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POLICY OF NGOs ON DEMOCRATIC GOVERNANCE CASE STUDY OF DEMOCRATIC GOVERNANCE FACILITY (DGF) UGANDA

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Declaration

I, Getachew Bekele Damtew, declare that this thesis is a result of my research investigations and findings. Sources of information other than my own have been acknowledged and a reference list has been appended.

This work has not been previously submitted to any other university for award of any type of academic degree.

Signature_____

Date_____

Acronyms/Abbreviations

ACTDE	African Center for Trade and Development
AHWG	Ad Hoc Working Group
AWG	Accountability Working Group
CAP	Council of African Policy
CARE	Cooperative for Assistance and Relief Everywhere (Charity organization)
CBOs	Community Based Organizations
CWG	Center of Women in Governance
DGF	Democratic Governance Facility
DGF-PMU	Democratic Governance Facility Program Management Unit
DGF-SC	Democratic Governance Facility Steering Committee
DWC	Democracy Working Group
FUWL	Federation of Ugandan Women Lawyers
GDP	Gross Domestic Product
HRWG	Human Right Working Group
IGO	Inter Governmental Organization
IMF	International Monetary Fund
INGO	International Non-Governmental Organizations
NGO	Non-Governmental Organizations
NPIO	Non Profitable International Organizations
NRA	National Resistance Army
OECD	Organization for Economic Co-operation and Development.
OXFAM	International charity Organization
PDG	Partners Democracy Governance
RLG	Refugee Law Project
UN	United Nations
UNDP	United Nations Development Program
UPC	Ugandan People's Congress
UPDF	Uganda Peoples Defense Force

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III

Abstract

The absence of democratic governance is one of the key factors that affect the development processes of Africa. Non-Governmental Organizations (NGOs) contribution to set proper policy on democratic governance is significant. The study is a case study on Democratic Governance Facilities (DGF) of Uganda. Democratic Governance Facilities (DGF) is an organization that works on policy and implementation of projects, which have direct, or indirect relationship to democratic governance activities in Uganda.

In different way to ordinary NGOs, the organizational structure and the manpower of Democratic Governance Facility (DGF) is unique. By structure it looks like Inter Governmental Organization (IGO). However its activity and policy implementation explained it as NGO. DGF board of directors is Ambassadors of different European countries (including Norwegian Ambassador) and the representative of European Union to Uganda. This thesis elaborates the theoretical background of main pillars or principles of democratic governance plus promoting democracy. Based on these principles, NGOs` policies and contributions to an improvement of democratic governance are evaluated. Even though both governmental and non-governmental organizations have roles to set proper policy on democratic governance projects, there are some areas of policies that NGOs have disregarded. The North promotion of democracy to South through NGOs has a number of discrepancies. This thesis will go through on those policy discrepancies from the theory of promoting democracy and main principles of democratic governance point of view. Therefore the thesis indicates those disregarded areas of policies from the two theoretical background point of view and it proposes the possible ways of improvement.

CHAPTER 1: INTRODUCTION/ BACKGROUND

This thesis explores the policy of NGOs on democratic governance with case study of Democratic Governance Facility (DGF). According to this thesis, DGF has “dual faces” by structure and policy formulation and implementation. By structure it is Inter Governmental Organization (IGO). However with its policy formulation and implementation, it operates with local NGO partners in all part of Uganda as NGOs. Therefore this thesis takes DGF as typical representative of NGO policy formulator and implementer through partner NGOs in related to democratic governance in Uganda.

The Democratic Governance Facility (DGF) project in Uganda was established by Austria, Denmark, Ireland, the Netherlands, Norway, Sweden, the United Kingdom and the European Union. DGF supports state and non-state partners to strengthen democratization, protect human rights, improve access to justice and enhance accountability in Uganda. The overall goal of the DGF is to contribute to equitable growth, poverty eradication, rule of law and long-term stability in Uganda. The DGF's programming approach is focused on the following three interlinked and mutually reinforcing components and their associated sub-components are deepening democracy, rights, justice and peace; and voice and accountability (Democratic Governance Facility, 2017).

The term non-governmental organization or NGO was not in general an issue before the UN was formed. When 132 international NGOs decided to co-operate 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. (Petter Willets, 2011).

Charitable and community organizations, separate from the state, have existed in many historical settings, but NGOs are primarily a modern phenomenon. People founded increasing numbers of organizations, as instruments to meet community needs, defend interests or promote new policies. Alexis de Toqueville emphasized the importance of what he called "political associations" as institutions of democracy, uniquely numerous and influential in the United States at the time of his famous visit in 1831. New legal rules for private corporations, emerging at this same time, provided modern juridical authority for the organizations and

increased their defenses against state interference (Paul, J. 2000). The anti-slavery movement which was founded in England in the late 18th century gave rise to many organizations and eventually led to the World Anti-Slavery Convention of the 1840, a milestone gathering to coordinate the work of citizen organizations on an international basis. The International Committee for the Red Cross came into being in 1863. During the nineteenth century, independent associations of this kind addressed many issues, including women's rights, the condition of the poor, alcohol abuse and municipal reform. Trade unions emerged as a leading force in the NGO movement later 19th century (Ibid.).

From the 20th century, 1980s and 1990s were Non-governmental organizations expansion years. Between 1980 and 1993, the number of NGOs registered in the OECD countries goes up from 1,600 to 2,970 (Smillie and Helmich 1993). While such large number of NGOs with billion dollars budget could not make them key development partner in third world countries. Both NGOs and host countries realized the role of NGOs is more on humanitarian assistance, democratization, education and health areas.

Democratic Governance Facility (DGF) Uganda work is built upon the principles and values enshrined in Uganda's 1995 Constitution and reiterated in its current National Development Plan. As it is stated on its web site, it is guided by a belief that Ugandan citizen's best achieve sustainable development through constructive engagement with the state at national and sub-national levels. The democratic governance facility does not implement activities directly, but works with a diverse array of national, regional and district-based partners (DGF, 2017).

The organizational structure of Democratic Governance Facility (DGF) program in Uganda has three bodies. These are a Board, a steering committee and a Program Management Unit. The Board decides an overall strategy and direction of the DGF. It is composed of the Heads of Mission of the Development Partners, which provides fund to the DGF and elected Ugandan resource persons with expertise in national governance issues. The Steering Committee, on the other hand, provides oversight of program implementation. Under Steering Committee, all development partners or funders to the program are composed. The chairmanship of DGF Board is rotating every year. (Ibid).

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This thesis is significant in its uniqueness to the case study of DGF. Even if there are researches made around the role of NGOs for development of Uganda, there is no visible research that was made focusing on DGF activities in Uganda. The program officer of the DGF Uganda also realizes this condition. Both the government and civil societies in Uganda work to implement good governance projects at local and national levels. However there are challenges that democratic governance is facing. Therefore the main point this thesis will focus is on NGOs policies regarding democratic governance in Uganda. Democratic governance challenge leads to dissatisfaction of the people with government, which resulted to conflict. Therefore DGF policies implementation on democratic governance in Uganda will be evaluated from the core principle of democratic governance point of views plus whether the north originated democratic governance NGOs policies brought change to democratic governance of Uganda will be also look through in the thesis.

According to White argument that international NGOs were distinct from pressure groups while many formed to promote the interest of particular constituencies in terms of international understanding and public opinion at the national and international level (L. C. White, 1951). Democratic Governance Facility (DGF) overall goal is to contribute to equitable growth, poverty reduction, rule of law and long-term stability in Uganda. Its policy is reflected on two main pillars. These are: DGF partnership approach and program (DGF, 2017)

For DGF (2017), making with partnership and Agency is not only crucial to work together for the common objective but also to ensure the ownership of Ugandans in all activities. The role of DGF in process of building democratic governance in Uganda is not primarily imitative by DGF itself. It is a demand driven by partners. The DGF role is a catalyst role, which set intervention strategies and agendas together with partners. Apart from agenda setting it also stimulates the democratic governance to achieve specific objective (Ibid.)

Based on its policy, DGF partners are both governmental and non-governmental organizations. This will include but not limited to, civil society organizations including community based organizations (CBOs), NGOs, political parties, state, academic institutions, research centers and media. Geographically, to avoid not only focus on and around the capital

city of Kampala, as much as possible, there is a fair and mix policy to have balance between national, regional and district-based partners. It is DGF (2017) principle to have partnership with Ugandan partners. In case of NGOs, they should be national NGOs that can be defined by the national NGO Policy as an NGO that is fully controlled by Ugandans and registered exclusively with in Uganda and authorized to work with in Uganda with operation of at least within two or more districts in Uganda (Ibid.). The same principle is working for other Ugandan organizations that have partnership with DGF. That means apart from registration under the Ugandan law with composed primarily of Ugandans and their activities should focus on Ugandan and issues affecting the people of Uganda (Ibid.).

However, according to DGF (2017), in case of international institutions and organizations, there are certain justified circumstances that will be considered to be partner with DGF. The circumstances are based on characteristics of prioritization. To make partner international institutions, there are three prioritization characteristics. These are: one, those who specialized international experience or practice; two, those who have particular ability and acceptability in working with contending sides and three, those who have specific capacity building and partnership support needs requested by Ugandan.

The partnership with DGF is based on the key priorities for DGF. The main areas and characteristics, DGF looks for partnership, have check list which contains eight points. These are:

- “Partner’s goal, mission, values and ways of working like participatory methodologies is computable with that of DGF.
- The legal entities of partner in requirement of the Ugandan law and regulation plus their active in their stated field of operation.
- Having functional management structures and well-organized nature of organization as well as the type of work they are doing.
- Having existing functional governance system. This will include board of directors and written constitution which will help to proper checks and balances on authority.
- Those who have tangible and verifiable operational record and achievement to the benefit of there stated target group.
- Those who have accountability, representatively stand on behalf of they claim to speak.

- Those who produce innovative and effective program strategies based on critical analysis with consultation manner with relevant to stakeholders.
- Having experience and professionally managing donor funds capacity." (DGF, 2017).

Based on the above checklist of DGF(2017), it categorized partners in to three categories. These are *Strategic partners, Necessary and Natural partners and new partners. Strategic partners* are partner organizations with which over time DGF build up strong and durable relationship based on accurate performance and mutual trust. Building such strategic partner creates greater flexibility in the process of support. Retaining strategic partners is depending on the standards of performance by the result of ongoing evaluation over the partner organizations. That means it is not a one-time job. Rather it is ongoing process every year.

Necessary and natural partners, on the other hand, are particular institutions, which are necessary and natural to DGF´s work. These are institutions with particular profession and position with the unique context to intervention area (Ibid.). The character of these institutions is to bring results after long time process to bring impressive results. Most of them are working focusing on particular part of the country or on the activity of defending the minorities. Therefore DGF may fund with these governmental or non-governmental organizations or recognized leaders.

In case of new partners, DGF (2017) elaborates how to give attention to open new opportunities to new partner organizations whose activities are consistent and full fill DGF´s criteria throughout Uganda. It is open to engage new partner organizations since they have potential to develop innovation interventions in important areas. Sometimes new partnership is also forwarded for organizations with weaker standard institutionally comparing to other urban institutions but have significant and meaningful activities in their communities (Ibid.). Because DGF recognizes the potential of networks of organizations for positive change, linking policy makers and advocacy groups through the facilitation of the grass roots.

Democratic Governance Facility (DGF) has processes to identify partners. These processes are categorized in to three, these are: *Inheritance, Proactive identification and Requests for proposals (Ibid.).* Inheritance is the continuity of partnership based of the partners concern to possess the DGF policy. According to DGF policy of partnership, DGF

(2017), those partners identified under Inheritance will be taken as strategic partners. The second identification process is Proactive identification. It is a process of DGF actively seeking partners for the purpose of collaboration for a particular purpose (Ibid.). In this case institutions focus on particular activities and political parties are typical examples. Both institutions and political parties are again evaluated from DGF goals and objectives point of view. The third identification process is request for proposals. In order to identify the partner's innovation, potential importunateness and openness, DGF formally request proposals using official proposal. The request of proposal is released on official media. This will help applicants to get the guidelines drafted by DGF. The proposal should continue applicant's type of work that wish to be supported by DGF and important steps how the proposals will be evaluated (Ibid.).

DGF funding to partner governmental or non-governmental organizations is seen from size and duration of fund issues. According to DGF (2017), the size and duration of fund is depending upon the capacity of the partner, the nature of the intervention and the strength of the relationship with DGF. In fact the award of any grant to any governmental or non-governmental organization or institution does not necessarily have a commitment over the provision of activity on hand. Because funding of projects need entering into a partnership agreement with a Terms of References (TORs). Budget funding on the other hand is one of highly desirable funding among partners. Because it has high flexibility manner plus it demands high levels of mutual trust and accountability (Ibid.). In case of long term funding, which is also called core funding, it has the potential to enhance an overall coherence of an organization separately implemented projects to be unified to strategic programming approach (Ibid.).

The core supporting or budget support modality obliged partners to be engaged in to a Memorandum of understanding with the partners according to DGF (2017). Normally entering such understanding needs an appraisal of annual/semi-annual work plans. Apart from core supporting, activity funding is an intervention of activities available on a flexible and responsive basis (Ibid.). This includes financial support to particular events like conference or training workshop. One of the main differences between budget or core supporting and activity funding is that activity funding is more simple and faster. However, in both cases DGF made deep accounting checking to confirm whether the fund was used to proposed plan

properly and accurately. In such cases the partners are fully liable if they did not use the fund effectively and in proper way (Ibid.).

Under partners, the other way of DGF policy is expressed with its capacity building. DGF is unique from other donors with its active role of capacity building. Its commitment to strengthening local capacity to improve the national development is a unique activity, which DGF is willing to invest time, effort and funds in supporting its partner´s strategy of capacity building (Ibid.). DGF capacity building is not only for partners but it is also mutually benefited also for its own staffs. Based on DGF (2017), there are certain guidelines to undertake capacity building by DGF. These principles are: ownership, coherence, integration, institutionalization, Institutional culture, learning by doing and innovation (Ibid.).

The principle of ownership on capacity building, main focus is on improving the organizational effectiveness as defined by the partner itself (Ibid.). DGF believes that the owners are the main controller and initiators of their own institutional change processes. The role of DGF is to assess partner's capacity prioritizing their own needs and put it in to their own organizational development strategies. Coherence principle of capacity building on the other hand is a planned process that cares not to provide training, which is not related to an overall plan of the partner and even to DGF itself. Training should not beyond the scope of an organizational plan. It should be within the context of an overall plan (Ibid.).

