

**STRATEGIC IMPLEMENTATION WITHIN NON-GOVERNMENTAL
ORGANIZATIONS' PROJECTS FOR SOCIAL TRANSFORMATION IN DUNGU
SUB-COUNTY, DEMOCRATIC REPUBLIC OF CONGO**

GIMIKO TUNGUSE EMMANUEL

(19/00613)

**A Thesis Submitted in Partial Fulfilment of the Requirements for the Award of the
Degree of Master of Arts in Social Transformation (Specialization in Organizational
Management)**

**INSTITUTE FOR SOCIAL TRANSFORMATION
TANGAZA UNIVERSITY COLLEGE
CATHOLIC UNIVERSITY OF EASTERN AFRICA**

NAIROBI, 2022

DECLARATION

I, the undersigned, assert that this thesis is my work and has not been presented in any other University for academic credit. All sources have been appropriately cited and duly acknowledged.

Signature.....

Emmanuel T. Gimiko

Date.....

We confirm that this thesis was carried out under our supervision, and fulfils all requirements for examination.

Signature.....

Dr. Daniel M. Kitonga

Date.....

Signature.....

Dr. Beatrice A. Ndiga

Date

DEDICATION

I dedicate this thesis to my parents Marcolin Tunguse Aniboti and late Régine Mawa Nako (may she rest in peace in the love of God!).

ACKNOWLEDGEMENT

I am thankful to God, for His protection and worthy health that I enjoyed during this thesis writing. Various individuals and institutions are worth recognizing for expending a lot of work, energy, enthusiasm and time in making this study a reality. I am thankful to my supervisors, Dr. Daniel Kitonga, and Dr. Beatrice Ndiga for their appreciated involvement throughout this thesis writing.

My appreciation goes as well to Tangaza University College staff for the support to my academic effort in time of need. I acknowledge with respect the Order of Saint Augustine, especially the most Rev. Fr. Prior General, Alejandro Moral Anton, Rev. Fr. Franz, General Bursar, and Rev. Fr. Edward Daleng, the Assistant General for Africa, for the funding I got during this academic work.

Lastly, my gratitude likewise goes to the vicariate of Congo, relatives, and friends who worked directly or indirectly with me to make this research a success! May God reward you abundantly.

ABSTRACT

Poverty alleviation projects are some of the main activities being implemented by Non-Governmental Organisations in Dungu Sub-County to enhance quality of life for displaced victims of the Lord's Resistance Army's civil wars. However, the implementation of these projects has ignored the need to advance good education, human dignity, food security, healthcare and income generation. This study sought to: assess the influence of NGO project leadership; NGO project structure; NGO project resources; and NGO donor policy on social transformation in Dungu Sub-County, Democratic Republic of Congo. This research was anchored on transformational leadership theory, systems theory and Barney's resource based view theory. The study used a descriptive research design, in which the target population comprised of 1600 employees working in the registered NGOs, key informants from community leaders, church leaders, and representatives of the displaced victims. The Nassiuma scientific formula was used to get the sample size of 197 respondents. To pick respondents in each strata, the study used simple random sampling. The key informants were chosen using a purposeful sampling strategy based on their understanding of the study subject. Data was analyzed through descriptive and inferential statistics, using SPSS version 25. The study found that NGO employees had a clear vision to implement strategies for better outcomes to a low extent. The study also found that the NGO employees indicated that there was moderation in the clarity of writing down the procedures and the NGOs employees did not clearly explain the procedures to be followed to the displaced victims' representatives. Another finding was that the NGO employees indicated that there was moderation on the NGOs recruitment and training of enough employees to assist in the strategic implementation of projects which led to a skill gap. It was found from the NGO employees that the donors moderately outlined how the funds donated should be used by the NGOs but the donor agencies also gave the timelines for the strategic implementation of specific projects in moderation. The study therefore concluded that there was a positive correlation between strategy implementation of NGOs projects on social transformation. The study recommends that the NGOs' leaders should have a clear vision of the projects being implemented for enhanced social transformation of displaced victims. It is also recommended that NGOs should ensure that the procedures for the activities being undertaken are clearly written down to guide operations. Another recommendation is that the NGOs should ensure that they recruit and train enough personnel to take part in the implementation of strategies for social transformation. This study also recommends that all donor agencies should ensure that their policies are clearly outline on how the funds they donate should be used by the NGOs.

TABLE OF CONTENTS

| | |
|--|-------------|
| DECLARATION | ii |
| DEDICATION | iii |
| ACKNOWLEDGEMENT | iv |
| ABSTRACT | v |
| TABLE OF CONTENTS | vi |
| LIST OF TABLES | x |
| LIST OF FIGURES | xi |
| LIST OF ABBREVIATIONS/ACRONYMS | xii |
| OPERATIONAL DEFINITION OF KEY TERMS | xiii |
| CHAPTER 1 | 1 |
| INTRODUCTION | 1 |
| 1.1. Introduction..... | 1 |
| 1.2. Insertion | 1 |
| 1.3. Background to the Study..... | 3 |
| 1.4. Statement of the Problem..... | 14 |
| 1.5. Purpose of the Study | 15 |
| 1.6. Objectives of the Study | 15 |
| 1.6.1. General Objective | 15 |
| 1.6.2. Specific Objectives | 15 |
| 1.7. Null Hypotheses..... | 16 |
| 1.8. Significance of the Study | 16 |
| 1.9. Scope and Delimitations of the Study..... | 17 |
| 1.10. Chapter Summary | 17 |
| CHAPTER 2 | 18 |
| LITERATURE REVIEW | 18 |
| 2.1. Introduction..... | 18 |
| 2.2. Theoretical Literature Review | 18 |
| 2.2.1. Transformational Leadership Theory | 18 |
| 2.2.2. Systems Theory..... | 20 |
| 2.2.3. Resource Based View (RBV) Theory..... | 22 |
| 2.3. Empirical Literature Review | 23 |
| 2.3.1. NGO Leadership and Social Transformation | 23 |
| 2.3.2. NGO Project Structure and Social Transformation | 25 |

| | | |
|------------------------------------|---|-----------|
| 2.3.3. | NGO Project Resources and Social Transformation | 27 |
| 2.3.4. | Donor Policy and Social Transformation | 29 |
| 2.4. | Research Gap | 30 |
| 2.5. | Conceptual Framework..... | 32 |
| 2.6. | Chapter Summary | 34 |
| CHAPTER 3..... | | 35 |
| METHODS..... | | 35 |
| 3.1. | Introduction..... | 35 |
| 3.2. | Research Design..... | 35 |
| 3.3. | Location of the Study..... | 36 |
| 3.4. | Target Population..... | 37 |
| 3.5. | Sample Size and Sampling Techniques | 38 |
| 3.5.1. | Sample size | 38 |
| 3.5.3. | Sampling Techniques..... | 40 |
| 3.6 | Research Instruments..... | 42 |
| 3.6.1 | Questionnaire | 42 |
| 3.6.2 | Focus Group Discussion | 42 |
| 3.6.3 | Interview Guide | 42 |
| 3.7. | Pre-testing | 43 |
| 3.7.1. | Validity | 43 |
| 3.7.2. | Reliability..... | 43 |
| 3.8. | Data Collection Procedure | 45 |
| 3.9. | Data Analysis..... | 45 |
| 3.10. | Ethical Considerations | 46 |
| 3.11. | Chapter Summary | 47 |
| CHAPTER 4..... | | 48 |
| RESULTS AND DISCUSSION..... | | 48 |
| 4.1. | Introduction..... | 48 |
| 4.2. | Response Rate..... | 48 |
| 4.3. | Demographic Characteristics of the Respondents..... | 48 |
| 4.4. | Presentation of Results Per Objective | 52 |
| 4.4.1. | NGO Project Leadership..... | 52 |
| 4.4.2. | NGO Project Structure | 58 |
| 4.4.3. | NGO Project Resources | 64 |
| 4.4.4. | NGO Donor Policy | 66 |

| | |
|---|------------|
| 4.4.5. Social Transformation..... | 69 |
| 4.5. Summary of Hypotheses..... | 71 |
| CHAPTER 5..... | 73 |
| THEOLOGICAL REFLECTION | 73 |
| 5.1. Introduction..... | 73 |
| 5.2. Study Key Findings..... | 73 |
| 5.3. Theological Analysis on the Research Findings | 75 |
| 5.5. Chapter Summary | 78 |
| CHAPTER 6..... | 80 |
| SUMMARY, CONCLUSIONS AND MINISTERIAL ACTION..... | 80 |
| 6.1. Introduction..... | 80 |
| 6.2. Summary of Key Findings | 80 |
| 6.2.1 NGO Project Leadership..... | 80 |
| 6.2.2 NGO Project Structure | 81 |
| 6.2.3 NGO Project Resources | 82 |
| 6.2.4 NGO Donor Policy | 82 |
| 6.3. Conclusion | 83 |
| 6.4. Ministerial Action | 85 |
| 6.5. Recommendations for Further Studies..... | 88 |
| REFERENCES | 89 |
| APPENDICES | 96 |
| Appendix I: Consent Form..... | 96 |
| Appendix II: Questionnaire for Registered NGOs’ Employees..... | 97 |
| Appendix III: Interview Guide for Key Informants (Community and Church Leaders) in Dungu Sub-County | 102 |
| Appendix IV: Interview Guide for LRA Displaced Victims (representatives) in Dungu Sub- County..... | 104 |
| Appendix V: Translated Consent Form | 106 |
| Appendix VI: Questionnaire pour les employés des ONG senregistreés | 107 |
| Appendix VII: Guide d'interview pour les informateurs clés(chefs des communautés et responsables des paroisses (églises) dans le territoire de Dungu | 112 |
| Section A: Généralités | 112 |
| Appendix VIII: Guide d'interview pour les informateurs clés (victimes de la LRA) | 115 |
| Section A: Généralités | 115 |
| Appendix IX: Map of Dungu Sub-County with Areas affected by LRA attacks in DRC .118 | |
| Appendix X: Administrative Map of Dungu Sub-County | 119 |

| | |
|--|-----|
| Appendix X: Ethical Clearance Letter | 120 |
| Appendix IX: Research Authorization Letter | 121 |
| Appendix XI: Research Permit | 122 |

