



UGANDA MANAGEMENT INSTITUTE

POSTGRADUATE DIPLOMA IN (DPPM): K'LA; MRA; GULU,
MBL: (DPAM): K'LA; MRA; GULU, MBL: (DME): K'LA; MRA;
GULU, MBL: (DPPM) DL IV: (DME) DL IV

SECOND SEMESTER EXAMS 2015/2016

MODULE: NGO MANAGEMENT (E)

Date: Friday 7 October 2016

Time: 09.00 AM – 12.00 NOON

INSTRUCTIONS

1. Answer **FOUR** Questions.
2. Question **ONE** of Section A is compulsory and carries 40 marks.
3. Answer any other **THREE** Questions from Section B. Each question carries **20 marks**.
4. Write clearly and legibly.
5. **Do not** write anything on the question paper.
6. **Do not** take Mobile Phones into the examination room.
7. Follow the instructions of the examination supervisor.
8. Indicate questions answered on the Answer Sheet in the column of Questions.

This paper consists of 4 printed pages

-GOOD LUCK-

QUESTION ONE

Amidst widespread calls for Non- Governmental Organizations (NGOs) to become accountable and transparent, there is still prevalence of discrepancies between what NGOs say and what they do. Reports show that a good number of NGOs in Uganda are dishonest with regard to financial transparency and community participation. There are also high incidences of misrepresentation among NGOs. Results from a Heckman probity model suggest that the determinants of misrepresentation differ according to the subject matter: The threat of being caught reduces the likelihood of dishonesty about financial transparency, while a desire to “save face” to maintain a good reputation appears to be the main motivator of a misrepresentation of community consultations. NGOs with antagonistic relations with the government are more likely to hide information and be dishonest. It also lends some support to the view that’s excessive and unrealistic donor demands may be an obstacle to openness and transparency. These findings therefore caution us against an overly naïve and simplistic view of NGOs, and specifically, an over reliance on reported information when monitoring or surveying NGOs. Instead there is need to put in place regulatory systems and frameworks to guide the operations of NGOs.

Required

- a) Basing on the above scenario, underscore the importance of regulatory systems and frameworks for NGO operations in Uganda. **(15 marks)**
- b) Discuss the various approaches that NGOs can use to mobilize grassroots communities to participate in governance programmes. **(15 marks)**
- c) Suggest ways in which the NGO Board (Bureau) in Uganda can be strengthened to properly regulate the activities of NGOs. **(10 marks)**

SECTION B: ANSWER ANY THREE QUESTIONS FROM THIS SECTION**QUESTION TWO**

It is generally believed that collaboration, partnerships and networking are good for NGOs and the CSO sector as a whole, and that multiple benefits are derived from this collaborative relationship. However, there is a significant minority of stakeholders who hold the view that, the challenges of collaboration, partnerships and networking outweigh its benefits. As a Consultant hired to guide a coalition of CSOs working on prevention of Gender Based Violence, you are required to:

- a) Identify the main challenges that NGOs face in establishing effective collaboration, partnership and networking. **(10 marks)**

- b) Suggest strategies that the coalition of NGOs and CSOs working on prevention of Gender Based Violence can use to ensure effective collaboration, networking and partnership. **(10 marks)**

QUESTION THREE

The human rights sphere has attracted the attention of stakeholders in the public sector, the private sector, as well as the NGO/CSO sector. The human rights sphere has gained the interest of all the stakeholders especially, the NGOs/CSOs because of their work in promoting, protecting and advancement of human rights worldwide. As a participant who has been exposed to the field of human rights and the NGO/CSO work, you are required to:

- a) Discuss the argument that all NGOs and CSOs in general are human-rights focused entities that exist to primarily address human rights issues. **(10 marks)**
- b) Discuss, with clear examples, the challenges that NGOs face in the promotion of human rights in Uganda. **(10 mark)**

QUESTION FOUR

Gender inequality and gender non-responsive interventions are among the many issues that have been identified as major factors affecting equitable development in Uganda, and indeed most of Africa. The factors above are, partly, accelerated by absence of effective gender mainstreaming strategies, as well as the absence / weaknesses in policy, legal and institutional mechanisms that support gender equality and gender-responsive planning.

Required

- a) Identify the major causes of gender inequality in Uganda. **(10 marks)**
- b) Discuss the strategic actions that could be undertaken by the NGOs and other relevant stakeholders to promote gender equality and gender-responsive planning. **(10 Marks)**

QUESTION FIVE

The role of NGOs as channels for improving the lives of the marginalized is very critical. NGOs operate at local, national and international levels and on various issues hence making their work complex. In order to fulfill their obligations, NGOs should not be managed as other government and private undertakings.

Required

- a) Discuss with examples, the unique features of southern NGOs that require a special management approach. **(15 marks)**
- b) Identify at least 5 (five) special Management approaches that managers of NGOs need to use to effectively manage the activities of NGOs. **(5 marks)**

QUESTION SIX

NGOs play a crucial role in development. Therefore constant assessment needs to be undertaken to verify whether NGOs are achieving their set goals. A common conclusion from most of the studies done on NGOs however shows that it is difficult to assess the impact of NGO programs.

Required

- a) Discuss the relevance of assessing the performance of NGOs especially those operating in the third World countries. **(10 marks)**
- b) Analyze the difficulties involved in assessing the performance of such NGOs. **(10 marks)**

END