Principle of integration is focusing on the necessity of capacity building with every day operation of an organization, according to DGF (2017). That means capacity building needs to be integrated part of the management and implementation part of a DGF fund intervention. Institutionalization principle, on the other hand, is capacity building as a whole system of interrelated components (Ibid.). That is working with groups not just with individuals. This does not mean that training will not be given to individuals. It is even if training is provided in individual level; it should be transferred in to institutional benefits. This can be evaluated through training reports and the development of improved organizational systems (Ibid.).

Institutional culture of principle of capacity building of DGF is developing teamwork to build confidence. Here management skills and standards for professional operation get higher attention. In addition to that the two remaining principles of capacity building of DGF

mentioned on its web-site, are learning by doing and innovation (DGF,2017). For DGF, capacity building through learning by doing means that it is only through practical application that skills can be meaningful. That means it is important to accept responsibility and facing the challenges of managing and implementing activities that leads partners to competence and confidence. Innovation, on the other hand, is to develop new ideas and approaches plus learning from their success or familiarity.

One of the main futures of DGF policy towards its partners is Monitoring and Evaluation policy. Monitoring and Evaluation is a continuous management function. Evaluation is also systematic and objective assessment of ongoing or completed projects. Monitoring is assessing the provision of input and output of the project. Evaluation, on the other hand, is more focused on outcomes and impact. Therefore DGF made both monitoring and evaluation on both bases of ongoing and completed projects (Ibid.). Tangible results are evaluated at the end of the partner's project, which is supported either technically or financially by DGF. Progresses and financial reports checked by regular technical support visits and audits by DGF staff or their hired professional representatives. Monitoring and evaluation processes help DGF to attaches with great importance to the quality of its partnership approaches and their strength to improve the lives of ordinary citizens (Ibid.).

This thesis will improve our understanding of the implication of Non-Governmental Organizations (NGOs) policies for democratic governance through a case study of Democratic Governance Facility (DGF) in Uganda. Democratic governance leads to the right decisions and at the result, it alleviate poverty and improve the quality of life. Here it is important to emphasize that even if DGF, by structure is Inter Governmental Organization (IGO), its policy formulation and implementation explains it more to Non-Governmental Organizations activity. In the discussion part of the thesis, the discrepancy and successful areas of policies implemented by the north (European countries and their institutions) representative, DGF, through NGOs is explained. Last but not least the possible recommendations for discrepancies are forwarded.

1.1 Objectives

The main objective of the thesis is to improve our understanding of NGOs policy promotion to democratic governance.

Other objectives of the thesis are: -

1) To discuss the roles of NGOs policies to promote democratic governance in Uganda
2) To evaluate the policy implication of NGOs with regard to the principles of democratic governance based on the case of DGF and its partners and
3) To provide comments and suggestions to policy makers, NGOs and researchers based on the outcome of the research.

1.2 Research question

The purpose of the research is to answer for the following three questions. These are:

1. What kind of changes NGOs policies brought to promote democratic governance in Uganda?

2. What are the policy implications of NGOs with regard to the core principles of democratic governance?

3. What measures should be taken to improve democratic governance in Uganda?

1.3 Influence for research topic

During my time in the International Development Studies Master's program at The Norwegian University of Life Sciences (NMBU), a great deal of emphasis is placed on studying economic, political, and social dynamics in south. This was interesting issue to me since I also came from south and follows the dynamic situation of this part of the globe. South is rich in resource but poor in how it manages. Democratic governance initiates good management of resource. Both my origin of country Ethiopia and where I did my first degree in development studies, Makerere University`s home country Uganda, shares the same problem of lack of democratic governance. On the other hand reports comes out from the north indicates that as financial and human resources are allocating to promote democracy and democracy assistance in south. How ever the democratic situation of the south, including Uganda, is not improving as expected. Therefore in the first month of my second year study masters degree in International Development Studies at Norwegian University of Life

Sciences, I decided to make my research on democratic governance and NGOs policies. Infect, it was in my mind when I finish my first masters degree in Sociology (in the year 1999) from Indra Gahandi National University, New Delhi, India that as I should to look for the relation ship between culture and democratic governance in south. However, it is my decision that before I go further on cultural issues, it is important to look through NGOs policies implications on democratic governance in south. Therefore it was with these way of thinking that I decide to choose this thesis`s topic to make the research.

1.4 Significant of the research

The thesis has the following significances. These are:

1/ It assisted to see how NGOs policies on democratic governance are important;

2/ It helped to NGOs to revise and reconsider their policies regarding democratic governance in Uganda;

3/ It will help DGF to evaluate its activities in Uganda.

4/ Government offices, NGOs and even Medias will be benefited from this paper to get some inputs on issues related to democratic government with NGOs policies and

5/ The paper will be as additional imitation for those who need to make research on NGOs policies on democratic governance in Africa.

CHAPTER 2: LITERATURE REVIEW

The writing of this thesis required a review of literature on the topics of NGOs and their effect on democratic governance. It is important to review also the cultural and political history of Uganda where the case study organization, DGF is operating. NGOs are different from local Peoples Organizations (POs), which includes local community associations and cooperative as well as peasant associations (T. F. Carroll, 1992). The role of NGOs is not only on welfare services. Their intervention in democratization process is also a growing activity since the end of the cold war.

Non-governmental organizations in developed countries are based on to legal concepts. These are: non-profit and charities organizations free from corporate taxes (Glaeser 2003).

But when it comes to developing countries, even if the situation seems the same, non-profitable international organizations (NPIO) have expenses more on administrative issues. They more focused on free provision of basic needs instead of implementing short and long time projects. President Truman is the first one to launched long-term project of NGOs in 1949. Following his launch, most well known UN agencies were established. International Non-governmental organizations like Save the Children Fund, CARE and Oxfam were began their establishment as welfare or emergency relief agencies. Their conversion to development is the latest activity after 1970s (Cannon, 2000).

The US government transfers nearly 40 per cent of its aid programmed through NGOs (Earthscan, 1993). The scale of official funding has increased considerably over the past two decades. In the early I970S less than two per cent of NGO income came from official donors. By the mid-1990s, this figure had risen to 30 per cent. In the ten years between I984 and I994, the British Government increased its funding of NGOs by almost 400 per cent to 68.7 million (Ibid.). NGOs in Australia, Finland, Norway and Sweden all saw similar increases in official funding from the early 1980s onwards. As a consequence of increased levels of funding and increased attention, the number of development organizations in Western countries mushroomed and many established NGOs experienced spectacular growth (Ibid.).

The main focus of NGOs role in political science field was not significant up to the beginning of 1990s (J. G. March and J. P. Olson, 1989). On the other hand, political literatures did not also give attention to analyze the activities of NGOs from their contribution to promote democracy. As March and Olson argue for the reason because the literatures character is more marginalized the role of institutions in political environment. March and Olson summarized the previous literatures on political science which ignored the role of NGOs on political and democratic process characterized by five major groups. These are: - *Conceptualism* (the polity seen as an integral part of society and a reluctance to see it as distinct); *reductionism* (political phenomena seen as the aggregate consequences of individual behavior); *utilitarianism* (political action seen as stemming from calculated self-interest rather than obligation or duty); *instrumentalism* (politics viewed solely in terms of decisions about the allocation of resources, ignoring its role in the development of meaning around symbols, rituals and ceremonies); and finally, *functionalism* (history determined by an efficient mechanism for reaching uniquely appropriate equilibrium, rather than offering possibilities for maladaptation and non- uniqueness) (Ibid.).

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The fail down of communist ideology plus the end of the cold war followed by the broken down of an old order and a replacement of a new one which promotes democracy became the motto of the western world (Diamond, L. J., 1995). Non-governmental Organizations plays an important role on promoting democracy through financial and technical assistances. In fact the four known promoters of democracy until the early 1990s were *democratic associations, trade unions, media and political institutions*. Among Europe based NGOs, DANIDA (Danish International Development Agency), and NAD (Norwegian Agency for Development) have been active in promoting democracy through providing assistance to civil society groups like trade unions, human rights and legal assistance organizations, journalism associations and trusts, women and civic education groups (Ibid.).

Since the end of the cold war, that is at the end of 1980s and beginning of 1990s, the west is giving more to favored to response to political crises and violent conflicts which is called ´a new aid paradigm` (Richmond, O. P., 2003). During the I990s the focus of attention of the international community was placed upon 'good and democratic governance', persuading African governments to permit political pluralism in the form of 'multi party'. But democratization of the structures of the state had not occurred, and was certainly no longer in the interest of the ruling elites. The state's role in the social sector had been declined in the process of structural adjustment. State actors' decisive role in determining economic policy had been over taken by the multilateral institutions and, instead, they found themselves the focus of blame for the failed neo-liberal policies that had previously been imposed upon them by their critic (Manji, F., & O'Coill, C.2002).

Promotion of democracy, for the last two decades, was significant part of the US foreign policy. The spread of democracy was continuous from the Europe after the end of the Second World War, then to south East Asia and dramatically continues to Eastern Europe after the fall of the Berlin wall in 1989, which follows the break up of the Soviet Union (Carothers, T., 2011). Following the official recognition of NGOs in Article 17 of the 1945, writers like White argued that international NGOs were distinct from pressure groups while many formed to promote the interest of particular constituencies in terms of international understanding and public opinion at the national and international level (L. C. White, 1951).

In the 20th century, democratic governance got obstacle from totalitarian regimes. After the Soviet Union revolution of 1917 till the end of 1980s, democratic governance was

challenged by Marxist ideology. The same was happened in the Eastern Europe too. However in both the former Soviet Union case, the leaders of states constituting the international community vigorously asserted that only democracy validates democratic governance (Franck, 1992). After the end of 1980s the new world order brought democratic governance with the new shape. Democratic governance demands representative ideals and institutions. Policy actors cling to representative ideas. The growth of market raises questions about democratic governance and democratic institutions. The questions include how to democratize institutions and reform public services, level of representation, accountability and social inclusion (Bevir, M.2010).

Democratic governance is based on nothing but on democratic principles. Democracy is identified by certain key principles, and set by a set of institutions and practices. It is starting point human right is the dignity of the individual person. Democracy is not only a human right issue; it is also a decision making about the rules and policies for a group, association or society as a whole (Bassiouni, 1998). Both human rights and decision-making processes are important factors to democratic governance. A democratic governance which ensures human rights and sound decision making process based on equal opportunity and individual merit rather than hierarchy or privilege. A governance system with welfare and redistribution of resources at the aim of narrowing social inequalities is democratic governance. It is also expressed by the system of government that serves the interests of the people regardless of their participation in political activities.

Democratic governance is so important in any government system. Because there are many factors that are beyond the control of executive power. In addition to that there are other reasons emphasize to the necessity of democratic governance. These are ethical reasons, political reasons and rapidly changing society (Bäckman & Trafford, 2007). There is universal agreement in theory of democratic values based on the principle of all human being are born free and equal in dignity and rights. In case of political reasons, democratic thinking must be developed from early age. The young generation is the one who will replace the old one. On the other hand rapid change of society is the result of information era. The flow of information is impossible to stop or even to control. The young generation is the most informed one. Therefor unless democratic governance system is implemented, it is so difficult to guide the generation with autocratic system of rule.

When we come to the case of Africa, there is some unique historical background that Africa characterized apart from the rest of the world. For the closing years of the twentieth century, Africa is remembered for two historic events. These are one, for the rise of the popular movements that led the end of the colonial empire and the downfall of apartheid. Two, for human catastrophe of immense proportions of involving the massacre of nearly a million people in Rwanda (Manji, & O'Coill, C.2002). Even though the numbers of International NGOs in third world countries have increased, development seems has failed. In many post-colonial countries, real precipitate GDP has fallen and welfare gains achieved since independence in areas like food consumption, health and education have been reversed. Madagascar and Mali have per capita incomes of $799 and $753, down from $1,258 and $898 25 years ago. In 16 other sub-Saharan countries per capita incomes were also lower in 1999 than in 1975 (UNDP, 2001). On the other hand, there is explosive growth of both local and western-based NGOs in Africa.

International NGOs intervention was more visible during the International financial organizations like World Bank and International Monetary Fund (IMF) pushes the south to implement the structural adjustment program of the 1990s (Waisbord, S., 2015). At this time, donors increased at the same time that governments of debt-burdened countries were instructed to strip the public sector and implement macroeconomic policies that resulted in increased inequality and loss of livelihoods and basic services for the impoverished. During the structural adjustment period, known as the 'lost decade of development for Africa' (as elsewhere in the global South), austerity might have been the rule for the public sector, but it was not the operating principle for the industry of development agencies and professionals taking advantage of the privatization of social welfare (Ibid.).

The year 2000 was a new chapter for the third world Africa in terms of development program. Millennium Development Goal (MDG) was set by UNDP and agreed by 189 governments to be implemented till 2015 (Mac Ginty, R., & Williams, A., 2016). Millennium Development Goal (MDG) has eight goals. These were: - to eradicate extreme poverty and hunger; to achieve universal primary education; promote gender equality and woman empowerment; to reduce infant mortality; improve mental health; combat HIV/AIDS malaria and other diseases; ensure environmental sustainability and develop a global partnership for

development (Ibid.).

The Millennium Development Goal (MDG) idea was highly influenced and contributed by International NGOs and Inter Governmental Organizations (IGOs) (Ibid.). Here it was clear that the political economic activity of NGOs role to succeed in the Millennium Development Goal was needed. Therefore NGOs got a new chance to involve more on democratic governance projects.

The availability of funds for the NGO sector was to have a profound impact on the very nature of that sector (International NGO Training and Research Centre, 1998). This was a period in which the involvement of Western NGOs in Africa grew dramatically. The number of international NGOs operating in Kenya, for example, increased almost three- fold to 134 organizations during the period from 1978 to I988 (INTRAC, 1998).

In Uganda, the growth of non-governmental organizations goes back to the 1970s and 80s. This was the time that many International NGOs came to Uganda to fill the gap created by the collapse of the government. All NGOs in Uganda should be registered under the Ministry of Internal Affairs. Registration process required filling Organization; target group; membership (number of); titles of officers; names of officers; sources of funding (usually there is no specific source); property owned; bankers; privileges (currently the policy is that there is no tax exemption; however, some line ministries pay tax for deserving organizations); and promoters or owners (Barr, Fafchamps & Owens 2003). In addition to that for International NGOs, there are three more requirements are needed. These are: the main issue to their immigration to Uganda; agreement to labor law in relation to foreign workers and the recommendation from Ugandan Embassy from the country of origin (Ibid.).