LIST OF TABLES

| | |
|--|----|
| Table 3.1: Distribution of the Target Population..... | 37 |
| Table 3.2: Distribution of the Sample Size..... | 39 |
| Table 3.3: Reliability Results..... | 43 |
| Table 3.4: Data Analysis per Research Instrument..... | 45 |
| Table 4.1: Questionnaires Response Rate..... | 48 |
| Table 4.2: Organization Orientation of the NGOs..... | 50 |
| Table 4.3: Nature of NGO..... | 51 |
| Table 4.4: NGO Project Leadership..... | 53 |
| Table 4.5: Correlation Matrix for Project Leadership and Social Transformation..... | 58 |
| Table 4.6: NGO Project Structure..... | 58 |
| Table 4.7: Correlation Matrix for Project Structure and Social Transformation..... | 63 |
| Table 4.8: NGO Project Resources..... | 64 |
| Table 4.9: Correlation Matrix for Project Resources and Social Transformation..... | 66 |
| Table 4.10: NGO Donor Policy..... | 67 |
| Table 4.11: Correlation Matrix for the Intervening Role of Donor Policy between Strategic Implementation and Social Transformation..... | 68 |
| Table 6.1: Ministerial Action Work Plan..... | 85 |

LIST OF FIGURES

| | |
|---|----|
| Figure 2.1: Conceptual Framework..... | 32 |
| Figure 4.1: Level of Education of the Registered NGOs' Employees..... | 49 |
| Figure 4.2: Length of Service of the Registered NGOs' Employees..... | 50 |
| Figure 4.3: Target Sector of the NGOs..... | 52 |

LIST OF ABBREVIATIONS/ACRONYMS

| | |
|---------------|---|
| CAID | Cellule, d'Analysees Des Indicateurs de Developpement |
| CDJP | Commission Diocésaine Justice et Paix |
| CEO | Chief Executive Officer |
| CSD | Commission for Social Development |
| DRC | Democratic Republic of Congo |
| ECLAC | Economic Commission for Latin America and the Caribbean |
| IRDP | Integrated Rural Development Programme |
| KI | Key Informant |
| LRA | Lord's Resistance Army |
| MSF | Medecins Sans Frontieres (Planes Without Border) |
| NGO | Non-Governmental Organization |
| OCHA | Office for the Coordination of Humanitarian Affairs |
| PPA | Participatory Poverty Assessment |
| RBV | Resource Based View |
| SAIPED | Solidarite et Assistance Integrale aux Personnes Demunies |
| SDGs | Sustainable Development Goals |
| SOSQ | Standard Organizational Structure Questionnaire |
| SPSS | Statistical Package for Social Sciences |
| UBCA | Universite Batissons L'Espoir au Centre de l'Afrique |
| UK | United Kingdom |
| UN | United Nations |
| UNDP | United Nations Development Programme |
| USA | United States of America |

OPERATIONAL DEFINITION OF KEY TERMS

| | |
|--|---|
| Development: | The process that creates growth, progress, positive change. In this study it meant the creation of positive change in the quality of life of the war victims through access to education, access to health care services and creation of income generating activities |
| Donor Policy: | A set of guidelines by NGOs that determine a course of action. In this study it was the predetermined course of action by donor agencies which provided guidance towards accepted strategies and objectives in the implementation of poverty alleviation projects. |
| Leadership: | The ability of a single person or a group of people to influence and lead other members of an organization. In this study it was measured through the ability of the NGO leaders to have a vision of the expected outcomes of the poverty alleviation projects being implemented and work towards its attainment, be change oriented to change the current situation of the displaced victims and to empower the beneficiaries in an endeavor to enhance social transformation. |
| Non-Governmental Organizations: | Non-profit organizations that are not subject to any form of government regulation. They are organized on a local, national, and international scale to achieve a social or political goal, such as humanitarian or development goals. In this study, it meant those non-profit groups who implement poverty alleviation projects for social transformation in Dungu Sub-County |
| Poverty Alleviation: | A series of economic and humanitarian efforts aimed at raising people out of poverty on a long-term basis. In this study it was the strategic and systematic use of instruments like schooling, economic growth, healthcare and income generation by NGOs for social transformation. |
| Project Implementation | This is the phase where the visions and plans become reality. In this study it was when the strategic plans |

designed by the NGOs for the poverty alleviation projects are executed to become a reality in enhancing social transformation of displaced victims in Dungu Sub-County

Project Resources: Any factor that is necessary to accomplish a goal or an activity. In this study it was measured through the human, financial and physical resources available for strategy implementation to enhance social transformation.

Project Structure: A system that stipulates how specific operations should be directed in order to fulfill an organization's objectives. In this study it measured through the laid down procedures and rules to guide implementation of projects, hierarchy of the structure to show the chain of command and effective communication to ensure poverty alleviation projects are implemented on a timely manner for effective social transformation.

Social Transformation: The process through which an individual transforms a person's socially assigned social position into a socially earned one. In this study it was measured through the presence a set of processes in which NGOs bring about social change with an aim of ensuring the LRA victims have access to education, are able to engage in income generation activities, can produce enough food to ensure there is food security in the area and have access to health care facilities.

Strategic Implementation: The process of putting plans and strategies into action. These procedures are designed to help a company accomplish long-term objectives. It was the process through which non-governmental organizations (NGOs) convert strategy and plans into activities in order to achieve strategic objectives and goals of socially altering livelihoods.

CHAPTER 1

INTRODUCTION

1.1. Introduction

This chapter introduced the study by highlighting the background to the research, problem statement, research objectives, research questions as well as the significance of the study. Finally, the chapter showed the study scope/delimitation and the summary chapter was also highlighted.

1.2. Insertion

NGOs in DRC came into existence from 1965 after the conflicts that torn the nation apart leading to an unprecedented intervention by humanitarian agencies. The Congo Protestant Relief Agency (CPRA) played a key role in aiding civilians caught in the middle of these conflicts. In northeastern Congo, where Dungen Sub-County is located, CPRA assisted in aid distribution (Rich, 2016). Donors and the United Nations system, on the other hand, collaborated in 2005 to introduce a set of changes to improve international humanitarian response, strengthened coordination and pool funds. The United Nations added partnership as a fourth factor in 2007 (Mowjee, 2009).

At both the Kinshasa and sub-county/provincial levels, there is a system of international non-governmental organization co-facilitators. NGOs have also discovered varying levels of formality and expectations, and are consequently more active at the sub-county level (Mowjee, 2009). In Dungen Sub-County, the NGOs involved in social transformation of the LRA victims became actively involved in the initiatives from 2008 when the atrocities intensified. Their intervention over the years has been instrumental in improving the livelihoods of the victims.

The high school and pastoral experiences of the researcher in the Dungu Sub-County gave him opportunity to get in touch with the world of the international and national Non-Governmental Organizations (NGOs) with regards to the implementation of several humanitarian and development projects. The researcher developed a particular interest for these NGOs and for their diverse activities, their relationship with government representatives and the designing and management of their humanitarian and development projects.

The Dungu-Doruma Catholic Diocese organized a NGOs forum in 2003 to discuss the improvement of the people's livelihoods in Dungu Sub-County. In this forum, 48 NGOs which had been operating in other areas of Democratic Republic of Congo (DRC) expressed an interest to provide services for the poor such as health care, education, supply of clear water, building schools and hospitals in Dungu Sub-County. As the LRA atrocities gained momentum in 2008, the NGOs had already set up offices and thus diversified their services to the civil war victims.

The NGOs activities are implemented in communities in the areas affected by the atrocities of LRA attacks which include Dungu-Duru, Dungu-Doruma, and Dungu-Faradje (Commission Diocesaine Justice et Paix de Dungu-Doruma, 2018). The main activities focused on providing services and products to the displaced victims of LRA civil wars like food, health care, vocational training centers and supply of clean water. These activities attracted the attention of the researcher on the NGOs and their strategic approaches to solve particular problems for the wellbeing of a people in crisis.

The researcher is a citizen of DRC and as a youth, he grew up and schooled in Dungu Sub-County and thus has interacted with the local communities. The researcher therefore is

fully conversant with the surrounding area in Dungu Sub-County especially with regards to insecurity and poverty experienced, having experienced it first-hand. In addition, as a priest, the researcher was involved in some workshop with some NGOs and was consulted for some critical issues regarding the wellbeing of the displaced persons of LRA (Lord's Resistance Army) attacks. He realized that people trusted NGOs because they seemed to be closer, collaborative, and sensitive to the people and to their problems. The researcher also realized that NGOs were involved in the improvement of the welfare of the displaced persons of the LRA attacks.

However, it was noted that the living standards of the displaced victims of LRA civil war in Dungu Sub-County was very poor despite the presence of several NGOs. Thus, the researcher developed a special interest to search on the strategic implementation of non-governmental organizations projects for social transformation in Dungu Sub County, Democratic Republic of Congo.

1.3. Background to the Study

Social transformation which is concerned with the enhancement of quality of life seeks to spur transformative change across the dimensions of inclusive, sustained and sustainable growth (Pierli and Selvam, 2017). It entails the reorganization of all parts of life, including culture and social interactions, politics and the economy, as well as one's style of thinking and living (Rabie, 2013). Therefore, social protection, economic growth and employment policies need to act in tandem to ensure that poverty can be alleviated and the living standards of the people enhanced. Increased support for social change, according to the World Bank (2013), can significantly enhance the lives of the poor and disadvantaged.

