu, ubuhinzi?
3. Ese ubona ute imikorere ya World Vision?
4. Ese utekereza ko World Vision ikora ibikorwa by’amajyambere birambye?
5. Ese utekereza iki ku bikorwa bya World Vision/Cluster ya Kigali ku bigendanye n’uburezi, ubuzima ndetse n’ubukungu?
6. Niziye nyungu z’ibikorwa bya World Vision ku baturage?
7. Nizihe mbogamizi mu bibonamo?
8. Ubona ubuyobozi bwakora iki kugira ngo World Vision ikore neza ibikorwa biteza imbere abaturage?
9. Ni ihihe byifuzo watanga kugirango World Vision ivugurure uko ikora kugirango birusheho guteza imbere abaturage?