2.1 Is DGF Inter Governmental Organization or NGO?

The nature of DGF and its partners are NGOs. If we see DGF, just from its structure, it seems that it is ´only` Inter Governmental Organization (IGO). However, according to this thesis study, DGF is more explained as NGO than IGO. Because it is planning, selecting partners and follow the projects implementation processes are showing that its NGO activities. Therefore the selected theories examine its policy as typical policy of NGO functioning in south. Here DGF policy means the policy of its partner NGOs in Uganda. Because DGF releases its fund if and only if the selected partner NGO policy and program

goes hand in hand with DGF´s policy objective.

2.2 DGF Structure, Management and democratic governance project

The Democratic Governance Facility (DGF), which was established in July 2011, has a contribution of eight European countries and the continental organization, European Union itself (DGF, 2017). It was established by Denmark, Austria, the Netherlands, Ireland, Norway, Sweden, the United Kingdom and European Union. DGF supports both governmental and non-governmental organizations to strengthen the process of democratization, protect human rights, to improve access to justice and promote accountability in Uganda (Ibid.).

The DGF program of governance and management structure of the program includes a Board, a Steering Committee and a Programmed Management Unit. The Board is the determinant of an overall strategy and direction for the DGF. It composes the Heads of Mission of the partners, which provides fund to the DGF, and elected Ugandan resource persons who are expertise in Ugandan governance issues (Ibid.).

According to DGF (2017), the Steering Committee, on the other hand, provides oversight of program implementation. It composes of all development partners' contributors or funders to the program. The chairman position to the steering Committee is rotating and runs for one year. Potential funders are invited as observers to the steering Committee. A Program Management Unit (PMU) which is called also implementation unit, with Ugandan and international professionals, takes care of the day-to-day management of the support provided by the DGF and its cooperation with a wide range of state and non-state partners.

Figure 1. DGF Board Members. (DGF,2017)

The board members of DGF program are also representative of their countries at the higher level. For example in 2017 out of ten board members, eight of them are Ambassadors of different European countries. That is Ambassador of Ireland, Denmark, Sweden, Norway, UK and head of European Union delegation in Uganda lead the board members and steering Committee chairs (Ibid.). This situation shows us the high potentiality of DGF to make influence Uganda.

2.3 Cultural and Political history of Uganda

Uganda has 236,040-square kilometer territory consists of 36,330 square kilometers of water and 199,710 square kilometers of land. Five countries board Uganda namely: Democratic Republic of Congo, Kenya, South Sudan, Rwanda and Tanzania (Otiso, 2006).

2.3.1 Cultural history of Uganda

I. Ethnic groups

There are 19 major ethnic groups in Uganda. The largest ethnic group is Baganda, which consists 17% of all ethnic groups in the country (Ibid). Others Banyankole (8%); Basoga (8%); Iteso (7%); Langi (6%); Banyarwanda (6%), Bagisu (5%), Acholi and Lugbara each 4%; Banyoro (3%), Alur,Begwere, Bakonjo, Jopadhola, Karamojong and Rundi (each 2%) and others (8%) (Ibid.). English is the official language of Uganda. It is used in the media, the

judiciary and the school system. Next to English, other languages spoken by Ugandans are Luganda, Kiswahili, Lua and Arabic (Otiso, 2006).

II. Education

Education system of Uganda was based by former colonial power of Great Britain. Uganda was under the British colonial rule between 1894 to 1962.Currently the government is the leading education provider. Uganda has 52 tertiary education institutions; 17 universities, 10 teachers colleges, 5 technical colleges, 5 commercial colleges, 5 agricultural colleges (Asankha & Takashi, 2011). Makerere University, the oldest university in East Africa established in 1922, is the Ugandan most prestigious and largest University. Universal Primary Education (UPE) policy started to be implemented by Ugandan government since 1997. Therefore according to Universal Primary Education policy implementation, the government provides free primary education to all Ugandan children in government schools (Ibid.).

III. Religion and worldview

According to Otisso, other African countries, Ugandans are religious people. Ugandan religious environment has three categories. These are: (1) African Indigenous Religions, (2) world religions like Christianity, Islam, Hinduism, Judaism, Baha´I and Sikhism; (3) new religious traditions like African Independent Churches. However majority of Ugandans (87%) are Christians. Before colonialism Ugandans were following indigenous African religion. This indigenous religion currently is practices widely in the country in different ethnic groups (Otiso, 2006).

IV. Literature

Similarly to other African countries, oral literature is also an important aspect in Ugandan culture. Because written communication in the country refers only to colonial time. Indigenous literature could not be developed transfer knowledge from generation to generation. Therefore for long history of Uganda written literature was undermined and more depend on oral literature (Ibid.).

2.3.2 Political history of Uganda

Uganda political history has a great link to the colonial year's political situations. The colonial period ethnic political participation had been the central issue to Ugandan politics during

colonial rule and even in the early period of independence. Ethnicity is more complicated than it is assumed (Kasfir, 1976). Uganda is one of the last African countries to be colonized by Europeans. The British East African Company get authority by the British government to take active responsibility for the region of East African countries. Therefore the Imperial British East Africa Company is set up for the purpose in 1888. In 1894 the British government declares a protectorate over Buganda. Two years later British control expanded to western kingdoms of Ankole, Toro and Bunyoro, then it became the Uganda protectorate (Gascoigne Bamber, 2001).

After British controlled Uganda the first administrator was appointed in 1899 named Harry Johnston, as special commissioner to Uganda. The most power full kingdom with in the British controlled Uganda was the Buganda kingdom. Harry Johnston made an agreement with the Buganda kingdom in 1900. Therefore according to this agreement the Kbaka kingdom was recognized by Britain including its council of chiefs. At the result the Kababaka and his chiefs recognized the British protectorate over the land of Uganda (Ibid.).

By the early 1960s was African countries motivation year for freedom. Ugandan politician Milton Obote is a founder of the UPC (Uganda People´s Congress) a party more supported by the northerners of the country. UPC main platform was based on opposition to the hegemony of the southern kingdom of Buganda. Obote and Buganda´s kingdom confrontation was reflected in all political situation of the country. 1971 was not good year to Obote, his chief of army Idi Amin took power by a coup. During Idi Amin dictatorial rule, Uganda suffered a lot. Uganda, during Idi Amin rule between 100,000 to 500,000 people was killed (Ibid.).

In 1980, when Obote returns to power as president, the current president of Yoweri Museveni was Uganda´s minister of defense. Museveni was not accepted the return of Obote to power and Uganda to repeat the same type of administration which was before 1971. Therefore he formed the new guerrilla group called National Resistance Army (NRA). After fierce fighting, Museveni controlled Kampala on January 1986. Then Museveni proclaimed himself the president of the Republic of Uganda and proclaimed the government of national unity. This was the turning point to Uganda´s political history (Ibid).

When President Museveni came to power, at the end of 1980s, the international political and economic situation was changed. The cold war was ending and international financial organizations like International Monetary Fund (IMF) and World Bank influence was growing. Museveni political rule is domestically known with its attraction investors and to Uganda neighbors by sending his troops to intervene in different conflicts. A typical example to this is Ugandan Peoples Defense Force (UPDF) army sent to Congo and South Sudan conflicts. One of the main reason why Museveni interfere in neighboring countries through sending his army In fact Ugandan officials offered credible arguments that anti-government Ugandan rebels used Congo's territory to launch attacks on Uganda. They argued that the UPDF intervention was a last resort, given Mobutu's, then Kabila's inability and unwillingness to restore state control over eastern Congo (Reno, 2002).

Museveni administration is one-party rule of administration. Democracy is a subject on which Museveni has strong and interesting views. He also criticizes western insistence on the multiparty model, seeing it as simplistic to assume that a single pattern can be appropriate in every circumstance. Therefore, in Museveni´s view parties in Africa, are often based on ethnic allegiances have a great chance to frustrate democracy (Gascoigne Bamber, 2001). In addition to that Museveni argues also instead that the important elements are benefits taken for granted in a functioning multiparty democracy – universal suffrage, the secret ballot, a free press and the separation of executive, legislative and judicial powers, the president declared that Uganda as a no-party democracy nation. The main reason he emphasized that for non-party democracy views argue to the case of electorate as competing individuals. That is campaigning as a party is banned (Ibid.).

2.4 Hofferbert policy formulation

This thesis is focusing on policy of NGOs on democratic governance. Therefore it is important to get some understanding with putting a literature in related to policy formulation. Policies are formulated and implemented based on understanding of the behavior of governmental institutions like legislatures, courts, administrative agencies, and executives as well as the behavior of interest groups, the general public and the media (Sabatier, 1991). Hofferbert, developed a conceptual framework of the policy process with governmental decisions as the dependent variable. Hofferbert assumed that socioeconomic conditions and

mass political behavior mediated by governmental institutions and elite behavior drove policy decisions (figure 2.).

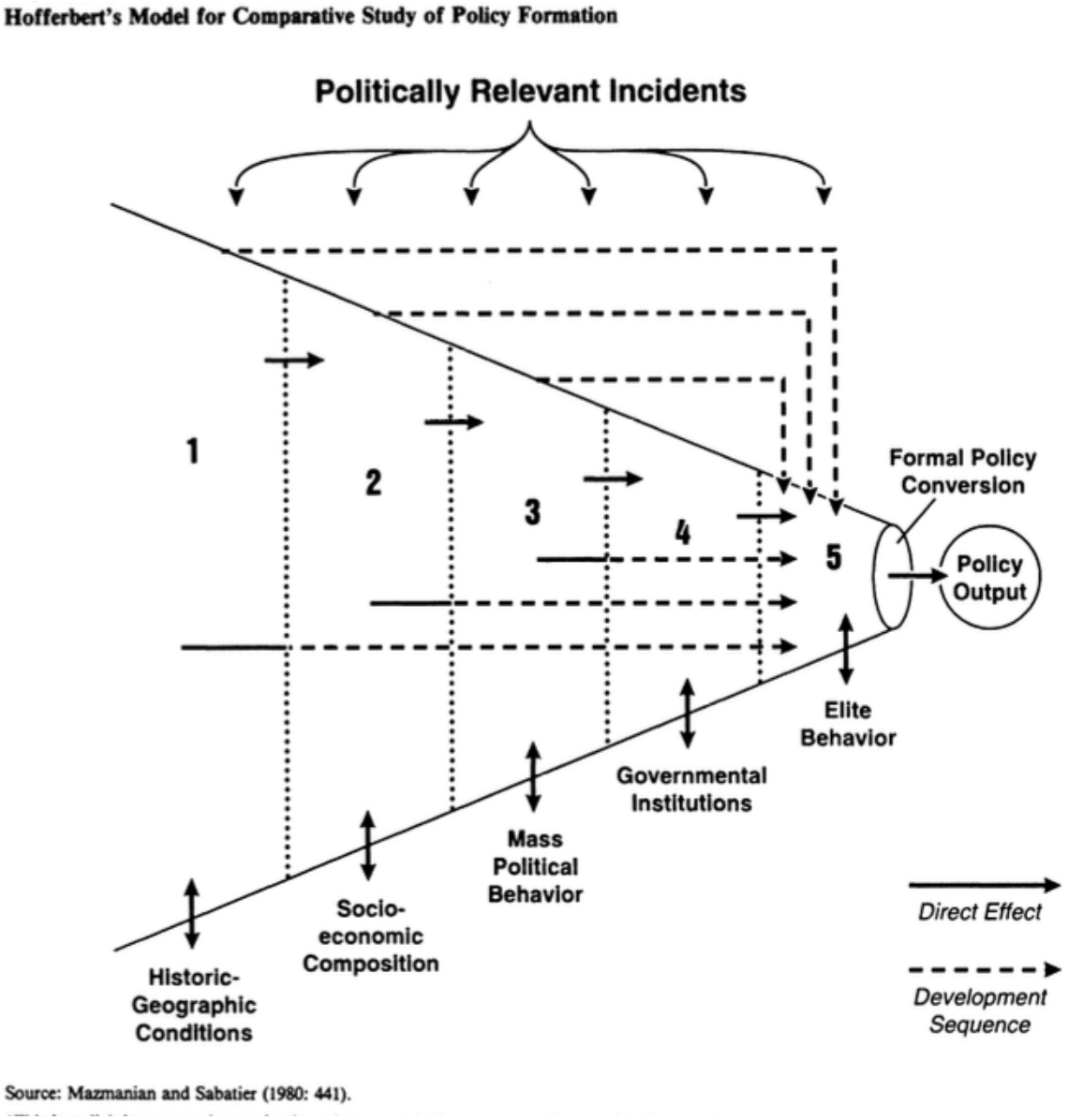

Figure 2. Hofferbert´s Model for Comparative Study of Policy Formations from Mazmanian & Sabatier (1980:441)

The dynamic nature of implementation by focusing on the manner in which changes in socio-economic conditions, public opinion, and other factors affect the implementation process of policies. The mass political behavior, which has direct effect on policy implementation, can be changed with different methods. Therefore to change behavior of field-level bureaucrats, local and state officials and the private sectors different types of policies can be implemented. Attempts to change the behavior of field-level bureaucrats the

legal directives through National Environmental policy Act can be applied. Attempts to change the behavior of local and state officials, policy on disbursement of funds can be applied. Regarding the behavior of private actors through attaching conditions on job creation policy can be altered (Mazmanian & Sabatier, 1980).

Policies are set, recognized and select issues. According to Sidney, policy making by any organization needs first *setting agenda* then the *recognition of a policy problem* will follows. Problem recognition needs also the intervention of concerned bodies like NGOs or governmental bodies. The third stage after setting agenda and recognition of the problem is to *select the issues* (Sidney, 2007). All issues could not be set for policy formulation. The most critical issue should get the priority stage. Sidney calls this process of policy called the stages of the policy cycle.

CHAPTER 3: THEORETICAL FRAMEWORK

In the analysis of the data collected for this thesis, I use two theoretical approaches. These are: ***Theory of promoting democracy and democracy assistance*** and ***the principles of good governance and democratic governance.***

3.1 Theory of promoting democracy and democracy assistance

The absence of democratic governance often makes easy to conflict. Core democratic values, to solve conflicts, are crucial to the society divided in ethnic and religious manner. NGOs have significant role in democratization process. According to Edwards and Hulme:

´´Donor support for NGOs is predicated at least as much on their supposed role in democratizing the political process as on their role in the provision of welfare services, ...NGOs are supposed to contribute to `democratization' and the formal political process.`` (M. Edwards and D. Hulme, 1994).

Any democracy needs both systematic and fair process to be implemented. The developments of strong civic organizations, which are not limited by authoritarian regimes, are also vital to promote democracy in any society.