The social transformation changes are sometimes motivated by crises, political environment or recognition of an urgency to act. They also involve more ambitious scope, higher risks, longer time frames and multiple instruments. These social transformation changes may produce effects that can result in far reaching impacts or even shift the world to a higher, more sustainable development path (World Bank, 2013). Poverty alleviation strategies involves provision of education, funding for income generation and health to socially transform the livelihoods of the poor by internationally approved organizations or the government. Such humanitarian organizations also aim at eliminating legal and social barriers to income growth among the people. Therefore, programmes for poverty alleviation depends on the correct identification of the poor.

Transformational engagements that are aimed at poverty alleviation are very critical as fundamental for the improvement of the lives of poor and disadvantaged people (World Bank, 2016). According to the World Bank (2013), there are certain characteristics of transformational engagements which have been identified as crucial for social transformation. These are policy reform, multi-sector in design, investment services, involvement of a mix of knowledge and also involvement of a strong client ownership.

In addition, these transformational engagements may not be identifiable based on forecasts but rather on actual results. This is because transformation may not actually be apparent until after completion of a project. Organizations therefore need to understand the type of poverty experienced by the people so as to know the strategic approaches to use in order to alleviate poverty. Lorette (2018) posits that Non-Governmental Organizations (NGOs) should consider strategic implementation as critical to its success as it addresses the who,

where, when and how of reaching the desired objectives and goals in terms of social transformation.

Globally, in terms of development, NGOs serve four important roles. The development function is the first, and it focuses on small-scale humanitarian programs in collaboration with local people. The second function is empowerment, which entails working to involve local communities in the development of aid initiatives as well as lobbying. Another duty of NGOs in development is education, which include providing educational materials for schools and advertising to keep global development issues in the public eye. The most recent function of NGOs is emergency aid, in which they are on the front lines of emergency help delivery (Nikkhah and Redzuan, 2017).

Empowering poor people through effective strategic implementation of poverty alleviation projects is exceptionally practiced worldwide. This is due to the fact that strategic project implementation is an investment in human resources that serves as a facilitator in practically every facet of development. Furthermore, smart implementation of poverty alleviation programs is important for the achievement of the global Sustainable Development Goals (SDGs). Strategic implementation of poverty alleviation projects is important to all human being and crucial for human development such as gaining control of their livelihoods.

As posited by World Bank (2013), the need for social transformation in a community may be motivated by crises that arise due to conflicts. Various poverty alleviation projects that are undertaken in such communities mostly depend on the correct identification of those whose livelihoods need to be transformed. As such, the concept of NGOs is acknowledged

as a major third sector actor on such landscapes that are in need of human rights, humanitarian action and development (Lewis, 2010). NGOs therefore provide services to those in need, participate in policy advocacy, and run public campaigns in the name of social change. They collaborate on poverty alleviation project activities or initiatives with the government, donors, and the commercial sector (Rabie, 2013).

The roots of NGOs could be traced back to the charity services of the monasteries in the 17th century whose aim was to address specific social needs. However, from 1840-1890s, they started acting as philanthropic organizations to address at the small scale the dramatic social situations created by the new phenomenon of industrialization and free trade (Moloi, 2019). According to Folger (2020), an NGO is organized on community, national and international levels to respond to specific problems. They do not only work in terms of the funds they channel, but also in terms of their number, their spread throughout the world and their contribution to transform the livelihoods of people.

Globally, many institutions like governments, United Nations, Non-Governmental organizations have their mandate to implement poverty alleviation projects through strategic implementation in the developing countries (Singh & Chudasama, 2020). In Africa and South America, NGOs came to existence as a continuity of the work of the missionaries and voluntary organizations which during the European colonization were concerned with social need and basic services. NGOs have been in various forms for decades, but they rose to prominence in international development in the 1980s and 1990s, with a large increase in membership. Due to a lack of comprehensive or accurate statistics, it is impossible to say how many NGOs exist around the world. Nonetheless, the UN estimates that there were 35,000 large established non-governmental organizations (NGOs)

in 2000, with a total budget of \$23 billion in 2004. (Lewis, 2010). There were about 20,000 non-governmental groups in the globe in 2013 (Dahie, 2019).

NGOs are acknowledged as major third-sector actors on the landscapes of development, human rights, humanitarian action, the environment, and many other areas of public activity, according to Lewis (2010). According to Erpicum (2010), the various types of NGOs which include funders NGOs who financially support development projects implemented. An example is Oxfam. Another type is the agents of the grassroots NGOs who implement and run the projects themselves. An example is Care and Save the Children. There are also NGOs that are partnership NGOs as they forge partnership with others to execute development projects such as Mercy Corp.

In the name of social change, NGOs give assistance to those in need, participate in policy advocacy, and undertake public campaigns. In addition to democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, research, and information providing, NGOs are involved in a wide range of specialized tasks. NGOs can be implementers, catalysts, or collaborators because they have the ability to inspire, facilitate, or contribute to improved thought and action (Williams, 2008). They collaborate on activities or initiatives with the government, donors, and the commercial sector. They also attempt to develop mutually beneficial partnerships with other industries in order to promote social change.

In terms of structure, NGOs might be large or small, official or informal, bureaucratic or flexible. Many non-governmental organizations (NGOs) obtain funding from outside sources, while others rely on locally organized resources (Rabie, 2013). Visible leadership, resources, operations, market, work environment, and partners are all important aspects of

strategic execution. Having the right people with the right skills, adequate resources, a communicative organizational structure, appropriate technology, and a work environment culture that motivates employees to perform well are all necessary elements for NGOs and other organizations to successfully manage their projects (Lorette, 2018).

Social transformation has evolved differently based on the country. In the United States, the American Civil War in 1861 which led to secession from the Union, the abolition of slavery, and the advent of reconstruction combined to rend the social and political fabric (Adams, 2012). In Poland, the 1980s presented new and difficult challenges for rural sociology, including an examination of the social implications of historic events, which was regarded as the start of a process that is still ongoing now and known as the transformation of the social and political system (Kaleta, 2020). In China, although barriers persist in the vital progress to accelerating transformation, to a great extent, the universal problems cutting across the economy and society are still tied to its continuing economic and social transformation (United Nations, 2020).

In India, the Integrated Rural Development Programme (IRDP) has been identified as among the world's most ambitious programmes to alleviate poverty. NGOs therefore adopt strategic implementation based on good leadership and governance, community organization based micro-financing, capability and social security as effective poverty alleviation approaches so as to socially transform the quality of life of the people (Singh and Chudasama, 2020).

In Latin America and Caribbean region, NGOs have had limited success in poverty alleviation project implementation mainly due to interference by the government and also due to the challenge of the social inclusion of indigenous people. However, governments

usually involve NGOs to participate in the process of local development (Abramo et al., 2019). In the Philippines, Ravelo (2018) posited that NGOs had agreed to work together to socially transform the livelihoods of the poor through good governance, consolidation of resources and effective structures.

The development of African subjectivity and consciousness were brought by independence. With time, Africa attained its own continental identity and organization as predicted by the founding fathers, namely Nkrumah, Kenyatta, Nyerere, and Kaunda (Pierli and Selvam, 2017). As a result, several social science disciplines, such as anthropology, sociology, political science, and economics, have studied social development in Africa from varied perspectives. Anthropologists have been the driving force behind these projects, and they naturally focused on the processes of change and disorganization of various traditional social and cultural patterns and organizations, as well as the potential for some traditional elements to re-crystallize within more modern and differentiated societies (Little and McGivern, 2014).

The numerous wars that the African continent faces emphasise the necessity for reconciliation, justice and peace (Ihunegbo, 2015). Moreover, the effort for social transformation for the African continent is evident in building a new society founded on genuine reconciliation through post-conflict as witnessed in Rwanda, Sierra Leone, Liberia and Burundi (Ihunegbo, 2015). According to Khondker and Schuerkens (2014), since the 1960s, the occurrence of social transformation in the African countries has been a specific argument matter for social scientists. In the 1960s, these approaches started with the theories of modernization of Anglo-Saxon source (Moloi, 2019).

In Africa, in the process of enhancing social transformation through poverty eradication in developing countries, NGOs have been engaging in promoting solidarity and cooperation with the poorest countries in the world through actions and projects (Dahie, 2019). A study carried out by Hussaini (2014) in Nigeria noted that, despite having various poverty alleviation projects being undertaken by NGOs, they have not been effective in socially transforming the livelihoods of the poor due to poor strategic implementation practices. This has been noted to result from lacking clear defined policy framework, poor governance, inadequate resources, political interference, distasteful looting and unclear structures.

Similarly, Magombeyi and Odhiambo (2016) in Tanzania established that the strategic implementation approaches for effective poverty alleviation activities for NGOs include good leadership, clear organization structure and sourcing adequate funds for their projects. In Kenya, Itumo (2015) found that the NGO sector has been experiencing challenges related to governance, funding, strategic planning, poor networking, communication, political interference, lack of ownership of projects and limited capacity. These NGOs have however been encouraged to use the available opportunities such as local resource mobilization, local networking, and volunteers engaging in different development approaches so as to achieve their objective of transforming the livelihoods of the poor.