The term *democratic assistance* needs proper explanation. Democratic assistance defined by Burnell puts three sets of considerations. The first one is that to advance in democracy is the primary objective not the only objective. That means there are other

objectives set between the receiver and provider country. Therefore the provider may boost separate political sector instead of the whole. The second point that rose by Burnell regarding the democratic assistance is that it must be peaceful. The third one is it is not provided on profit base. That means the receiver must accept the provider without involving any commercial transactions. The assistance is based on the judgment of the receiver and provider (Burnell, 2000).

The assistance of democracy by it self needs more evaluation from the south political and economic freedom point of view. Therefore the thesis will see how NGOs policies are effectively applicable on practice and to improve democratic governance. Assistance, in normal term was known in the form of material and financial face. According to Burnell theory democratic assistance is the assistance provided based on the judgment of the recipients and providers (Ibid.).

During the 1990s the North has increasingly used a new tool called *political aid*, to make its influence on South. That is strengthening civil society in south became a major objective of the North (Robinson, M. 1995). In 1992, according to Robinson, the British government adopted a model with the west minister democracy form. The objectives were to build democratic institutions overseas through supporting political parties, human right groups, trade unions, journalist, lawyers and women's groups (p.74). Democracy assistance in the form of political aid is targeted at governmental structures such as parliament, the judiciary and local government, as well as civil society organizations, with the aim of strengthening the institutions and culture of democracy (Hearn, 2000).

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International dimension of democratization and promotion of democracy were neglected by scholars of international relations (Monten, J. 2005). Promotion of democracy is theorized in explicit way. This mostly focuses on the situation of the recipient countries. When President G.Bush elected as president of the United States of America, there was high expectation that US foreign policy will be formulated more in favor of promoting democracy. The president's campaign for presidency in 2000 was also indicating, as promoting democracy to the third world countries would be promoted. However this situation was changed due to the September 11 incidence of terrorists on New York City. The main question of how the United States should promote democracy around the world have become a critical question in U.S. policy debates with regard to countries including Egypt, Iran, Iraq, Kyrgyzstan, Pakistan, Saudi Arabia and Uzbekistan (Carothers, T. 2003). Here the thesis will see this theoretical reflection of contemporary international relations against the new phenomena of terrorism on NGOs policy implementation, will be examined from the expected role of NGOs. That is whether DGF activities and project implementations are affected or not, to some extent, with such international relations environment will be examined.

According to Carothers elaboration, the September 11 brought new face to political aid of the north to be less preconditioned in related to human rights and democratic governance. The incidence fails the USA foreign policy on dilemma. It became difficult to evaluate the relationships between USA and dictator governments from democratic contribution point of view. Because the only way that US evaluates her relation ship more based on anti-terrorist stand of the foreign government. Therefore promotion of democracy from north to south started to be changed gradually. There was dual face with in the United States of America two important institutions; the foreign ministry and Pentagon action towards the US relationship with foreign countries was contradicting each other. That is there was dilemma to be balanced between democracy and security to South East Asian countries, Middle East and African countries. The state department promotes democracy and human rights on one hand, while pentagon makes deals and cooperation with dictator governments disregarding democracy and human rights (Ibid.).

Social movement theory has also ignored the role of NGOs. It more focuses on popular protests and contemporary social movements (A. G. Frank and M. Fuentes, 1990). On the other hand most of NGOs works are analyzed by the social scientists. Therefore most of North based NGOs are restricted from participating in funding the political activities.

There are also two arguments regarding NGOs functions and focus areas. Some take them as technical problem solvers and political tool in the management of conflicts. However others argued that NGOs in the contemporary world, are taking as every think that the government does not have. That means unburdened with large bureaucracies; flexible and open to innovation; faster to implement development efforts and faster to respond to grass roots demands (Richmond, O. P.2003). These two arguments regarding NGOs functions will be examined on the thesis. DGF in Uganda is supporting its partner NGOs operating in all part of the country. Therefore this theory of argument will be proved by the result of the research at the end. Because there are some possibilities of paradox that the sound plan of NGOs will not reflect the result they obtained at the end of their fiscal year.

Both promoting democracy and democracy assistance from north to south pass through International NGOs or Inter Governmental Organizations (IGOs). The discovery of non-governmental organizations (NGOs) by experts and institutions in related to the development of the global community, the 1980s was the decade that had been years of expansion of NGOs in our globe comparing to the other decades. However the expansion of International Organizations, most originated from North, to the southern countries had no standardization of acronyms. Between 1980s and 1990s NGOs the access of NGOs to reach the number of people had increased to 250 million people from 100 million people. Their coverage of the third world countries is almost the whole, except some Middle East countries (Charlton, R.1995). Therefore, through using theory of promoting democracy and democracy assistance through NGOs in related to their policies is the main area that the research of the thesis is going to find. In fact the principle of good governance and democratic governance is the second reference of theory to evaluate the role of NGOs policies towards democratic governance.

Therefore this thesis will use the theory of democratic assistance political influence and its effect from NGOs policy point of view in related to DGF´s policy implementation in Uganda political, Social and economical life based on the result obtained from its projects on democratic governance will be explained.

3.2 The principles of Good governance and Democratic governance

"*Good governance is perhaps the single most important factor in eradicating poverty and promoting development*" Kofi Annan, former UN General Secretary.[1]

Governance is defined by World Bank as the manner in which power is exercised in the management of country´s economic and social resources. According to World Bank, three distinct aspects of governance are identified. These are: the political regime, the process by which authority is exercised in the management of a country´s economic and social recourses for development and the capacity of governments to design, formulate and implement policies and discharge functions (World Bank 1994). UNDP also explained Governance as the exercise of economic, political and administrative authority to manage any country´s affairs at all levels. The management comprises mechanisms; processes and institutions through citizens and groups articulate their interests, legal rights, obligations and mediate their differences (UNDP, 1997).

To understand good governance, it is important to know who the players are. Good governance is not always related to Government Issue only. It has different expressions in different areas. For example governance in global environment deals with an issue apart from individual governments. Governance in national issue is also different from the global one. Because it focuses on national issues related to governance. Organizational governance and community governance are also another areas, which the previous states about the activities of organizations that are usually accountable to a board of directors. Community governance, on the other hand, is governance in community space, which includes activities in the local level (Graham & Plumptre, 2003).

Good governance is about the processes for making and implementing decisions. It is not about making correct decisions but about the best possible process for making those decisions. Democratic governance (sometimes interchangeably uses as good governance) share several characteristics with effect on various aspects of local government including consultation policies and practices, meeting procedures, service quality protocols, councilor

[1] Graham, J., Amos, B., & Plumptre, T. (2003). Principles for good governance in the 21st

and officer conduct, role clarification and good working relationships (The Municipal Association of Victoria, 2012).

According to the Municipal Association of Victoria, core principles of good governance are: *accountability, transparency, to follow the rule of law, responsiveness, equitability and inclusiveness; effectiveness and efficiency; and participatory.* Accountability is a fundamental requirement of good governance. Government has an obligation to report, explain and be answerable for the consequences of decisions it made on behalf of the community it represents. Transparency on the other hand is people should able to follow and understand the decision-making process. To follow rule of law means that decisions are consistent with relevant legislation or common law and are within the powers of councils. Responsive explains the government timely, appropriate and responsive manner of the government to the entire community. (Ibid.).

The fifth core principles of good governance, equitability and inclusiveness consider community´s wellbeing results from all of its members feeling there vulnerable, should have opportunities to participate in the process. The principles effectiveness and efficient indicates the best use of the available people resources and time to ensure the best possible results for their community. The last but not least principle of participatory is a matter of opportunity to participate in the process for making decision. Providing the necessary information, asked for the community opinion, given the opportunity to make recommendations for the actual decision-making process, can do this. (Ibid.).

Poor governance is among the most important causes of state failure and underdevelopment. Hence innovations and reforms in the governmental and bureaucratic apparatus are an important prerequisite for development (Ciborra & Navarra, 2005). Western aid donors merge democracy and good governance in theory and practice. Yet, since the 2003 Rose Revolution, Georgia's governance indicators have soared while its democracy scores have plummeted. The good governance–democracy merger constitutes an attempt by the transnational capitalist class to cultivate consent for its hegemonic project of neo-liberal globalization (Lazarus, J. 2013).

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The emergence of organized civil society and of None-governmental organizations (NGOs) as organizational manifestations of broader social movements has dramatically altered the global political-economic landscape. The increasing global reach of NGOs challenges established international business research, and highlights opportunities for broadening and adapting extant paradigms in the field (Teegen, Doh & Vachani, 2004).
As Manji explains: *´The field of development had become 'big business', requiring an entourage of experts committed to the goal of making the unsustainable sustainable…The multinational or transnational NGO came into existence with the sole purpose of effectively delivering aid with the forms of 'professionalism' required by the official aid agencies´´* (Manji, 1998).

According to United Nations Development Program (UNDP, 1997), there are five key principles of good governance. These are: *legitimacy and Voice, direction, performance, accountability and fairness.*

1. ***Legitimacy and Voice***: are originated from the participation of all women and men. All women and men should have equal voices on decision making directly or indirectly legitimate intermediate institutions. Such a kind of participation will help to freedom of speech and expression.
2. ***Direction***: is strategic vision which leaders and the publics have the broad and long term perspective on good governance. It also considers historical, cultural and social complexities.
3. ***Performance:*** is expressed by serving institutions, individuals and the general public in efficient way. That is by using the best resource to meet needs of institutions and the general public on certain period of time.
4. ***Accountability***: decision makers in the government, the private sectors and civil society organizations are accountable to the public and institutional stakeholders. Accountability by itself will not bring change to good governance but it should be transparency. Transparency is built on the free flow of information. That is processes, institutions and information need to be directly accessible to those concerned to see. On the other hand for the purpose of monitoring information should flow in easy and understandable way.
5. ***Fairness***: is based on equity and rule of law principles. Equity is the presence of equal opportunities to all men and women. Universal declaration of human rights stated that.

"Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, color, sex, language, religion, political or other opinion,

national or social origin, property, birth or other status" (Article 2) Rule of law, part of fairness, on the other hand is focused on obtaining fair legal service to all human being and institutions.

Principle of modern democratic governance is some time referred to as the pillars of domestic rule. Regina Bafaki, Yusuf Miranda & Angelika Klein (2011) published under the project: 'Action for Strengthening Good Governance and Accountability in Uganda' funded by the Uganda Office of the Konrad- Adenauer-Stiftung, stated the following major pillars of democratic governance. The principles are basic and help to differentiate any government one from the other and to evaluate all over the world. These principles are: -

1. ***Citizen participation***: This means citizens are part and parcel of what happens in their own country. Citizens must be part of decisions-making process on matters that affect the nation and themselves. In citizen participation communication should be two ways that is bottom-up as well as top-bottom. Therefore before any decision is made these two ways of communication should be applied.
2. ***Equality***: This means without regard to one´s race, gender, ethnic background and religion difference, equality before the law, equal opportunity to get access political, economic and social benefits should be realized.
3. ***Political tolerance***: This is the respectful and mindful interest of the ruling body on minority. Differences among people based on race, religion, descent and culture will exist forever. However such differences should not be a reason to clashes. There should be room for discussion, debate and accommodation of different viewpoints.
4. ***Accountability***: This is when leaders are elected they should realize as they need to give answer for any common citizen's question regarding their decisions and actions. This is one of an important performance that required to full filling accountability. Otherwise the gap between the ruling body and the people will be widened and resulted at contradictory position.
5. ***Transparency***: Transparency means leaders allow the public to know what they are doing and what they have done before. Here citizen are allowed to attend public meetings and have freedom to get information that happens in public. In addition to that the public need to have access to that makes decisions and why it was decided. In other way, transparency is a step towards accountability.
6. ***Regular, free and fair elections***: Regular elections empower the citizens to throw out

incompetent leaders through free and fair elections. Elections are the main avenue for all citizens to exercise their right and power through choosing their leaders.

7. ***Economic freedom***: Citizens without economic freedom gets a problem of satisfying their basic necessities of life. Economic freedom result economic independence to citizens, which creates the foundation on which the citizens become vibrant and able to account their leaders actions. Economic freedom gives to the people the privilege of freedom to choose their political leaders and to belong their own social or cultural associations.
8. ***Control of the abuse of power:*** Any form of government without accountability, checks and balances on its political power abuse its power. The most known way of abuse of power is corruption. Control of abuse of power can be achieved through different ways. These are: by separation of power of the three arms of government – the legislature, executive and the Judiciary through ensuring their independence. The other way is by creating institutions like national inspector body that inspect an overall performance of the government. By pointing out standards and ethics.
9. ***Practicing a culture of accepting the results of elections:*** In case of third world countries especially under Saharan African countries, to accept the result of free and fair election are not a culture. Cheating election and abusing opposition parties are common practices in these countries. However it is so crucial that once voted into power, the elected leader should rule for the benefit of all citizens regardless of their vote against or for the elected party.
10. ***Human rights:*** Human rights which include the right to life, the right to own property, the freedom of expression, the freedom to associate and the freedom to assemble are among the main rights of human being.
11. ***Multi-party system:*** Multi-party system is a system where there are more than two political parties contesting for power. The main reason for having multi-party system in democratic governance is to give choice to the people to choose of the best candidate for the political system and to enable opposition parties have active role in political system. It is known that having one party system creates lack of political choice to people rather it leads to dictatorship, which abolishes accountability.
12. ***Rule of law:*** The main idea under the rule of law is that no one is above the law. For an implementation of this basic idea all citizens are accountable to observe the law and its implementation process. The rule of law ensures the protection of citizens under the

law of the land without any sort of discriminations.

Both the above mentioned principles of democratic governance (The Municipal Association of Victoria, 2012 and UNDP five pillars of democratic governance) are summarized under Regina Bafaki, Yusuf Miranda & Angelika Klein (2011) publish of Action for Strengthening Good Governance and Accountability in Uganda`. Therefore the thesis, in addition to *theory of promoting democracy and democracy assistance*; uses also the *principle of good governance and democratic governance* (Regina Bafaki, Yussuf Miranda & Angelika Klein publication) for the purpose of analysis of the NGO policy on democratic governance from the case study of DGF point of view. All principle of good governance and democratic governance are not taking for the thesis analysis and recommendation. How ever, the following principles of good governance and democratic governance are selected for analysis of the case study DGF. These are *citizen partnership, equality and political tolerance, accountability and transparency, regular free and fair election, economic freedom, control of abuse of power and practicing a culture of accepting the results of election and human rights*.

There was paradox seen in case of the NGOs policy implementation on democratic governance projects in south and the objectives set by the north is keeping to criticize the south through international organizations like Human Rights watch and United Nations Human Rights Commission reports. Apart from the reports, it is not difficult to evaluate how the south (Uganda for this thesis), is not successful in implementing the basic values of democratic governance. This can be easily expressed with poor election process and post election conflicts in Uganda. In other way democratic culture is not developing even after half a century (after colonialism is removed from most sub-Saharan countries). Therefore according to the objectives, NGOs are trying to fill the gap that the Ugandan government cannot fill due to financial and trained manpower constraints. Here the main issue that this thesis needs to go through the policy of NGOs on democratic governance in related to the theories selected above.

CHAPTER 4. METHODOLOGY AND DATA ANALYSIS

4.1 Methodology

This thesis follows qualitative research method. As the explanation of Kothari, Qualitative approach to research is concerned with subjective assessment of attitudes, opinions and behavior. Research in such condition is a function of researcher's insights and impressions. Such an approach to research generates results either in non-quantitative form or in the form, which are not subjected to rigorous quantitative analysis (Kothari, C. R., 2004).

A qualitative approach provides more insight in the why`s and how`s related to this research question. The inductive approach in qualitative research is suitable to discover meanings and analyses. It is possible to have a large sample without being overwhelmed by amount of data, and possibly generalizes the findings to a larger population (Bryman, 2008, pp. 21-23).

Qualitative research is multi method in focus, involving an interpretive, naturalistic approach to its subject matter. This means that qualitative research study natural things, attempting to make sense of, or interpret, and phenomena in terms of the meanings people bring to them.

My original plan, when I select qualitative research method, was to travel to Kampala, Uganda and make interviews. However, this was not possible for the reason of financial plus time constraints. That means the research is qualitative research with secondary data except one questioner responded from one NGO based in Kampala, Uganda was used as primary data. Therefore it is possible to say that this thesis is incorporates strictly to secondary data materials.

Before the sole questioner respond obtained from the DGF partner, Refugee Law Project, different e-mails and telephone contacts were made with Norwegian Embassy in Kampala, Belgian Embassy in Kampala, DGF program head in Uganda (Mrs. Helen) and five DGF partner NGOs in Uganda. However the only questioner replied was from the Refugee Law Project of Makerere University. Therefore the research data collection is remains strictly based on secondary data. Secondary data was used for this study and provided useful information to support arguments. It was collected through reviewing books, internet documents, annual report of DGF, annual report of partner NGOs and website of DGF and its

partner NGOs in Uganda.

4.2 Data analysis

The thesis´s data analysis procedure focused on the secondary data that I collected. According to Heaton, secondary data analysis is the re-use of pre-existing qualitative data derived from previous studied researches and it is possible to use secondary data analysis to conduct new research (Heaton, 2008). Heaton mentions also one concern with the use of secondary data, it is the issue of verifying the primary data and whether it is trustworthy. There fore my secondary data collection was focused on identifying sources, which were more related to the thesis main subject matter.

On the other hand, even if the research is incorporated strictly to secondary data collection and analysis, as I mentioned above there was one questioner replied from DGF partner Makerere University Refugee Law Project (RLP) which is a sole primary data to the thesis. Therefore data collected from Makerere University Refugee Law project was coded and entered into the categories in my coding frame. Following the coding step, I conducted a qualitative content analysis Therefore it was separately analyzed and reported in the thesis. Therefore since there is no other primary data except RLP replied questioners, it is important to mention again this thesis is strictly based on secondary data collection and analysis.

4.3 Ethical considerations

It is important to consider ethical considerations, when one conducts social research. There are four main categories of issues that occur in conducting social research are: one, if there is harm to participants or not .Two, whether there is lack of informed consent or not. Three, if there is an invasion of privacy or not and four, whether deception is involved or not (Bryman, 2008, p. 118). In my thesis, which is strictly based on secondary data, I did not collect any personally identifiable information, and the information I did collect from secondary sources has been kept confidential. Therefore there is no potential for harm with invasion of participants or privacy plus deception in the process of the research.

4.4 Limitation

Limitations for this study were shortage of time and financial constraint. Due to this limitation, I shift my strictly dependent on secondary data source. Therefore I acknowledge the limitations that there was possibility to obtain primary data from both observation, interview and group focus discussion, if I could travel to Uganda. However, considering these limitations, the thesis is done both responsibly and using available secondary data resources to minimize the limitations effect on both the process and result of the research.

CHAPTER 5. RESULTS AND DISCUSSIONS

5.1 Promoting democracy and democratic assistance

According to Edwards and Hulme explanation, NGOs are supposed to contribute to `democratization' and the formal political process (M. Edwards and D. Hulme, 1994). Democracy assistance in the form of political aid is targeted at governmental structures such as parliament, the judiciary and local government, as well as civil society organizations, with the aim of strengthening the institutions and culture of democracy (Hearn, J., 2000). Democratic Governance Facility (DGF) has connection with a number of organizations and institutions in the manner of partnership relationships in Uganda. Partnership is based on a common objective related to equitable growth, poverty reduction, strengthening the rule of law to achieve long-term stability in Uganda. Partnership is not based on provision of grant funding. But it is based on shared of responsibility and degree of mutual dependency. According to the Ugandan icon News paper "The New Vision" describes DGF as follows: -

"The DGF supports positive change in the quality of lives of Ugandan citizens. DGF does not carry out its own programs: it provides financial and, in a more limited manner, technical support to Ugandan organizations, both state and non-state, implementing interventions aimed at improving democratic governance." (The New Vision, 2012).

Democratic Governance Facility (DGF) has three components. These are: *Depening Democracy; Rights, Justice and Peace and Voice and Accountability.*

The main goal of DGF is to contribute to equitable growth, poverty eradication, rule of law and long-term stability in Uganda. Its program has three interlinked and mutually reinforcing components and their sub-components (DGF, 2017).

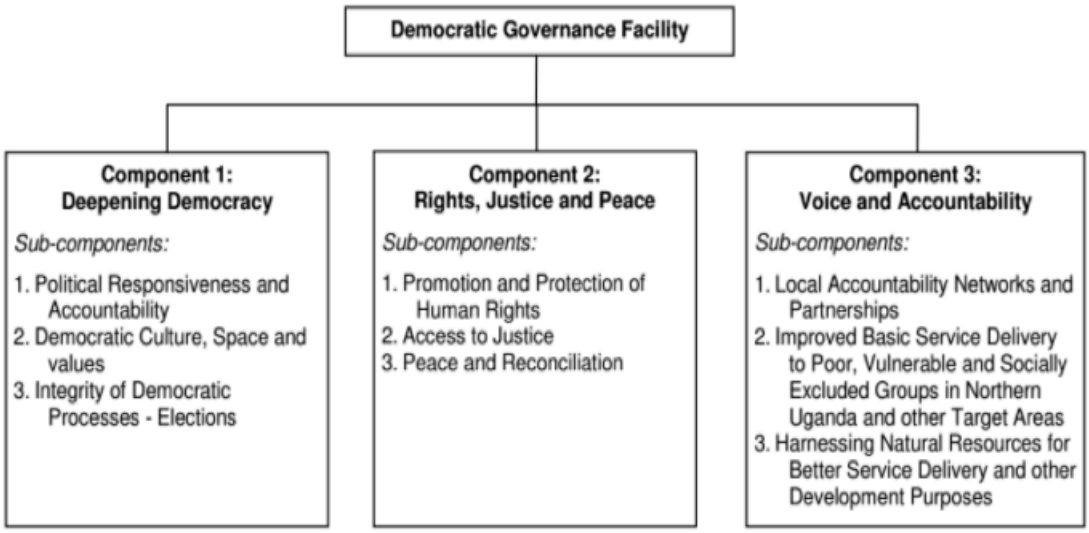

Figure 3. Components and Sub-components of DGF from (DGF, 2017).

According to DGF (2017), The three main components and sub-components are:

i) Deepening Democracy

Deepening democracy program of DGF main objective is to have more pluralistic, representative and accountable governance based on democratic values, institutions and processes in Uganda. Ugandan citizens and organizations, governmental and non-governmental actors to succeed in main objectives of the program target deepening democracy to efforts. This component has three inter-linked and mutually supportive sub-components. These are: *Political Responsiveness and Accountability: Democratic Culture, Space and Values and Integrity of Democratic Processes (elections)* (DGF, 2017).

ii) Rights, Justice and Peace

Under this component, DGF main objective is Uganda to have more pluralistic, representative and accountable governance based on democratic values, institutions and processes. The program under rights, justice and peace component more focuses on the poor, vulnerable and women. These are the main part of the society that need to be empowered to claim their human rights to get justice which will help them to live in peace. The component included three inter inked and mutually sub-components namely: *Promotion and Protection of Human Rights, Access to Justice and Peace and Reconciliation*.

iii) Voice and Accountability

The main objective of DGF program under the component of voice and accountability is to strength accountability and transparency of service providers at state and local government level. It focuses on empowering citizens at national and sub-national levels for the purpose of articulate their concerns and demand accountability from leaders and service providers. There are three inter-linked and mutually supportive sub-components under voice and accountability. These are: *local accountability networks and partnerships; improved basic service delivery to poor, vulnerable and socially excluded groups in Northern Uganda and other targeted areas and facilitation of natural resources for better service delivery and other development purposes benefiting the citizens.*

5.2 The DGF program

According to Democratic Governance Facility in Uganda 2015/2016 Annual report, its partners are located almost in all part of the country. The density of partners is varied from one geographical area to the other. The northern, western and southwestern part of districts of Uganda is districts with Eleven to Fifteen partners. However the central and southern part of Uganda have at least one and up to five partners (figure 3).

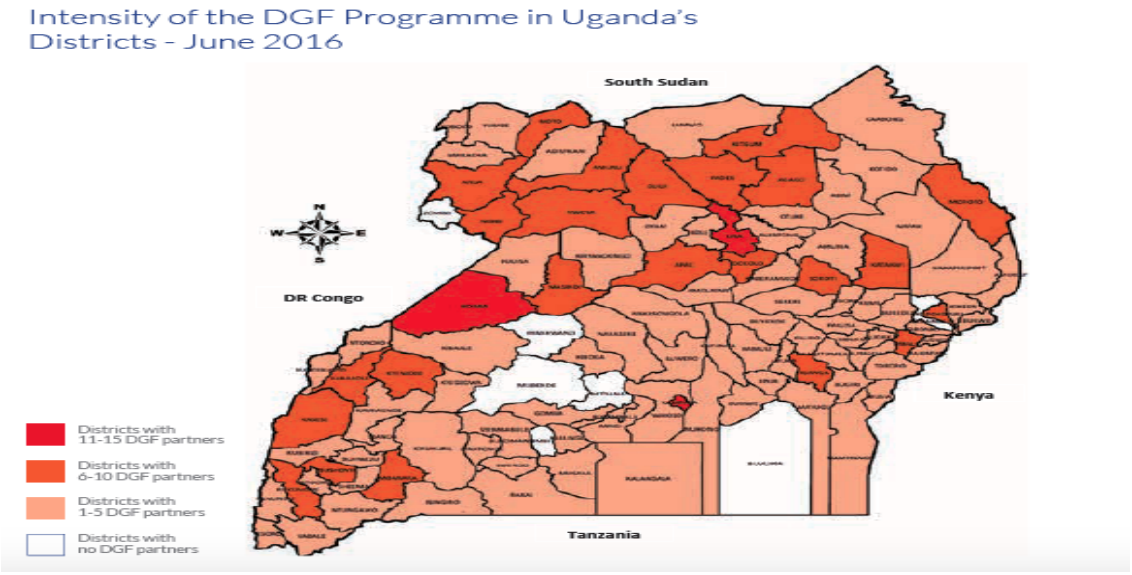

Figure 3. Intensity of the DGF Program in Uganda's Districts. June 2016 from DGF Annual report 2015/2016.

The 1995 Ugandan constitution identified areas that have more effort to strengthen the vision of transformed Uganda to achieve its objectives in the coming three decades. It

promotes strengthening democratic governance; enhance the rule of law and promoting peace. Non-governmental and civic society organizations role to succeed in the objectives of Uganda government is so significant. The same as other under Saharan African countries, Ugandan people is not yet empowered to engage properly in demanding basic rights and insisting their institutions to fulfill their obligations.

The main challenges of democratic governance in Uganda that DGF has also identified are: - one, ensuring the capability of key governance institutions and managing national election; two, providing adequate checks and balances in the government system; three, increasing accountability and transparency for public resources use; four, Addressing problems with access to justice and with the observance of human rights; five, overcoming barriers to citizen engagement in service provision; six, enabling free media to contribute to national development of Uganda and seven, ensuring reconciliation, peace and improve service to the northern part of Uganda.

The program of DGF focuses on supporting both demand and supply side of the governance. Therefore DGF supports pillars of the democratic governance systems like Parliament, Electoral Commission, the Judiciary and Human Rights commission. However the effort of government, comparing to non-government organization is small. Both effective use of resources and better skilled labor power is obtained in non-governmental organizations.

The Board of DGF is one of ultimate body of management that is composed of the heads of Mission of the development partners who provides fund to DGF. In fact the board members are not only from development partners, they are also from the Ugandan resource persons and experts. The Steering Committee, on the other hand is a component of all development contributors to the program. However, Ad Hoc Working Groups (AHWG) act as partners to the Steering Committee. Ad Hoc Working Groups provide information based on the issue of democratic governance. They are groups composed of relevant resource persons from the staff of the development partners and the Program Management Unit. While Program Management Unit is responsible for the management and implementation of the program components agreed by the Steering Committee.

They include the Democracy Working Group (DWG), the Human Rights Working Group (HRWG), and the Accountability Working Group (AWG). The Partners for

Democracy and Governance (PDG) group obtains reports, analysis, ideas and other inputs from the working groups meetings. Regarding the working groups , these are outside DGF governance and management.

Apart from the three components there are priority themes that DGF intervenes in issues, which need important attention. Among these issues land rights and conflict issues get special priority themes. Land rights addressed by the DGF from three dimensions. Land justice challenges most Justices. Citizens in Uganda have very limited confidence on institutions that handled the title of land. This is because of their corruption and incompetence. DGF intervention under land issues focuses to facilitate voice, transparency and accountability in the sub-component dealing with natural resources and in particular oil governance to touch upon land rights for individuals and communities especially minorities that are under the threat.

Regarding conflict minimizing, conflict and insurgency movement through two approaches namely legal aspects and social ensure. Both approaches reinforce each other. For example land is a major source of tension and conflict in Africa. Therefore it needs to mitigate through an interventions on land rights, which help to minimize the conflict at the same time. Another areas that DGF interventions are gender equality, environment and HIV AIDS. Concerning gender issue, DGF plan to make all part of society to be participated in political, economic and social affairs of Uganda. However in Uganda, social, cultural and economic factors continue to hinder the effective participation of women.