The violence in the Eastern Democratic Republic of Congo has triggered a critical societal transformation process. The devastating humanitarian implications of this ten-year conflict must not be overlooked. Indeed, the conflict in Eastern DRC has resulted in one of the worst humanitarian disasters since World War II. More than 3 million Congolese have died as a direct or indirect result of this armed antagonism, which has involved over six African

countries and more than a dozen rebel factions (Rufanges and Aspa, 2016). Many sections of the DRC have experienced the conflict for at least two decades. The country's military conflicts began in the early 1990s, when the Rwandan genocide resulted in a massive influx of refugees into the Democratic Republic of Congo. The influx exacerbated ethnic tensions within the country, as well as between natives and refugees, resulting in the outbreak of a regional war in 1996 (Muraya and Ahere, 2014).

The increasing struggle for access to land and natural resources has been the fundamental driver of the social transformation process in the Eastern Democratic Republic of Congo. Land rivalry has been the most visible in Masisi, where a dispute occurred in 1993 over insufficient access to arable and grazing land between the local Banyarwanda, Banyanga, and Bahunde groups. In addition, in other parts of Eastern DRC, the armed fight for economic assets is gradually being portrayed in ethnic terms (Rufanges and Aspa, 2016). Almost every step of the DRC peace process, according to Ahere (2012), has been marked by the engagement of external actors who have played key roles that have been both helpful and detrimental.

In DRC, despite being a rich country in terms of natural resources, its citizens are among the poorest (Giuliani, 2014). NGOs have mushroomed and gained significance in poverty alleviation projects due to the repetitive civil wars experienced in the country, in South Sudan and in Uganda. The NGOs in DRC are involved in diverse domains of the society, and they claim to work towards transforming the livelihoods of the people. According to the World Bank (2021), poverty in DRC is multi-dimensional, complex and unique. The characteristics of poverty seem to revolve around lack of peace and security, a culture of impunity, basic life needs not met and collapse of basic life needs.

Therefore, 73% of the population of the Democratic Republic of Congo live on less than \$1.9 a day (World Bank, 2021). As poor governance has limited the access to basic needs for the communities, they have resolved to partner with NGOs and Churches to initiatives for survival strategies to fight poverty. However, the NGOs' effectiveness to alleviate poverty so as to socially transform the lives of the people depends on the environment created by the government.

A study by Mukongo and Awolusi (2019) evaluated the impact of strategy implementation in DRC by specifically looking at the influence of leadership and resources. The study discovered that there was a leadership deficit at all levels of society, affecting people's social transformation. The study also discovered that the leaders lacked critical qualities that ensured people's well-being. Another result was that instability was generated by mismanagement of available resources, which led to the formation of armed organizations. According to the report, institutions should support strong, committed leadership as well as the creation of a vision that may affect people's lives (Mukongo and Awolusi, 2019).

Another study by Lobron, Guillotin and Pietrucha (2019) which focused on strategic implementation and its impact on poverty alleviation in DRC specifically looked at project structure development. The results revealed that lack of capacity building for local institutions in designing appropriate structures to implement their projects affected poverty alleviation in DRC. The study suggested that local institutions should consult foreign experts in designing structures as this would enhance the success of poverty alleviation projects.

Fangwa, Flammer, Huysentruyt and Quelin (2019) examined the effectiveness of strategy implementation by NGOs on social impact in the DRC. The study looked at the

effectiveness of governance structures in health-care programs in particular. According to the findings, better governance leads to increased operational efficiency and greater social performance. Another finding was that donor finance was not a substitute for governance, because without efficiency, social transformation would be impossible. According to the findings, corporate governance played a critical role in accomplishing non-profits' goals and boosting the social effect of donor contributions (Fangwa et al., 2019).

Based on the above findings from previous studies undertaken in DRC, there is a need to improve on the situation in Dungu Sub-County which is facing an extreme situation of LRA atrocities despite the many funding received by NGOs in the region to improve the situation of the displaced victims. Dungu is one of the Sub-Counties found in DRC. The Sub-County has gone through several painful situations due to civil wars within DRC, from South Sudan and from Uganda. There are many displaced people living in the area due to the existence of LRA rebellious group operating in DRC, Northern Uganda, South Sudan and Central African Republic since 1987 (United Nations, 2016). These atrocities have attracted many NGOs operating in Dungu for poverty alleviation activities. In Dungu Sub-County, more than 75% of its population live on less than 1\$ per day. The literacy ratio for males is 63 percent and for females is 37 percent. And the insecurity challenges caused by the LRA civil wars makes it difficult for the victims of the said civil wars to survive. This shows that a big number of the population live in extreme poverty (UNDP, 2010).

This research therefore sought to establish strategic implementation of NGO projects for social transformation in Dungu Sub County, Democratic Republic of Congo. The study examined how NGO project leadership, NGO project structure, NGO project resources and NGO donor policy influence social transformation in Dungu Sub-County, DRC.

1.4 Statement of the Problem

Despite being a wealthy country in terms of natural resources, the DRC has the world's third biggest number of destitute people. According to the World Bank (2018), poverty in the DRC and Dungu Sub-County is widespread and persistent, with 73 percent of its population living on less than \$1.9 a day. One in every six persons in the DRC live in extreme poverty. In an endeavor to socially transform the lives of displaced victims of LRA civil wars in Dungu Sub-County, NGOs engage in various poverty alleviation projects (Sales, 2010).

According to the World Bank (2018), poverty in the Democratic Republic of the Congo is widespread and persistent, with 73 percent of its population living on less than \$1.9 a day. Residents of Dungu Sub-County are included in this. As a result, one in every six persons in the DRC lives in extreme poverty. The measure suggests that health (48.2%), literacy (48.4%), birth expectancy (40%) and deprivation intensity (40%) are the most important factors (53.7 percent). This is an indication that social transformation initiatives being undertaken by NGOs in Dungu Sub-County are crucial as they could assist in poverty eradication.

Studies reviewed focused on strategy implementation by NGOs from different contexts, namely: Pakistan (Khan et al., 2019); Philippines (Ravelo, 2018); Nigeria (Hussaini, 2014); Kenya (Itumo, 2015). These studies established that strategy implementation a regards policy, funding, leadership, governance and social security are crucial for effective social transformation. In addition, the methodologies found in previous research such as Nursito and Faeni (2018) used structural equation modeling while Hosseinpour and Tabari (2016) used a pre-designed questionnaire. The present study attempted to fill this gap by

examining the strategic implementation of non-governmental organizations projects for social transformation in Dungu Sub County, in DRC. To achieve this, different dimensions of NGO project leadership, NGO project structure, NGO project resources and NGO donor policy were examined to conceptualize the study.

1.5. Purpose of the Study

The primary aim of this research was to examine strategic implementation within non-governmental organizations projects for social transformation in Dungu Sub County, Democratic Republic of Congo where there was a big number of LRA displaced victims.

1.6. Objectives of the Study

The research was directed by both the general and specific objectives.

1.6.1. General Objective

The overall objective for this research was to examine strategic implementation within non-governmental organizations projects for social transformation in Dungu Sub County, Democratic Republic of Congo.

1.6.2. Specific Objectives

The specific objectives for the current study were:

1. To assess the influence of NGO project leadership on social transformation in Dungu Sub-County, Democratic Republic of Congo
2. To investigate the influence of NGO project structure on social transformation in Dungu Sub-County, Democratic Republic of Congo
3. To establish the influence of NGO project resources on social transformation in Dungu Sub-County, Democratic Republic of Congo

4. To determine the intervening role of NGO donor policy on strategy implementation and social transformation in Dungu Sub-County, Democratic Republic of Congo

1.7. Null Hypotheses

The research was guided by the following null hypotheses:

H₀1 There is no significant relationship between NGO leadership and social transformation in Dungu Sub-County, DRC

H₀2 There is no significant relationship between NGO project structure and social transformation in Dungu Sub-County, DRC

H₀3 There is no significant relationship between NGO project resources and social transformation in Dungu Sub-County, DRC

H₀4 There is no significant intervening role of NGO donor policy on the relationship between the implementation of poverty alleviation projects and social transformation in Dungu Sub-County, DRC

1.8. Significance of the Study

This research would be important to the NGOs operating in Dungu Sub-County who are engaged in the strategic implementation of projects for social transformation. It might help them get insights on the current situation and thus review their policies to support their activities in line with social transformation. The study findings might also be significant to the donors who are funding the poverty alleviation projects in Dungu Sub-County. This might lead to socially transform the livelihoods of the LRA victims. It might help donors recommend to the NGOs the strategies to implement projects in order to have great impact on social transformation. Further, the findings might be significant to the other stakeholders like the government who are engaging in projects for social transformation. It might also

help to make policy to enhance social transformation in terms of education, income generation, food security and health care. Future academics and academicians will benefit from the research because it will serve as a reference point for similar studies.

1.9. Scope and Delimitations of the Study

For this study, the institutional scope was the NGOs implementing projects for social transformation. The geographic scope of the study was Dungu Sub-County. The content scope was the NGOs approaches to leadership, project structure, project resources and donor policy in the strategic implementation of projects for social transformation. The methodology was limited to descriptive research design. The target population included employees from 10 registered NGOs who worked in Dungu Sub-County, key informants who included community leaders, Church leaders, and representatives of LRA displaced victims.

1.10. Chapter Summary

This chapter presented the insertion which detailed the researcher's interest in undertaking the study. It also explained the background to the study from the global, regional and local perspectives. The chapter expounded the problem statement, the study objectives and at the same time indicated the research questions it sought to answer. The purpose and significance of this research are also discussed in detail. The chapter also discussed the study scope in terms of geographical, content, institutional, time and methodology, and the delimitations of this study were discussed. The literature review discussed the theories on which the study was anchored and also the empirical studies in line with the study variables.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

This chapter examined the theories in relation to the research. It also critically reviewed existing empirical studies so as to come up with the research gap. Finally, the conceptual framework presenting the relationship between the independent and dependent variables is shown.

2.2. Theoretical Literature Review

This research used three theories namely, contingency theory, systems theory and resource-based view theory. These theories are discussed in the following sub-sections.

2.2.1. Transformational Leadership Theory

The transformational leadership theory was first suggested by Burns (1978), Bass (1985, 1998) and Yukl (1999) to prove leaders with strong motivational relationships with their followers or subordinates. Transformational leadership is a purposeful, moral, and spiritual process that establishes connections between leaders and followers in order to reach a common aim or actual change (Korejan and Shahbazi, 2016). Transformational leadership entails gaining subordinates' commitment to business goals and empowering them to realize them. Followers of transformational leadership are aided and encouraged to develop their creativity and self-actualization. It affects positive change throughout the organization and provides managers and employees with a fresh perspective (Arabiun et al., 2014). Transformational leadership is a dynamic process that allows leaders to shape their followers' values, beliefs, and goals. They steer organizations in the right direction, and

help followers or employees see possible opportunities and the need to develop new strategies for resource efficiency (Avarsin et al, 2012).

From the perspective of Bass and AVALIO (1985), idealized influence, inspirational motivation, intellectual stimulation, and individualized considerations are the four main characteristics of transformational leadership (Hoffmeister et al, 2012). As a result, inspiring and motivating leaders push their people to work harder and present a clear vision for attaining their objectives. The leader engages with his or her followers to determine their individual traits and abilities through individual consideration. By modifying their own strategies and opportunities, leaders inspire their followers to seek to instill excitement and innovation in their own subordinates. They allow for the free flow of ideas and imaginations, and they become role models for their followers in terms of admiration, respect, and trust. They are more concerned about their followers' needs (Deveshvar, 2014).

The transformational leadership theory has been criticized for placing too much focus on the leader's transformational qualities, promoting the idea that the chief executive officer is the source of leadership in an organization. The underlying influence processes for transformational and transactional leadership are similarly ambiguous in the theory, which is considered a flaw (Yukl, 1999). According to Leithwood and Jantzi (2005), the theory is consistent with sharing leadership with other stakeholders and does not assume that an organization's leadership will be the only leadership. There's also the unpredictability of transformational leadership, as different types of leadership will emerge in different situations.

This theory was applicable in the situation of NGOs who are implementing poverty alleviation projects in Dungu Sub-County as it would guide the leaders in assessing the expected outcomes and adopting transformational leadership style so as to inspire their subordinates through articulating a clear and compelling vision for better results. The theory was also relevant because it was used by the NGOs leaders to influence and delegate some responsibilities to coworkers, community leaders or church leaders so as to socially transform the livelihoods of the LRA victims by guiding the implementation of strategies.

As this theory focused on the NGO project leadership variable, there was a need to review the systems theory to explain the NGO project structure variable and how it influences social transformation in Dungu Sub-County.

2.2.2. Systems Theory

Bertalanffy (1968) was the one who came up with the concept of systems theory. The theory explains and develops theories about traits that emerge in complex systems. As a result, the theory entails examining how all of the systems interact to form the complex system, as well as how this resulted in a conclusion that none of these features could produce on their own without a change in their environment (Lai and Lin, 2017).

According to the idea, synergy, interdependence, and subsystem interrelationships are all important components in an organization's success. Managers must evaluate patterns and occurrences in their businesses to choose the best management style, which will allow them to collaborate on several programs as a group rather than working in distinct groups (Gordon, 2021).

The theory envisions the organization as made up of five components which are inputs, a transformational process, outputs, feedback and the environment. The inputs which comprise of information, raw materials and human resources undergo a transformational process through the employee work activities to produce results (Poole, 2014). The outputs affect other systems and therefore feedback is usually obtained from how the outputs influence the inputs which is based on the environment. The internal elements are usually responsive to forces from the external environment (Gordon, 2021).

According to Hammon (2012) the systems theory has been criticized because it does not acknowledge that management practices are not standard as they change according to the environment an organization operates in. The theory has also been criticized because it only emphasizes the relationship amongst the departments in the organization but does not specify the exact nature of relationship.

The systems theory was important in this study because it allowed NGO specialists to look at the conditions and environmental components in a holistic way to better understand why the displaced victims were having problems. The theory would therefore be applied by NGOs as they looked at all project structures that work together in a unique way to shape their implementation of poverty alleviation projects as they work towards socially transforming livelihoods of displaced victims. They would also use the theory to understand the nature of the problems experienced by the displaced victims. This enabled them to come up with project structures that clearly show the procedures and rules to be followed in strategy implementation. It showed the hierarchy of the chain of command to guide operations and also to ensure effective communication on how the projects are being implemented for enhanced social transformation. As this theory focused on NGO project

structure, there was a need to review Resource Based View theory and it influences social transformation in Dungu Sub-County.

2.2.3. Resource Based View (RBV) Theory

Barney conceptualized Resource Based View theory in 1991. This theory postulates the need for an institution to find the sources of aggressive gain from within. This includes tangible and intangible. Tangible assets comprise of the physical things owned by the organization, namely buildings, equipment, land and capital. Further, intangible resources encompass all that has no physical aspect yet can be owned by the organization (Jurevicius, 2013). The theory clarified that resources must be diverse and steady (Hung and Ma, 2012). An organization should therefore strive to have tangible such as physical items which comprise of buildings, cash, equipment and intangible resources which include goodwill, trademarks, brand recognition which are rare thus having no competitive parity. Thus, these resources will be valuable, ensuring there is no competitive disadvantage. Further, the tangible and intangible resources of the business should be made difficult for competitors to substitute (Jurevicius, 2013).

RBV theory has been criticized in several ways. Firstly, its main center of attention is to investigate which resources satisfies the criteria for sustainable competitive advantage without questioning how the resources are possessed or created by the organization. Secondly, the theory does not fulfil the dimensions of the bond between an organization's performance and strategic resources. Thus ignoring other market dominance aspects like brand recognition, technology behavior or cost leadership (Hung and Ma, 2012).

The theory was relevant to this study because it revealed that NGOs should strive to use their project resources like human resources, financial resources and physical resources to

strategically implement their activities for social transformation. The NGOs would also use other heterogeneous outputs that are unique to their organizations to enable them have a greater impact on projects for social transformation. This would lead to social transformation of the displaced LRA victims in Dungu Sub-County. The theory was also relevant because it showed how NGOs would use their intangible resources to get more project resources from donors to strategically implement more projects.

2.3. Empirical Literature Review

This section concentrates on the review of empirical studies as per the study objectives.

2.3.1. NGO Leadership and Social Transformation

In Turkey, Cakir and Adiguzel (2020) examined the link between leadership and organizational success. The study discovered that leader effectiveness and knowledge sharing had a beneficial impact on performance. According to the study, in order to boost organizational efficiency, team members should be kept informed and given the opportunity to submit feedback on a regular basis. Another proposal was that, in order to improve leadership effectiveness, firms should endeavor to improve organizational adaptation and employee perceptions of leadership personalities, as well as psychological empowerment (Cakir and Adiguzel, 2020).

In Malaysia, Simin et al. (2015) carried out a study to identifying the characteristics of leaders that impact on social transformation. The findings showed that personality traits of a leader and leadership structure were effective to the implementation of development projects. The study recommended that mindfulness of concern, initiative and commitment should be of great importance for leaders involved in the implementation of poverty alleviation projects (Simin et al., 2015).

In another study, Danisman et al. (2015) investigated the effect of leadership on project performance in Turkey. Leadership has a medium-level effect on project output, according to the random effect model research. Only leadership style /approach and publishing year were identified as moderator variables, despite the fact that sample group /sector, publication type, and publication year were all identified as moderator variables. The study recommended that organizations should adopt the most appropriate leadership style to guide project implementation as this would produce better outputs (Danisman et al. 2015).

Kitonga (2017) conducted a study in Nairobi on leadership and organizational concert practices in non-profit organizations. The goal of the study was to see how strategic direction, human capital, ethical behaviors, and strategic control affected organizational coordination. According to the study's findings, human capital increased non-profit companies' strategic leadership practices and organizational concert. According to the findings, in order to build human capital and enable thriving businesses to achieve their vision and goals, leaders should embody crucial strategic skills, knowledge, and attitude (Kitonga, 2017).

Similarly, Shembe (2014) assessed the role of traditional leaders in social transformation within Thekwini Municipality in South Africa. Traditional leaders were not playing a substantial role in social reform, according to the findings of the study, because they did not sit on the municipality's top decision-making body. The findings also revealed that the leaders were only consulted when the project was to be executed in their districts, rather than contributing to budget formulation and project planning. In order to offer clarity on the roles of leaders within the municipality, the study proposed amending the Constitution

and relevant leadership legislation. The study also suggested that leadership be more involved in budgeting, project planning, project implementation, and annual review processes (Shembe, 2014).

Igbaekemen and Odivwri (2015) explored the link between leadership and social transformation in Nigeria. Leadership has a significant impact on project staff performance, according to the study, and participative leadership approaches helped project beneficiaries perform better. It was also determined that the employee had been given effective delegation of power and responsibility, which aided in the strategy's implementation. Because of the benefits that democratic or participative leadership would provide to employees and other stakeholders, the study determined that it was the best of all leadership styles. The study concluded that, in order to improve performance, it was necessary to adjust the impact of leadership when the need arose in an organization (Igbaekemen and Odivwri, 2015).

2.3.2. NGO Project Structure and Social Transformation

Mon (2019) conducted a study on the impact of organizational structure on organizational coordination in the Indonesian manufacturing industry. The research showed that complexity and hierarchy had an important impact on organizations' performance. The study recommended that organizations should improve their structures.