There are two approaches that DGF is guided to its strategy regarding the gender issue in Uganda. These are the *integrationist approach and the agenda setting approach*. The integrationist approach promotes women´s participation within the planned activities without necessarily altering the content of the program's activities to reflect women´s specific concerns. The agenda setting approach address women´s specific concerns in democratic governance. It is not only women participation is getting high attention by DGF. The youth is also important to ensure their participation in all three DGF intervention components.

In related to environmental issue, the extraction of oil is becoming an impact on environment. In this case DGF intervention is expressed with support under the oil governance window to make difference to solve environmental problems; providing civic education about the rights and responsibilities of the state, private sector and citizens residing

in the oil rich areas are more important activities that DGF intervention is focusing.

Democratic Governance Facility, to apply its programs and make an intervention in main solution demand areas of Uganda, engagement of strategy plays an important role. The overall strategy of engagement has two levels. The first level is an overall structural challenges for democratic governance through continuous policy dialogue and the second is through programs to address the governance deficits that remain in Uganda.

One of the important issues that should be raised, when we talk about the policy framework of DGF, is its ownership question. On the policy chapter of the DGF, an issue of ownership of the DGF is explained based on its design and challenges. The DGF is expressed by its stakeholders with in the Ugandan society including: government ministries, departments, academic institutions, the media, faith based institutions, political parties, national and district based community service organizations, activists for human right, environment and democratic governance, development partners and independent consultants. In addition to that the involvement of Uganda stakeholders as members of the DGF Board; operating through large-scale Ugandan networks like Uganda National NGO Forum and National District Networks Support Program, all ensure ownership of DGF by the Ugandan at least by its operational process.

Overall monitoring and evaluation of the DGF is also another indicator of its policy program. It is also systematic objective information that helps to promote transparency and accountability. Monitoring and evaluation of DGF has two faces. These faces are to measure performance of DGF and an overall monitoring of governance trends in Uganda. The second face is specially an indirect indicator to evaluate the DGF´s positive impact on general democratic governance condition in Uganda. The performance monitoring of the DGF has five elements of governance. These include democratization, human rights, access to justice, peace and reconciliation, and voice and accountability. The mechanisms for monitoring an overall governance issues and DGF´s contribution indicated through regular country reviews; Afro barometer surveys; Mo-Ibrahim index on governance and Uganda Governance Monitoring Project (UGMP) annual and periodic reports are used widely.

Source of fund and budget issue is key factor for any organization to run its program and policy in proper way. DGF budget source comes from its development partners.

Table 1. Indicative DGF Budget for 2011 - 2016

Budget element	EUR million
Component 1: Deepening Democracy	20
Component 2: Rights, Justice and Peace	20
Component 3: Voice and Accountability	20
Cross-cutting interventions(10%)	7
Programme administration(7%)	5
Total	**72**

Note: Table source is from (DGF, 2017).

Based on the development partners, DGF set budget for 2011 to 2016, Euro 72 million (Table1). The three main components of the program, deepening democracy; rights, justice and peace and voice and accountability each shares Euro 20 million. The remaining two activities namely. Crosscutting interventions and program administration takes Euro 7 and 5 million consecutively. An overall strategy and direction determiner, DGF Board that is composed of the Heads of Mission of the development partners and Ugandan resource persons with national governance issues, allocate the Budget proportion to the main components and other activities of DGF.

5.3 DGF Partners policy implementation on democratic governance

Governmental and DGF partner NGOs have different way of implementation of their programs. However their objective towards democratic governance is almost on the same line with DGF policy. According to Democratic Governance Facility (DGF) web-site information, Fifty-Nine organizations have development partnership with DGF. Their activity is scattered in different part of the country with different fields. Out of fifty-nine organizations, the list of thirty-seven organizations name and type is listed in below (see Table 2).

Council for African Policy (CAP), for instance, is an independent Civil Society Organization with an objective to improve service delivery through influencing integrated policy planning; budget governance; inclusion and participation in decision-making processes; and environment and natural resource governance. CAP intervention is on citizen voice and action for accountability and improve service delivery in two districts of Uganda namely Ngora and Bukedea districts. Its project needs to empower community structures to

build citizens capacity to control greater transparency and accountability in service provision, policy formulation and government responsiveness at local and national levels. The common points that meet in common CAP and DGF policy are the three main objectives of CAP project at its completion. These objectives are: one, to empower citizens demanding and accessing improved services. Two, to bring active participation by communities in planning and budgeting processes and three, to make advocate service actively to health, water and education committees to have good knowledge on their roles to democratic governance.

African Center for Trade and Development (ACTADE), another DGF partner organization strength linkages and create synergies with other similar organization to promote participatory budgeting, empowering communities and creating spaces for engagement at local and national level. The project title to ACTADE is *reclaiming citizens' power over their priorities in the Local Government budgets.* The project focuses on service delivery from district local governments in selected sub counties of Uganda (Hoima and Kibbale districts). Effective engagement of the local leaders and the people active participation in local government planning, budgeting and monitoring process are the main parts of the project. DGF´s support in financial and technical assistance for the successful implementation of the project.

The third but not least example of organization that shows policy implementation on democratic governance is Federation of Uganda Women Lawyers which is called also the Uganda Association of Women Lawyers. It is the leading women right organization in Uganda. It is a pioneer of legal aid and public legal education in sub-Saharan Africa. The Ugandan Association of Women Lawyers who are promoter and defender of human rights, focus on the rights of women with children. The current 2017 project of the organization name is *provision of holistic legal aid services for poor women, men and children*. The main objective of the project is to reduce women´s powerlessness and vulnerability; promote innovative and legal aid service delivery at community levels. The project geographical area coverage includes Gulu, Arua, Mbale, Kapchorwa, Kamuli, Kabale & Lwengo districts. The project provides legal aid, social and economic empowerment to provide legal aid service delivery to vulnerable women who are powerless in political, economic and social environment.

Table 2: List of DGF´s development partners

No.	Name of DGF´s Partner Organization	Type of organization
1.	Wizards Foundation	Non-profit media organization
2.	African Center for Media Excellence	Non-profit media support organization
3	Uganda National NGO Forum	National platform for NGOs
4.	Human Rights Network for Journalists	National platform for NGOs
5.	Uganda Radio Network	News agency and journalism training center
6.	Western Ankole Civil Societ Forum	Sub-National platform for citizens organization
7.	Community Development & Child Welfare Intitative	NGO working on governance and human rights
8.	Uganda Project Implementation & Management Center	NGO focused on project implementation and management
9.	Human Rights Center-Uganda	NGO focused on Human Right issue in Uganda
10.	Uganda Law Society	NGO focused on Human Rights issue
11.	Uganda Law Council	Legal Professionals Council
12	Refugee Law Project	NGO provides legal aid to refugees and

		Asylum seekers
13	National Union of Disabled Persons of Uganda	NGO working on disabled people
14	Muslim Center for Justice and Law	NGO working on promoting justice, tolerance and human rights
15	Law Development Center Legal Aid Clinic	Multi-purpose training, research, scholarship and law reform institution established by Parliament act in 1970
16	Justice Centers Uganda	Ugandan Government Project
17	Federation of Uganda Women Lawyers	The Ugandan Association of Women Lawyer
18	Foundation for Human Rights Initiative	Advisory service provider for both governmental and non governmental organizations
19	Independent Development Fund (IDF)	Non-profit and grant-making institution
20	Center for Women in Governance	Non-partisan and NGO committed for women participation
21	Human Rights Network-Uganda	NGO works for strategic plan on human rights between 2016 to 2021
22	African center for the treatment and rehabilitation of torture	NGO works for rehabilitation council for torture victims
23	Africa center for energy and	Research based organization focused

	mineral policy	on natural resource governance and development
24	Transparency International Uganda	Organization work with government to protect citizens abuse of power, bribery and secret deals
25	Advocates Coalition for Development and Environment	Think tank organization on policy issues of the government
26	International Alert	Peace building organization
27	Global Witness	Organization working to promote transparency on mineral, natural gas and natural resources
28.	Global Rights Alert	Organization working on local community participation to access of natural resources
29.	Ecological Christian Organization	Organization working on vulnerable groups in Uganda
30.	Civic Response on Environment and Development	Organization works on policy research and advocacy
31.	Action Aid International Uganda	Organization focuses on injustice of poverty
32.	The Apac Anti-Corruption Coalition	Organization fights corruption and human rights abuse
33.	The Anti-Corruption Coalition	Organization working on exposing and

	Uganda	advocating for curbing of corruption in Uganda
34.	Uganda Debt Network	Organization works for campaign for debt relief for Uganda high foreign debt
35.	Council for African Policy	Works for equitable and sustainable development
36.	African Center for Trade and Development	Promotes for participatory budgeting
37.	Sebei Diocese	Faith-based organization formed by the Diocese of Sebei to spearhead community development work. It work on the fight against poverty, disease, illiteracy, injustice and marginalization of the poor.

Note: (DGF, 2017)

5.4 DGF Partner - Makerere University`s Refugee Law Project

Refugee Law Project is the Ugandan famous University, Makerere University´s, School of Law project. This project is supported by DGF and other international NGOs. Mr. Moses, Refugee Law Project Program Manager is a sole source of primary data for this research among the DGF partner organizations. He is one of the top managerial bodies of the Refugee Law Project. Therefore his reply to the questions prepared for the purpose of this particular thesis was important. Before going to data analysis of the questions, it will be more transparent to know about the Refugee Law Project objectives and activities.

Refugee Law Project vision is based on two pillars. These are the Ugandan constitution and international laws. The vision is to see all people in Uganda enjoy their human rights, irrespective of their legal status. That means even if an individual is Asylum seeker or at the refugee status, he or she should be privileged to get the necessary law

protection in Uganda. The mission of Refugee Law Project is to empower asylum seekers, refugees, deportees, internally displaced peoples and host communities in Uganda to have human rights and lead dignified lives.

The project has four mandates. These are: First, to promote the refugees and their hosts (Ugandans) protection, well-being and dignity. Second, to empower forced migrants and communities for the purpose of policy law and practice Third, to make an influence on national and international debates on forced migration, issue of justice and peace in Uganda and the fourth mandate of the project is to serve as a necessary resource for forced migrants and relevant actors in Uganda. In addition to that, the Refugee Law Project has six core values that the project gives priority in its project implementation. These are independence, respect, professionalism, innovation, accountability and non-discrimination.

Coming back to the history of Refugee Law Project, it was established in 1999 for the purpose of providing legal aid to asylum seekers and refugees in Uganda. The project was started, to be implemented after the research led by Dr. Barbara Harrell-Bond and Dr. Guglilmo Verdirame was made extensively. The research result indicated that, despite Uganda is providing asylum to refugees based on its commitment to international law, refugees were not entertained properly based on both domestic and international laws. Therefore the project started its activity by providing basic counseling to refugees and Asylum seekers on psychosocial issues, sexual and gender based violence, access to medical care, housing facilities and education. On education matters, Refugee Law Project could give support to training to concerned bodies like police, immigration officers, judges and local government officials plus the refugees themselves. In fact, the project for the last Eighteen years was not only working on Refugees and Asylum seekers. Internally Displaced people (IDP) were not also out of the projects focus. Internally Displaced People needs primarily legal protection. Because the main cause for people to be displaced with in their own country, apart from civil war, is injustice made by the local authorities and influential bodies. Therefore the importance of legal protection is the primary demand of Internally Displaced People in Uganda.

Refugee Law Project brought a number of changes in both sides of the host community and Ugandan government on one side and on solving the refugees and asylum seekers problem. One of the top changes brought by the project is the role of the project to end torture in Uganda by law. Torture has two types. These are metal and physical tortures.

Mental torture includes: blindfolding, threatening the victim or his or her family with bodily harm; confining the victim in a solitary cell; prolonged interrogation of the victim denying his or her normal length of sleep or rest. Physical torture on the other hand, includes systematic beating, head banging, punching, kicking, forcible feeding with spoiled food, electric shocks, burning the body of the victim by electrically heated rods, hot oil and acid plus jumping on the stomach.

Therefore Refugee Law Project effort on torture act in Uganda, the 2012 the prevention and prohibition of torture act was issued by Ugandan government. The act was issued based on the 1995 constitution of Uganda Articles 24 & 44, which provides freedom any person from any form of torture, cruel, inhuman and degrading treatment or punishment in Uganda. Article 24 of Ugandan Constitution provides that no person shall be subjected to any form of torture or cruel, inhuman or degrading treatment or punishment. Whereas Article 40(a) of the constitution provides that notwithstanding anything in the constitution, there shall be no derogation from the free from torture and cruel, inhuman degrading treatment or punishment (The Uganda Gazette, 2012).

CHAPTER 6: DISCUSSION

6.1 Promoting democracy and democracy assistance

According to promoting democracy and democracy assistance theory mentioned under theoretical foundation of this thesis, the north or European countries are becoming more committed to provide aid in political form on parallel to economic assistance. Therefore democracy assistance is getting its own stricture with a number of pre conditions. One of these pre conditions that the north set is human rights and free and fair election.

The way that the north is obliged the south to accept the ready-made democracy or implement its promotion of democracy or democracy assistance projects are NGOs. DGF policies are good indicators to such situations. DGF policy of partnership with local NGOs is one of the main ways to shape the democratic way of Uganda to wards western made democracy. According to Robinson (Robinson, 1995), the British government set model with the west minister democracy form to set policy and implement the project of democracy assistance to the south. The official objectives were to build democratic institutions in the south through supporting political parties, human right groups, trade unions, journalist,

lawyers and women's groups (p.74). Here is a typical example how the north "political imposition", in the name of political assistance is ready made in the north and imposed on south with out considering historical, political, cultural and economical situation of the south. In case of this thesis, DGF democratic assistance through local NGOs is imposing on Uganda.

In fact here it is not right to undermine all forms of democratic assistance, which comes from north to south. There is positive and negative effect in the process of formulation and implementation of democratic governance policies set by NGOs. However, disregarding the poltical, economical and social situation of the south and undermining the indigenious democratic culture of the people, to make political imposition through democratic assistance could not be effective. This is one of the main problems that the south especially Africa is suffering. These days' African countries are lack of confidence on democratic assistance comes from the north. However African countries did not push the program set by the north. This is due to fund that will be obtained from north to fill the scarcity of foreign currency in the country. Therefore democratic assistance should be evaluated and needs to be more integrated and dig out plus encourage indigenous culture of democracy, which stays for many years in Africa. That is even before Europeans came to Africa for colonizing the continent.