Similarly, in Hungary, Csaszar (2012) studied the role of organizations' structures on financial projects. The variables of an organization's structure were conceptualized as a group's decision-making structure. The results of the unique technique revealed that the structures of organizations had a positive impact on the performance of financial projects. The study suggested that for organizations to reduce the errors in their work they should

design an organization structure which is decentralized as to enhance their performance (Csaszar, 2012).

Hosseinpour and Tabari (2016) looked into the relationship between emergency unit organizational structure and project performance in Iran. Using the Frank's Standard Organizational Structure Questionnaire (SOSQ) (2006), the study specifically looked at the formalization, centralization, and complexity. The conclusions showed that the relationship between organization structure and the execution of projects in emergency units was helpful. The study recommended that new organizations' structures should be implemented in the units of emergency to advance the performance of medical projects. Another recommendation was that employees should be involved in decision making as this would reduce the complexity of their tasks thus enhance overall performance of the projects (Hosseinpour and Tabari, 2016).

In addition, Eze et al. (2017) sought to find out how organizational structure impacts performance of organizations in Nigeria. The study focused specifically on centralization and formalization of structures. The study discovered that modern office administration is built on written norms that are both reliable and easily taught. As a result, most modern organizations have some level of formalization that everyone in the organization must adhere to.

Another finding in the literature was that from the standpoint of a rational system, specificity of goals and formalization were extremely important to an organization. Goal specification lays down guidelines for specific activities based on available resources. According to the study, decentralizing structures and reducing formalization in the workplace should be implemented (Eze et al., 2017).

In Nigeria, Ogbo et al. (2015) explored the link between organization structure and the performance telecommunication projects. The study findings showed that subsidiarity improved, better and informed decision making in projects activities. The study recommended the need of specialization in tasks (Ogbo et al., 2015).

Similarly, Onono (2018) aimed at analyzing the link between organizational structure and project performance at General Electric Africa. The study focused on three key dimensions of organization structure that is decision making, complexities and bureaucracy and efficient information exchange. The findings showed the importance of a good structure in enhancing success. The recommendation stated that organizations should empower their business leadership teams to enhance faster decisions. This was due to the fact that local projects would increase the efficiency in the implementation process (Onono, 2018). While this research centered on projects in Africa, the actual research will focus on the poverty alleviation projects in Dungen, DRC.

Ogaga et al. (2019) examined the influence of organizational structure on project concert in Kenya. The research exposed that organizational structure dimensions of formalization was influential to project performance. The study recommended that organizations should have formal organization structures as this would ensure that job descriptions, rules and procedures were clearly defined and communicated to the employees thus enhancing the success of the projects as this could eliminate uncertainties (Ogaga et al., 2019).

2.3.3. NGO Project Resources and Social Transformation

Rehman et al. (2019) carried out a study in Pakistan on the link between organization resources and organizational projects. The study established that organization resources played a critical role on outcome of an organization's projects. The study further noted that

the way human resources were treated and compensated in the organization affected the success of the projects. Another finding was that having financial controls enhanced the effectiveness of projects. The study recommended that ensure it has control systems for planning purposes as this would streamline the financial operations and also ensure that only the required number of employees are employed. This would translate to efficiency in the implementation of projects.

Chakraborty et al. (2019) examined the importance of human resources in poverty reduction. The study noted that the analysis on the conditions of poverty and the process producing need to expand. The study found that though developing countries are perceiving a commendable economic progress, yet a big number of poor people reside in these countries. The study recommended that the capabilities of common people should be enhanced. The research as well recommended that human resources capabilities were substantial in the poverty reduction measures.

Similarly, Tashman and Marano (2010) looked at the implications of the resource based view on poverty alleviation projects in Portland in Oregon. The study analyzed the abilities to enhance strategic capabilities as a dynamic.

In Kenya, Gitahi and K'Obonyo (2018) carried a study to review specific dimensions of physical facilities, technology, human resources and finances. The results revealed that organizational resources significantly affect organizational performance. The study recommended that an organization with appropriate resources has the ability to achieve its desired performance and thus organizations should endeavour to ensure that they have them.

In addition, Mwai et al. (2018) focused on a study to inspect the impact of capitals on NGOs' efficiency in Kenya. The study showed that efforts to raise funds and their distribution to implement activities. The findings revealed the influence of empowerment on project implementation. The study recommended that NGOs should be classified into groups grounded on the effectiveness to achieving various perspectives (Mwai et al., 2018).

2.3.4. Donor Policy and Social Transformation

Chiemeké (2018) explored on the role of policies on effective implementation of poverty alleviation projects in Nigeria. The study also investigated the effect of involving stakeholders in the policy formulation, adoption, implementation and evaluation and how this affected the implementation of organizations' ventures. The research recognized that the link between policies and effectiveness of projects' implementation was optimistic. The study also established that involving stakeholders in the policy formulation, adoption, implementation and evaluation was very important as it enhanced employee engagement and promoted teamwork.

This led to the recommendation that organizations should involve all stakeholders in policy issues as this would lead to reduction in transaction and implementation costs and also to unity of purpose that enhances successful project implementation (Chiemeké, 2018).

Similarly, Karungani and Ochiri (2017) conducted a research on the impact of policy procurement for projects in Nairobi/Kenya. The findings showed that, policy played a vital importance led to upgrading performance. Further, the study recommended that transparency and accountability were essential for the organizations (Karungani and Ochiri, 2017).

Additionally, Chelimo (2017) looked at effective of policies on projects enactment in the banking sector in Kenya. Based on the results, the respondents agreed that policy had helped in new role adjustment policy also supported employees' performance during project implementation. This led to the conclusion that positive policy enhanced projects' success. The study suggested that companies should have policies guide their implementation process (Chelimo, 2017).

In a study carried in Kenya, Bakari (2015) sought to determine the implications of adhering to written policies on the effectiveness of organizational projects. He noted that it was in the best interest of organizations to have policies as they helped them prevent risks and create awareness on expectations. Thus, the conclusion from the study was that policies created a positive change which was required to be entrenched in the ideas and behaviours of employees. The study recommended that for each new project, new policies should be put in place to guide the implementation for better results (Bakari, 2015).

2.4. Research Gap

Related studies were conducted in different contexts: Simin et al. (2015) in Malaysia; Khan et al. (2019) Pakistan; Mwai et al. (2018) in Kenya; Ogbo et al. (2015) in Nigeria. In addition, gaps were identified in line with the sub-variables used for the study variables. For the NGO project leadership showed that Simin et al. (2015) focused on the role and characteristics of leadership. The current study focused on the dimensions of leadership (having a clear vision, change oriented to transform the livelihoods of LRA victims and beneficiaries' empowerment through education, healthcare services and education and how they influenced poverty alleviation projects for social transformation.

For the NGO project structure dimension, Csaszar (2012) focused on the project structure dimension of decision making; while the current study focused on formalization of systems, teamwork and efficiency of operations and how this influenced donor projects for social transformation. For the NGO project resources dimension, Rehman et al. (2019) focused on organizational resources controls; Tashman and Marano (2010) reviewed the implications of the resource based view theory, while the current study emphasized on Human Resource, financial resources and physical resources and how this influenced poverty alleviation projects for social transformation. For the NGO donor policy variable, Chiemekwe (2018) focused on the policy development and implementation while the current study focused on the accountability of the funds in strategic implementation of NGOs' projects.

In addition, this research identified gaps in line with the methodology: Khan et al. (2019) study was a time series that used secondary data; Allen and Lachapelle (2012) was a comparative study between two states while the current study will only focus on one sub-county; Nursito and Faeni (2018) used Structural Equation Modeling; Yah (2016) used cross sectional research design. Finally, gaps were identified on the sector: Nursito and Faeni (2018) study focused on the agriculture sector; Hosseinpour and Tabari (2016) focused on emergency medical projects; while Ogbo et al. (2015) focused on telecommunication projects. The current study was carried out using different sub-variables for the variables and also was carried out in a different geographic area. In addition, the current study used a different methodology and was carried out in a different sector.

2.5. Conceptual Framework

Figure 2.1 presents the relationship between the independent variables namely NGO leadership, NGO project structure, NGO project resources and NGO donor policy and the dependent variable social transformation.

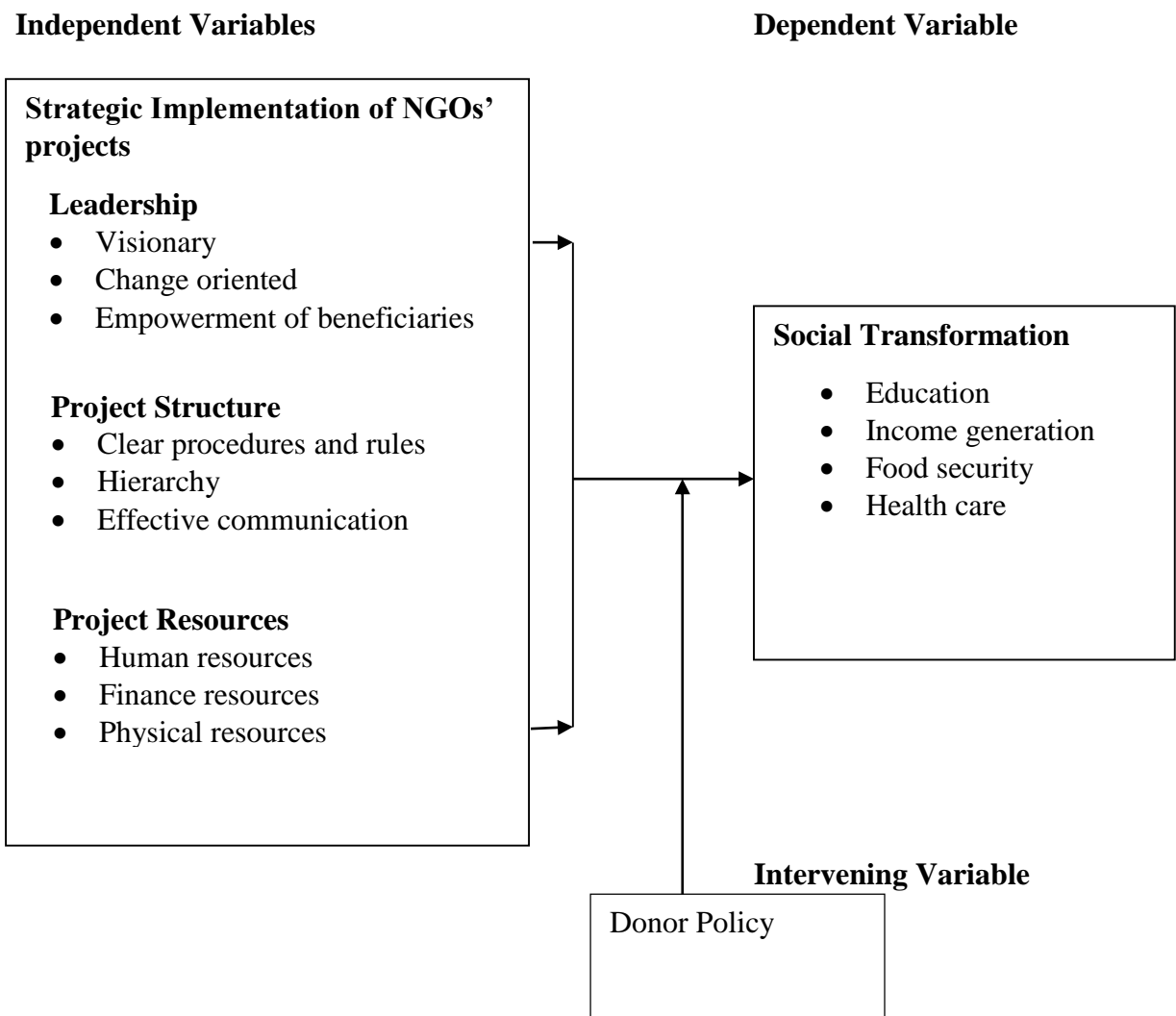


Figure 2.1: Conceptual Framework

Figure 2.1 demonstrates that strategic implementation of NGOs' projects influences social transformation. The leadership that is visionary, change oriented and work towards empowerment of beneficiaries for social transformation. Having visionary leadership

would enable the NGOs to influence the education, income generation, food security and healthcare initiatives of the displaced victims thus ensuring their livelihoods are transformed. Change oriented leadership would ensure that the available project resources are effectively utilized so as to fund the projects for the displaced victims to eradicate poverty. Further, Empowering the beneficiaries by the leaders would ensure that they are actively involved in the NGO projects and know the structures used to improve initiatives such as health care and income generating activities for better livelihoods.

NGO Project structure encompassed clear procedures and rules to govern the implementation of strategies, a clear hierarchy to show the chain of command which was crucial for teamwork and effective communication to ensure that the stakeholders are adequately informed on how strategies are being implemented. Further, ensuring that NGO project structures were effective would mean having clear laid down procedures and rules so as to ensure that the activities in each project were clearly visible and known as this would enhance the delivery of projects for food security, healthcare, education and income generation. These procedures can also be used by the leaders to ensure that the available resources are used only for the outlined projects. A clear hierarchical structure would be useful to the leaders as they implement the strategies which would bring about change and empower the project beneficiaries to ensure they can have enough food, educate their children and have access to better health care.

NGO project resources include human resources to implement the strategies, financial resources and physical resources for example. By ensuring that the NGOs have adequate employees to carry out the various activities per project they would be able to socially transform the livelihoods of the displaced victims. This is because the projects on

education, income generation, food security and health care would be completed on time. In addition, when the available financial resources are effectively utilized and the NGO employees are able to raise more funds, more projects to be implemented thus eradicating poverty. The NGO donor policy was also capable of influencing the relationship between the independent variables and the dependent variables. This is because having a clear policy to guide the NGO leaders on how they utilize resources and the structures they need to put in place can have a major influence on the education of the displaced victims, ensure they have income generating activities, have access to adequate food and better healthcare. Therefore, donor policy could be useful in enhancing the link between leadership, project structure, and project resources. Thus, in one way or another, it enhanced the displaced LRA victims' quality of life through education, income generating activities, food security and health care services.

2.6. Chapter Summary

This chapter studied the research relevant theories and the empirical literatures for each specific objective. The chapter also highlighted the research gaps grounded on the literature reviewed and also the conceptual context to illustrate the independent and the dependent variables' relationship. The methodology approach employed in the current study was discussed in the next chapter.

CHAPTER 3

METHODS

3.1. Introduction

The research methods employed in this study were discussed in this chapter. It discussed the study's design, location, participants who were recruited for the study, and how they were sampled. The research instruments that were utilized for data collecting were also explained in the chapter, as well as how they were validated. Finally, the chapter demonstrated how the study's data was examined as well as the study's ethical considerations.

3.2. Research Design

According to Creswell (2009), study design is the framework through which a researcher tries to answer the research questions. A descriptive design is a research design which uses surveys to gather data about varying subjects and the data aims to know the extent to which different conditions can be obtained among these subjects. As such, descriptive research design was adopted in this study. The researcher adopted this research design because it could explain a phenomenon, situation, or population as accurately and methodically as possible whereby in this case was the current status of the implementation of strategies for social transformation among displaced victims.

It also allowed the researcher to answer the what question in as far as the strategies being used by NGOs, the where question to get answers to the specific places the projects were being undertaken, the when question to show the timelines for the project, and how questions to show how the leadership was using the project resources to implement strategies and the structure which was being used by the NGOs as they implement the

strategies for social transformation in Dungu Sub-County (Bhat, 2020). According to McCombes (2020) descriptive research design is beneficial because it allows for the use of a wide variety of research methods for data collection, provides thorough information since data collected is qualitative through interview guides and focused group discussions and quantitative through questionnaires. The current research design was also beneficial because it was easy to apply and less costly.

3.3. Location of the Study

The research was undertaken in Dungu Sub-County in DRC which is the poorest area affected by the LRA. Dungu Sub-County is a rural sub-county bordering South Sudan Republic in the North of DRC. For its economic activities, the Sub-County depends on Kampala, Uganda and this makes it strongly influenced by Uganda's socio-economic situation. Dungu Sub-County covers an area of 318 km² which consists of savanna and trees. It has an estimated population of 85,000 (Kaneru, 2012). Over 75 percent of this population is surviving on less than a dollar a day. The literacy ratio for males is 63 percent and for females is 37 percent (World Bank, 2018). The main economic practice is subsistence agriculture. Agriculture has enormous potential, as the soil is fertile.

NGOs engage in various poverty alleviation projects such as protection, food security and environment, healthcare, education, evangelization (Sales, 2010). However, despite there being a good number of NGOs implementing poverty alleviation projects, their impact on social transformation has remained critical (Kouwa, 2021). According to the Development Indicator Analysis (2021), due to the repeated atrocities of LRA civil war attacks, the education system has been affected, health care also has been in despair (Kouwa, 2021).

Therefore, the persistence of high level of poverty and instability in Dungu Sub-County made the area an appropriate location to carry out the study.

3.4. Target Population

A population is a group of people or items from which measurements must be obtained (Kombo & Tromp, 2009). The target population for this research comprised of employees 1600 working in all the 10 registered NGOs involved in poverty alleviation in Dungu Sub-County. In addition, representatives of the war victims, church leaders and community leaders formed part of the target population. The distribution of the target population for NGOs' employees was presented in Table 3.1.

Table 3.1: Distribution of the Target Population

| S. No. | Name of NGOs | Number of Employees |
|--------------|--------------------|---------------------|
| 1 | Invisible Children | 281 |
| 2. | Ideal | 240 |
| 3. | SAIPED | 244 |
| 4. | World Vision | 201 |
| 5. | CDJP | 186 |
| 6. | Mercy Corps | 107 |
| 7. | Oxfam | 102 |
| 8. | MSF | 96 |
| 9. | Concern Worldwide | 89 |
| 10. | OCHA | 54 |
| Total | | 1600 |

Source: United Nations (2020)

3.5. Sample Size and Sampling Techniques

The sample size and sampling strategies utilized in this investigation were highlighted in this section.

3.5.1. Sample size

The proportion of the study population that will engage in the study is referred to as the sample size (Lohr, 2010). The Nassiuma (2000) formula was used in this study, which suggests that a coefficient of variation of 21 percent to 30 percent and a standard error of 2 percent to 5 percent are acceptable in most investigations. This study employed a 30 percent coefficient variation and a 2% standard error. The calculation of the sample size was as follows:

$$n = Nc^2 / (c^2 + (N-1)e^2)$$

Where: n = sample size

N= target population

c= Coefficient of Variance (30%)

e = standard error (2%)

$$n = \frac{(1600) \times (0.3)^2}{(0.3)^2 + 1599(0.02)^2}$$

$$= 197$$

Calculation of sample size per the strata:

| | |
|---|------|
| Invisible Children | 281 |
| $\frac{(281) \times (0.3)^2}{(0.3)^2 + 1599(0.02)^2}$ | = 35 |

| | |
|---|------|
| Ideal | 240 |
| $\frac{(240) \times (0.3)^2}{(0.3)^2 + 1599(0.02)^2}$ | = 30 |

| | |
|---|-----|
| SAIPED | 244 |
| $\frac{(244) \times (0.3)^2}{(0.3)^2 + 1599(0.02)^2}$ | |

$$(0.3)^2 + 1599(0.02)^2 = \mathbf{30}$$

$$=$$

World Vision 201

$$\frac{(201) \times (0.3)^2}{(0.3)^2 + 1599(0.02)^2} = \mathbf{25}$$

CDJP 186

$$\frac{(186) \times (0.3)^2}{(0.3)^2 + 1599(0.02)^2} = \mathbf{23}$$

Mercy Corps 107

$$\frac{(107) \times (0.3)^2}{(0.3)^2 + 1599(0.02)^2} = \mathbf{13}$$

Oxfam 102

$$\frac{(102) \times (0.3)^2}{(0.3)^2 + 1599(0.02)^2} = \mathbf{12}$$

MSF 96

$$\frac{(96) \times (0.3)^2}{(0.3)^2 + 1599(0.02)^2} = \mathbf{12}$$

Concern Worldwide 89

$$\frac{(89) \times (0.3)^2}{(0.3)^2 + 1599(0.02)^2} = \mathbf{10}$$

OCHA 54

$$\frac{(54) \times (0.3)^2}{(0.3)^2 + 1599(0.02)^2} = \mathbf{7}$$

The distribution of the sample size was shown in Table 3.2.