On the other hand, NGOs implementation of policy, in the process of democracy assistance from north is dependent on the political and economic interest of the north. In case of this thesis, the case of DGF policy formulation and implementation on Uganda is a reflection of the European Union and member countries foreign policy. Therefore there is no commitment and consistency with in the policy itself. Based of DGF policy, the overall goal of the DGF is to contribute to equitable growth, poverty eradication, rule of law and long-term stability. However in practice these goals disregard for the sake of the north foreign policy and political and economic interest. There fore in case of Uganda, the country is under President Museveni rule for over a quarter century (over 25 years).

International humanitarian groups criticize election processes of Uganda repeatedly. The main foreign policy change by European countries towards terrorism, since September 11, makes the north to be smoother on dictator rulers in Africa. As the result the goals of DGF goal of rule of law and long-term stability plus equitable growth cannot be succeed in. The main reason why the north be smoother on strict implementation of democratic governance

policies in Africa due to the policy change by the north for the purpose of anti-terrorism campaign led by again the north. Therefore any country in south, even if under mines human rights condition plus free and fair elections, it will be over sighted and no complain will be presented on it. That is why DGF strict policy rule and implementation specially on human rights condition and free and fair election in Uganda is not influential with the expected degree level of its program.

Under theoretical foundation of this thesis, on the other hand, *democratic governance principles,* the basic principles of democratic governance or pillars of democratic governance are listed and defined. Therefore policy of NGOs on democratic governance under DGF Uganda case is evaluated from these selected principles point of view.

NGOs interference to development process of Uganda has dual implications. These are *long time positive implications and not significant* result as it supposes to be. However, the question is how far could NGOs policies lead the country to the way of democratic governance? Dicklitch (1998) explained the ground fact of NGOs in the 1990s when Africa was re-motivating to neo-liberal ideology. The main emphasized that Dicklitch explanation was that NGOs could not be a main motivator to African democratization (democratic governance).

Even if a number of political, social and economic situations of our globe and Africa are changed, to bring significant changes particularly on democratic governance has come across in many obstacles. These obstacles are not only originated from the policy matters of NGOs but also the Ugandan regime nature and the political economy of development. As many African countries, in Uganda also NGOs are seen as gap-fillers that the government cannot perform both in capacity and financial sources. Moreover NGOs are discouraged to perform more on politically motivated advocacy or any critical work, which may empower the people to demand transparency on the regime. Therefore NGOs particularly the local ones will lose confidence to work aggressively to their basic objectives that sets at the time of formation. Such loose of confidence is also reflected in international NGOs, even if they are independent in financial resources.

Democratic Governance Facility in Uganda could change the above-mentioned obstacles that local NGOs are facing in Uganda. The main reasons that DGF could bring

changes in the role of NGOs in Uganda are three reasons. These are *its influential and high level of structure, strategic area of focus and having good political will from the Uganda government*.

The first and key reason that DGF could bring minimized obstacles that other African countries are facing in NGOs areas is through its influential and high level of structure. The management body of DGF is unique to some extent. That means the board members level is at higher level, which is most of them, are Ambassadors and high-level deligates of their home country or continental organization, European Union to Uganda. Such a kind of representation by itself has significant impact on the level of an organization. It is known that Ambassadors are highly accredited in the host country, Uganda. Therefore pushing on democratic governance projects in the Uganda will get high attentions by the senior policy makers of Ugandan government.

The second point that DGF could avoid some basic obstacles to implement its programs effectively is its focus on strategic areas. DGF focus areas that are included in its program to be accomplished with the partners are selective and strategic. The three main components that DGF focuses to bring democratic governance are deepening democracy, rights, justice and peace; and voice and accountability. The main objectives to be succeeding in through the three main components are to contribute to ***equitable growth, poverty eradication, rule of law and long-term stability*** in Uganda.

The third point that makes DGF to minimized obstacles on its implementation process of the program is having good political will from the Ugandan government. The Ugandan government facilitated and cooperated with DGF programs. Both central government and the local ones are positive to make smooth the bureaucratic up and downs in different offices. This god will of the Ugandan government earns thank you statement from DGF´s annual report message of the program leader.

"The *achievements of all DGF activities would not have happened without the cooperation of the government of Uganda*" Helen Mealins Head of Program, DGF[2]

A recent mid-term evaluation commissioned by DGF found ample evidence that changes at the individual level contribute to long-term impacts like improved economic and social

[2] DGF Report, 2015-16/2017.

wellbeing, improved agency, and feeling safe and secure usually manifesting at the family and community level.

Apart from the Refugee support program, Refugee Law Project points out the main obstacle to democratic governance in Uganda. According to Refugee Law Project, the main obstacle to democratic governance in Uganda is corruption. Following to corruption, weak institutional capacity is the next obstacle to corruption for implementation of democratic governance policy. Therefore the main strategic activity that DGF facilitate through governmental and non-governmental organizations by to coalitions and organizations that seek to empower individuals to support organizations that carry out voter education. There is need to support institutions that hold the government and the executive accountable. Most if not all institutions depend on the government for funding and as a result their work is likely to be compromised or paralyzed in the event that they criticize government actions.

The critical issue that rose in related to democratic governance performance in Uganda through NGOs facilitation should focus on empowering Uganda's to demand for their rights, provision of physical and psychological repair to conflict affected victims/survivors; documentation to inform and promote local and national accountability, peace, justice and reconciliation; including thematic research on emerging issues on transitional justice and forced migration; as well as promotion of the national reconciliation bill and appropriate transitional justice policy and implementation of appropriate transitional justice mechanisms in the media, secondary schools, public universities and tertiary institutions.

6.2 Basic principles of democratic governance

Non-governmental organizations policy on democratic governance projects, needs to be evaluated from the basic principles of modern democratic governance explained by Regina Bafaki, Yusuf Miranda & Angelika Klein (2011) published under the project: 'Action for Strengthening Good Governance and Accountability in Uganda' funded by the Uganda Office of the Konrad- Adenauer-Stiftung, When we go through on DGF and its partners democratic governance projects in Uganda from the twelve pillars of good governance point of view, we will get the better picture that show us the positive and the remaining gap (that supposed to be filled) by NGOs will be clear.

Citizen participation, the first pillar of democratic governance, is one of the major

activities that DGF and its partners are fanning and implementing. While here the main question is at what level is citizen participation is applying through the projects? In the selected local levels, projects are implementing and through time it could bring change especially in the rural areas of Uganda. Teaching the mass to use and demand their right to participate both politically and socially has a positive contribution to citizens to know their right and develop themselves to decision maker. In citizen participation decisions will flow in dual way. That is from down to top and vice versa. The main gap that both DGF and its partners could not make the necessary impact is on the top level of policy makers of the nation. Since citizen participation is to upgrade and increase the role of decision-making process, Uganda national presidential election is with many discrepancies. Every election of the country is taking place with the short of transparency. Therefore DGF and its partners need to focus on the transparency of election process of Uganda, which is strategic political decision making area plus key for an implementation of democratic governance in all levels.

Equality and political tolerance are the second and third principles of democratic governance. Equality is nothing but without regard to one´s race, gender, ethnic background and religion difference, equality before the law, equal opportunity to get access political, and economical and social benefits. This is the successful process that DGF is doing in Uganda. Its budget allocation to local NGOs focused on law and its related activities, DGF partners are so enjoying with their project implementation. Particularly protecting citizens' rights from any illegal intervention of the local and national political institutions focusing more on marginalized areas like the Northern part of Uganda is going effectively. Refugee Law Project is the typical example that can be mentioned here.

Regarding political tolerance, NGOs role is so strategic and not clear yet. Because political tolerance is more national issue and attracts the interest groups both nationally, regionally and internationally. Therefore the problem here is reflected from both sides of the government and local and international NGOs. The government is biased to its political power and the struggle is more to retain power in its hand for long time. This is a common future in African countries. On the side of local NGOs, they will not be out of the political environment scope. That means even if NGOs are not allowed to fun particular political party in election process, sometimes the situation may not respect the law. Therefore some NGOs contribute to indirect support to opposition groups or political parties. That is why political tolerance, one of the basic principles of good governance, is not seen with clear road map in NGOs program

and objectives. International NGOs, on the other hand, have two obstacles to be effective on political tolerance area of project implementation. These are both from their origin of country´s foreign policy following on Uganda case and the problem of getting trust from the host country that is Uganda.

The foreign policy of original country of International NGOs is the leading framework that the NGOs are operating in Uganda. There is no International NGO without the guideline of the origin country. The Ugandan government also measures its relationship with International NGOs from positive or negative diplomatic relationship of the original country of NGOs. Therefore DGF and its partner's activity on political tolerance projects are shaped from the above local and international political environments.

Accountability and transparency, the fourth and fifth principles of democratic governance are more focusing on the leadership area. Accountability is when leaders are elected they should realize as they need to give answer for any common citizens question regarding their decisions and actions. In Uganda NGOs are doing both on accountability and transparency. DGF is also established to provide harmonized and coordinated support to state and non-state partners to strengthen democracy, protect human rights, improve access to justice, and enhance accountability in Uganda. One of the main expressions of DGF, for example in related to accountability is its strong stand against corruption. DGF is zero tolerance on corruption is its motto. In fact Uganda, like other under Sahara African countries, is suffering with corruption. However, NGOs activities, especially on the ground root level, changing the general public on the means of fighting corruption in all levels. Transparency is leaders allow the public to know what they are doing and what they have done before. DGF and its partners are supporting Medias to be empowered on transparency processes. Such support technically, financially and on manpower, could bring change among the policy makers.

The six principle of democratic governance that help to evaluate NGOs policy on democratic governance is *regular, free and fair election*. Regular elections empower the citizens to throw out incompetent leaders through free and fair elections. It is a key means to make down corrupt and dictator leaders.

6.3 Non-effective areas of DGF operation in Uganda

DGF did not play its golden role in Uganda. Because DGF is not simply an ordinary NGO thea we know in other African countries. It is empowered by donor countries and moreover the board members are on Ambassadors and country representatives' level. That means their chance to influence on regular, free and fair election should be significant. Aili Mari Tripp, on his famous book on Ugandan election process and President Museveni political power, calls the regime `Hybrid regime´. Hybrid regimes are regimes fought with contradictions.

He explained hybrid regimes as follows:

"Hybrid regimes are fraught with contradictions. Their leaders adopt the trap- pings of democracy, yet they pervert democracy—sometimes through patron- age and largess, other times through violence and repression—for the sole purpose of remaining in power." (Tripp, A. M., 2010).

Tripp elaborates that hybrid regimes promote civil rights and political liberties, and they unpredictably curtail those same rights and liberties. They limit rights and liberties often enough that they cannot be regarded as democratic but not consistently enough to be regarded as fully authoritarian. Yoweri Museveni government, which is leading Uganda since 1986 under National Resistance Army (NRA), is regarded as hybrid regime. He stays on power for more than two decades. However his rule is not fully dictatorial comparing the previous regimes. The level of freedom of expression and media role in the process of transparency is better than again from the two regimes namely the Milton Obote and Idi Amin regimes. However, it does not mean Uganda was running sound election process in the last two decades. Opposition parties criticized every election process and the people and international community challenged the results of election. In addition to that, the role of NGOs like DGF, is not significant and influential to make corrections. Major European countries and the European Union itself operate DGF. Major European countries are Austria, Denmark, Ireland, Netherland, Norway, Sweden and United Kingdom. These are the major donors and development partners to Uganda government. However, the joint effort to improve the election process of Uganda was so significant. Therefore in terms of free and fair election, one of the main principles of democratic governance, NGOs´ role in Uganda is not so significant.

Economic freedom is the other principle of democratic governance. Economic freedom results economic independence to citizens, which creates the foundation on which the citizens become vibrant and able to account their leaders actions. It gives the people the privilege of freedom to choose their political leaders and to belong their own social or cultural associations. This is implementing particularly on empowerment of women projects. DGF partner local NGOs like Center of Women in Governance (CWG) and Federation of Uganda Women Lawyer (FUWL) are a good examples that have good implementation on empowering women both on political and economic sectors. While here empowering people needs to know deep character of the cultural issue of that particular society. Africa is rich in cultural diversity. It is so difficult to implement similar empowerment project to all part of Uganda. The main problem of NGOs, particularly those who are dependent on foreign funds, are their policy is fully guided by these foreign donor NGOs. At the result the cultural diversity issue will be forgotten and the consequence will be non-effective project implementation.

In reference to the other principles of democratic governance, those are: *control of abuse of power and practicing a culture of accepting the results of elections,* the NGOs support to the mass Medias has significant impact. That is through teaching the general public and making influence on policy makers not to abuse of power. Such conditions are also practicing transparency, which are also the basic principles of democratic governance. Practicing a culture of accepting the results of elections, on the other hand, is one of the difficult work that NGOs could not be influential in short period of time. Because election issues in Uganda, like other African countries, is not only a matter of sound election process but it is also attached with the ethnic politics problem. Therefore the culture of accepting the results of elections needs time and strategic plan to bring the necessary change.

In general, from promoting democracy and democratic assistance theory point of view, NGOs function in south should be revised and consider the indigenous culture of democracy plus it need to detached from dependency of the north foreign policy. On the other hand, from the core principles of democratic governance point of view, the effective role of NGOs is different from one principle to the other. In case of equality, political tolerance, and free and fair election and on practicing a culture of accepting the results of elections NGOs intervention is not very significant and influential in a positive manner. In case of Human

Rights, Multiple Party system and Rule of Law; NGOs both local and international ones are specialized and implementing in a good way comparing to other policy implementation areas. DGF´s both financial and technical assistances to partner local NGOs is forwarded, if the NGOs are focusing on four main areas that DGF promotes. These are: deepening democracy, rights, justice and peace, voice and accountability and crosscutting themes. Crosscutting themes are addressed by DGF intervention. For example currently, that is the 2017, cross cutting themes of DGF are Civic Education, Gender, Youth and Land Rights.

CHAPTER 7: CONCLUSION AND RECOMMENDATION

7.1 Conclusion

Democratic governance is a key problem for the third world nations particularly to African countries. Africa is rich in resources. However the way in which its political system managed the resource is so terrible. High demand of resource interest plus miss management of it, have a great possibility to create internal and regional conflicts. Development on the other hand is unthinkable without an implementation of democratic governance policies.

The role of NGOs in Africa development process is not very effective as the degree of their goals set on the policy of NGOs. In fact there are doubts from African scholars on NGOs role on African development. The north democracy assistance is attached with political, economical and social interests. The purpose of this thesis was to examine the policy of NGOs on democratic governance in Uganda. The role of Democratic Governance Facility (DGF) role on democratic governance projects was evaluated. The nature of structure, management bodies and its huge budget allocation makes DGF unique NGO comparing to other International NGOs in Africa. Including the European Union representative, other European countries Ambassadors are board members to DGF. This means it suppose to have a better position to make an influence on Ugandan government to push in implementing sound democratic governance policy. Between 2011 and 2016, DGF allocated 72 million Euros for its project implementation in Uganda. The amount of money is so high. The question here should be raised is what is the result for Uganda to have good policy set and implementation of democratic governance projects?

DGF organizational structure and high professional staffs with good financial resource could make it to have good chance to set appropriate policy of democratic governance. According to Democratic Governance Facility in Uganda 2015/2016 Annual report, its

partners are located almost in all part of the country. This means its scope of influence with in the country supposes to be high. However Uganda is still under one party rule with many discrepancies of election process and result.

In this thesis, DGF as the case study, is taken as typical NGO that focuses on democratic governance policy setting and implementation. Therefore it is not difficult to see the role of NGOs on democratic governance processes in Africa. There are two futures on NGOs role on democratic governance in Uganda. The first role is constructive and bringing change among the people, the policy makers and the NGOs themselves (because NGOs are also learning from their own project process). The three main focus components of DGF; deepening democracy, democratic culture, space and values and integrity of democratic processes serves as main activity guidelines to its partnership with other local NGOs in Uganda. Educating the people and officials, supporting partner NGOs technically, materially and financially to succeed in the program of DGF in different ways and empowering the women by increasing their participation in political, economic and social sectors are the positive and progressive areas that NGOs policy on democratic governance.

Apart from the constrictive role of NGOs policy on democratic governance in Uganda, there is also a characteristics of NGOs that adopting the bad governance environment in the country. This is just by ignoring the government's negligence and ignorance of democratic governance policies. Even if NGOs policy on democratic governance is set without any contradiction with in the constitution of Uganda and international law, the Uganda government has ignored a number of values of democratic governance. NGOs are also by passing the situation due to two reasons. These are: one, for the sake of their home foreign policy, they ignore bad governance practices of the south. Two, some staffs of NGOs attach them selves with corrupt government officials and produces false report to their home country and international community. By such false reports, corrupt NGO officials mislead both African countries and international community. On the other hand, even if NGOs goals and set of policy are at the grass root level, they focus on small and very local projects instead of strategic one. That means even if the policy maker of the state for example, the parliament, presidential office, ministers, electoral board and the military area are not properly evaluated by DGF democratic governance policy and its its local NGO partners, the discrepancy reports are not released.

This thesis, in its discussion part, looks the democratic governance policy implementation situation from basic principles of democratic governance point of view. On the other hand, Uganda is ruling with one party and leader for a quarter of century (over 25 years). President Museveni is not changed with another potential citizen. In fact elections are held in the country. Therefore conflicts are also following after every election seasons. Even if this condition is a very internal issue of Uganda, local NGOs should have built their capacity to bring change in the country. Otherwise the security condition of Uganda may lead to dangerous situation. Recently the Uganda parliament was arguing weather the Uganda law should allow to limit the age of 75 for the presidential position of the country. In this particular month, October 2017 also a big disorder, insult and fight among parliament members was seen by Ugandan local medias. All such situations are indicators, as the democratic governance of the country should be improved so fast. Otherwise the country and the region´s security could be affected. Therefore here is the recommendation of the thesis to improve the democratic governance situation of Uganda and NGOs policy implementation on democratic governance projects in Uganda.

7.2 RECOMMENDATIONS

After the result analysis and discussion of the thesis the following recommendations are forwarded to solve the problems of democratic governance policy of NGOs in Uganda. These are: One, NGOs and their donors like DGF should focus on strategic issue that could help to bring better democratic governance environment in Uganda. Strategic means instead of focusing on small projects like for example an attitude change projects, it is so crucial to work on transparent election process and building institutions that have good capacity to carry democratic government. It is not only building of institutions, strengthening those who are already on operation is also important. One of the main institutions is the state itself. Therefore even if it is important to work on the grass root level, top policy makers of the country like the parliament and ministerial offices need to get the necessary attention. In fact DGF`s non-tolerance policy of corruption is so encouraging policy. However it should go up to other areas of democratic governance values like election processes.

The second point that should be focused by NGOs like DGF is to able to focus on more indigenous democratic values for implementation of democratic governance policy. DGF, even if it has good capacity to make influence on Ugandan government (since donors are

major European countries), it is so soft. This has been seen in the past election processes of Uganda and major corruption acts exposed by Ugandan media. Here the question is what can DGF do to correct the miss arrangement of democratic governance process in Uganda? It is clear that this question should be seen from the Ugandan sovereignty point of view. However the DGF has right to use its diplomatic power to impose on Uganda`s wrong implementation of democratic governance policy. International and regional meetings can be organized to aware the level of democratic governance of Uganda.

The third possible activity that DGF should do is to set the standard checklist of Uganda`s democratic governance level. The checklist can have some degrees to decide the level of democratic governance situation of the country every year. This checklist degree will help to aware both the Ugandan government and the general public.

The fourth recommendation is the local NGOs should strength their financial and trained man power by themselves instead of to be dependent on foreign aid. This will help them to focus on indigenous democratic culture that Africa has before. Local NGOs and higher education institutions should do studies on these grass root level indigenous democratic culture at the national level. As the result implementation of democratic governance will not get cultural clash like as the one comes from the north under the name of democracy assistance. Some NGOs still thinks that democratic governance is as imported issue from North, which did not give recognition to cultural values and historical background of African people. Therefore local NGOs need to keep on studding and digging out indigenous cultural values which will help to promote democratic governance`s basic principles in harmony.

Generally this thesis with its limitations but with having significant role can help make further research in the future. Africa is not with scarce of natural resources; rather it is suffering with the lack of good governance policy and its implementation. NGOs are in better position both financially and in institutional capacity. However the north based NGOs are more attached to their home countries foreign policy and interests. Therefore continuous policy evaluation should be encouraged through giving more attention to the cultural values and the strength of democratic institutions capacity. Local NGOs should also develop their own domestic resource both financially and with well trained man power instead of being dependent on north based NGOs like DGF.

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APPENDEXES

1. Conceptual frame work chart

1. DGF program head Mrs. Helen.

The Board of Directors of the Democratic Governance Facility (DGF) is very pleased to announce the appointment of Helen Mealins as the new Head of Program of the DGF Program Management Unit (PMU).

2. Sample e-mail exchanges in related to the research

Dear Getachew

Thank you for your understanding. Just to say, what can be in the public domain is on the website. If you would like more information about what each of our partners do, I suggest you look at the list of DGF partners included in the 2015/16 Annual Report (p69-70) that can be found at https://www.dgf.ug/publication-resources/dgf-annual-report-2015-16 , and then look to their dedicated websites for more information about what they are doing/have achieved.

Best of luck with your studies.

Kind regards

Helen

HELEN MEALINS
HEAD OF PROGRAMME

1ST FLOOR, EADB BUILDING
PLOT 4, NILE AVENUE
P.O.BOX 8772
KAMPALA
www.dgf.ug

From: Getachew Bekele □□□□ □□□ [mailto:getachewb221@gmail.com]
Sent: Friday, February 24, 2017 6:39 AM
To: Helen Mealins
Subject: Re: Research on Democratic Governance Facility (DGF)

Dear Helen,

Thank you for your reply. As you see from the title of my thesis, it is a case study of DGF. That means it needs some primary data from the case study organisation.

I realised as your time is precious and busy. Therefore here is my proposed solution solve your time problem. That means, I will travel to Uganda just to get some data of inputs to my study. However before I travel, I request your kind ness to assist me in the following simple works. These are: -

1/ to facilitate to me to contact from 3 to 5 people who can be interviewed just for some minutes. You can be one of these people and

2/ Provide me some materials, publications on DGF works in Uganda. These materials may not be posted on your web site.

I hope you will assist me in such two ways.I would like to thank you in advance. Because it means a lot to me. In fact if you have any other additional ideas that help me to my data collection, it is really appreciated even in my thesis thank you statement.

Sincerely

Getachew Bekele

On Tue, Feb 21, 2017 at 6:42 AM, Helen Mealins <hop@dgf.ug> wrote:
Dear Getachew

Thank you for expressing interest in the Democratic Governance Facility (DGF) and its contribution in Uganda towards good governance. I appreciate time is pressing for you and you are anxious to get your research done. However, your request comes out of the blue, in an unrefined form, and at a time when DGF has other work priorities. It is therefore with regret that I am unable to assist you with the completion of the questionnaires.

I hope you will be able to complete your research using secondary data, and am sorry if this comes as a disappointment.

Yours sincerely

Helen

HELEN MEALINS
HEAD OF PROGRAMME

DGF Democratic Governance Facility

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MOB (+256) 786 843 230

Mar 14

RLP Info
<info@refugeelawproject.org>

Dear Getachew,

Sorry for the delayed response to your inquiry. I actually forwarded your inquiry to my colleagues and I had presumed they Cced you in the response they gave to your questions. I have retrieved the email and the document. Please find attached for your review.

--
Regards,
Moses A. Nsubuga
Ag. Programme Manager - Media for Social Change
+256-414-343556
www.refugeelawproject.org

On Mon, Mar 13, 2017 at 8:47 PM, Getachew Bekele □□□□ □□□ <getachewb221@gmail.com> wrote:

Dear **Director,**

Refugee Law Project Uganda
Kampala, Uganda

This is Getachew Bekele from Norwegian University, Oslo, Norway. I hope you remember me in my previous e-mails. I am doing research on Democratic Governance Facility (DGF) activities in Uganda. In my previous e-mails, I request you to send me back after filling some questions regarding Democratic Governance Facility (DGF) partnership works with your organization.

Now I simplified my approach just not to take your time by filling those attached questions. Here I request you to give me few minutes just to reply some questions on your telephone.

Therefore could you give me an appointment at what time of Kampala can I call and talk to you?

Can you please send me your telephone number?

I hope this will not affect your time. I can make an interview at any time favorable to you. Our time difference is only two hours. If you are busy, please assist me in assigning some other staff to reply few questions.

Thank you in advance

Sincerely

Getachew Bekele
Norwegian University NMBU
Oslo, Norway

mobile = +47 98644279

3. Questioners

The questioners will be forwarded to Democratic Governance Facility (DGF) board members, project management unit leaders, and partners of DGF in Uganda. *Ugandan Law Society (ULS)*, *Ugandan Law Council (ULC)*, *Refugee Law Project (RLP*), *Ugandan Human Rights Commission (UHRC*) and Advocate Coalition for Development and Environment (ACDE)

Both opened and closed questions will be used to collect data. Closed questions can be replied through a single word or a short phrase. While open question receives a long answers and are the opposite of closed questions. The following questions will be presented to interviewees.

Questionnaire to Democratic Governance Facility lower, top and middle leadership

Introduction

In order to write thesis for the fulfillment of Master's degree in International Development Studies at Norwegian University, NMBU, the below questionnaires have been developed to collect data. The questionnaires will take approximately 10 minutes to complete. Your responses are completely anonymous. That means your name will not be disclosed to anybody in any way and form.

***Please Note**: - If the space provided to write your answers is not enough, please add more lines below the question or you can attach additional pages.*

1. *In which level of Management are you assigned in Democratic Governance Facility (DGF)?*

a) Lower Management

b) Middle Management

c) Higher Management

2. *What are the main strategies that DGF currently following?*

_____

_____

_____

_____

3. *According to your experience which strategy (you mentioned in the above number 2 question) is more effective?*

4. *What are the major changes that Uganda gained in terms of good governance since DGF program is implementing in Uganda? Please mention at least three gains.*

5. *What are the strengths of DGF program in Uganda?*

6. *What are the weaknesses of DGF good governance program in Uganda?*

7. *How many full and part time employee are working in DGF?*

Full time _____

*Part time*_____

8. *What are the main challenges of Good governance in Uganda?*

9. *What are the main challenges that DGF came across in its implementing process of*

the program?

10. What facilities should be provided from Ugandan Government to implement DGF Programs effectively?

11. What should be the main focus areas that International NGOs give priority to implement effective Good governance programs in Uganda?

11. Do you have anything to say about DGF in Uganda?

Thank you

The End.

<u>Questionnaire to Democratic Governance Facility (DGF) Partners</u>

POLICY OF NGOs ON DEMOCRATIC GOVERNANCE CASE STUDY DGF

Introduction

In order to write thesis for the fulfillment of Master's degree in International Development Studies at Norwegian University, NMBU, the below questionnaires have been developed to collect data. The questionnaires will take approximately 10 minutes to complete. Your responses are completely anonymous. That means your name will not be disclosed to anybody in any way and form.

Name of partner organization

_____

1. *How long did you stay as partner with Democratic Governance Facility (DGF) Uganda?*

_____

2. *What do you know about DGF good governance program in Uganda?*

_____

_____

_____

_____

_____

3. Has DGF good governance project has positive impact on Uganda current governance activities? If your answer is yes, please explain how?

_____

_____

_____

_____

_____

_____

4. How do you explain DGF´s Good governance program between 2010 and 2015?

a) *Not effective b) effective c) very effective*

5. What is the main obstacle for good governance in Uganda?

a) Bureaucracy b) corruption c) absence of trained manpower d) other

6. If your answer for question number 5 is ¨other¨; please mention the main obstacles that are not mentioned in question number (5).

_____

_____

_____

_____

_____

_____

6. In what way good governance project of DGF could solve the problem mentioned in Question number 5?

_____

_____

_____

_____

_____

_____

3. *Please mention some attitude changes that DGF brought on the people and government officials?*

_____

_____

_____

_____

_____

4. *What other alternatives you suggest to DGF good governance program to be more effective?*

5. *How your organization support to DGF´s program?*

a) Financially b) consultancy c) others

If you choose others, please specify it.

6. *Based on your experience as partner to DGF, what are its strengths and weaknesses?*

Strengths

Weaknesses

7. *What should be the main focus areas that International NGOs give priority to implement effective Good governance programs in Uganda?*

8. *Do you have any thing to say about DGF in Uganda?*

Thank you!

The End

4. TIME PLAN

No.	Activities	July	August	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
1.	**Collecting materials and reading related materials**	✓	✓									
2.	**Initial research**		✓									
3.	**Literature Review**			✓								
4.	**Preparing questioners & contacting DGF & its partners**			✓	✓							
			✓									
5.	**Data collection**							✓	✓			
7.	**Data Analysis**									✓		
8.	**Collecting additional data (if necessary)**									✓		
9.	**Writing Analyzed data**										✓	
10.	**Conclusions**										✓	
11.	**Finalizing thesis and practicing thesis defense presentation**										✓	✓
12.	**Thank you program to supervisor**											✓