Table 3.2: Sample Size Distribution

| Category | Target Population | Actual Sample Size | Percentage (%) |
|--------------------|--------------------------|---------------------------|-----------------------|
| Invisible Children | 281 | 35 | 18 |
| Ideal | 240 | 30 | 15 |
| SAIPED | 244 | 30 | 15 |
| World Vision | 201 | 25 | 13 |
| CDJP | 186 | 23 | 12 |
| Mercy Corps | 107 | 13 | 7 |
| Oxfam | 102 | 12 | 6 |
| MSF | 96 | 12 | 6 |
| Concern Worldwide | 89 | 10 | 5 |
| OCHA | 54 | 7 | 3 |
| Total | 1600 | 197 | 100 |

The sample size comprised of 197 NGO employees and key informants comprising of 7 church leaders purposively sampled from seven (7) catholic parishes in Dungu Sub-County, and 9 community leaders drawn from nine (9) communities found in Dungu – Doroma, Dungu – Duru and Dungu – Daradje areas. In addition, 30 representatives of the victims in the nine sub counties were selected.

3.5.3. Sampling Techniques

This study used stratified, simple random and purposive sampling methods. The respondents were stratified by NGOs using stratified sampling. The researcher after defining the population then chose the relevant stratum which in this case each individual NGO were treated as a stratum. Therefore, the population was then chosen per strata in each NGO. After calculating and getting the overall sample size using the Nassiuma (2000)

formula, the researcher then calculated the sample size for proportionate strata. Following that, a basic random sampling procedure was used to select each strata's sample. In this study, the researcher used the lottery method, in which each member of the population was allocated a number and the samples were chosen at random from a box. For this study, simple random sampling was chosen since it offered each unit a chance to be sampled.

Expert purposive sampling was used to select the key informants from the community leaders and Church leaders based on their knowledge and involvement in the poverty alleviation projects being undertaken by the registered NGOs in Dungu Sub-County for interviews. As the NGO employees know the community leaders and Church leaders involved in their projects, they directed the researcher on the key informants who were most appropriate to take part in the study. Therefore, the expert purposive sampling was undertaken by the researcher only selecting the respondents based on their knowledge on strategic implementation by NGOs in poverty alleviation projects.

As for the displaced victims, the researcher divided them into three focus groups of 10 displaced victims each for group discussions. The focus group discussions were used to get in-depth information from the displaced victims on their knowledge on strategy implementation of poverty alleviation projects being undertaken by the NGOs in their area for social transformation. The researcher purposely selected the 30 displaced victims to take part in the group discussions based on their interaction with the NGOs who were implementing projects in Dungu Sub-County.

3.6 Research Instruments

The instruments used in this study to collect data included a questionnaire, focus group discussions guides and interview guide.

3.6.1 Questionnaire

A structured questionnaire was employed to obtain primary data in this study. The questionnaire was broken into the following sections: Part one contained questions on respondents and organizational profile while part two contained questions on NGOs' projects for social transformation with specific subsections on NGO project leadership, NGO project structure, NGO project resources and NGO donor policy. Part three had questions on social transformation. The 197 employees from NGOs were sampled through the use of a questionnaire.

3.6.2 Focus Group Discussion

The researcher convened focus group discussions to supplement the qualitative data and improve the study's validity and dependability. The interview guide was used to generate the questions for the focus group discussion. The researcher tried the best to involve the 30 war victim's representatives in Dungu Sub-county in order to get their views. The focus groups were divided into three where by each group had 10 war victims' representatives.

3.6.3 Interview Guide

To obtain data from the key informants drawn from the 9 community leaders and 7 Church leaders in Dungu Sub-County, the researcher employed an interview guide. The interview guide was divided in to sub-sections to get information on NGO project leadership, NGO project structure and social transformation.

3.7. Pre-testing

This study pre-tested the research instruments in the following ways:

3.7.1. Validity

Validity is the significance and relevance of a particular assumption made on the collected data by the researcher. The conclusions drawn from the examination of the data collected accurately reflect the phenomenon under investigation (Csikszentmihaly, 2014). A checklist was used to determine the content validity. A further consultant on the research instruments was done by the supervisors who were experts to determine the construct, criterion and content validity. The remarks and recommendations by the supervisors were then integrated in the final tools which was administered to the respondents.

3.7.2. Reliability

The assurance that a specific empirical finding can be replicated if a study is repeated with the same population, using the same procedures, and generates the same results, then the study is trustworthy (Neuman, 2012). In this regard, piloting was organized in order to confirm the tools legitimacy in producing the predictable data. There were approximately 22 participants in this sample who were selected from the registered NGOs and who were not be considered in the main study. They were selected as it was important to assess if the research methods and tools were successful and could help identify internal variability within the dataset. This served to make the method more objective.

A reliability test was then evaluated using the Cronbach alpha test, where accurate information was indicated by a reliability scale of 0.7 and above, while a scale below 0.7 required an enhancement of the testing method to explain the issues.

A summary of the alpha reliability coefficients for all of the constructs were displayed in Table 3.3

Table 3.3: Reliability Results

| Variable | No. of items | Cronbach Alpha |
|-----------------------|---------------------|-----------------------|
| NGO Leadership | 6 | 0.7820 |
| NGO Project Structure | 6 | 0.7441 |
| NGO Project Resources | 6 | 0.7231 |
| NGO Donor Policy | 3 | 0.7912 |
| Social Transformation | 5 | 0.7612 |

The alpha reliability coefficient for the questions that were presented to the respondents were greater than 0.7, as shown in Table 3.3 The Cronbach Alpha for NGO project leadership was 0.7820, while the Cronbach Alpha for NGO project structure was 0.7441. Cronbach Alpha was 0.7231 for NGO project resources, 0.7912 for NGO donor policy, and 0.7612 for social transformation. These concurred with George and Mallery (2003) who recommended that alpha index should be 0.7 and above to be considered appropriate in a study. This was a confirmation by the researcher that the research instrument was reliable to collect the required data.

3.8. Data Collection Procedure

The researcher personally administered the questionnaires to the respondents to ensure that they were properly administered and information was acquired. The respondents were given a period of two days to fill the questionnaire and there after the researcher picked them. The researcher scheduled interviews with important informants with the support of research assistants, and the interviews were tape recorded with some notes taken on a note pad. In addition, the researcher with the help of the research assistants moderated the single focus group discussions with the displaced victims and these discussions were tape recorded and some notes made on a note pad.

3.9. Data Analysis

Data analysis is defined by Luffy and Grove (2003) as the mechanism of organizing data to produce results that require interpretation by the researcher. Data collected was first checked to ensure accuracy, consistency, completeness and quality. The researcher used the SPSS version 25 to analyze the data which was collected using questionnaires. The researcher used both descriptive and inferential statistics.

Raw data was turned into a form that was easier for the researcher to comprehend and interpret through descriptive analysis, which involves rearranging, ordering, and modifying data to offer descriptive information (Neuman, 2012). It was used to figure out the key trends of the variables, which included percentages, mean, and standard deviation. The researcher was able to uncover broad patterns of reactions as a result of this. The data was then displayed in the form of tables, graphs, and pie charts to help the researcher understand the content of the data obtained.

SPSS was also utilized to assess the link between the independent factors and the dependent variable using Pearson Correlation Analysis. Qualitative data which was collected through the interview guide from the key informants and the interview guide from the single focus group discussions was first gathered and all the sources marked clearly. Thereafter, the researcher reviewed and explored the data to get sense of the contents. Initial codes were then created through concept maps in line with the variables to help the researcher connect with the data. The codes were then reviewed and combined into themes through the identification of recurring opinions and beliefs. The themes were then presented in a cohesive manner through narratives.

Table 3.4 shows how each research instrument was analyzed.

Table 3.4: Data Analysis per Research Instrument

| Research Instrument | Data Analysis |
|----------------------------|---|
| Questionnaire | Percentages, mean, standard deviation and Pearson correlation |
| Focus group discussions | Thematic Narratives |
| Interview guide | Thematic Narratives |

3.10. Ethical Considerations

The researcher sought approval from various authorities. The researcher ensured that Tangaza University College Research Ethics Committee gave him the authorization letter upon the successful defense and corrections of research proposal with that it allowed him to collect data. The researcher also sought approval and research permit from the Rector of *Universite Batissons L'Espoir au Centre de l'Afrique* (UBCA) (Build Hope in the Center of Africa University). The research permit was signed by both the rector of that same

university as well as by the governor of Dungu Sub-County. This research permit testified that the researcher was collecting data for academic purposes only.

In each area, the researcher and research assistants met the authority to request approval to carry out the focus group discussions. The researcher and research assistants clearly explained to the respondents that their participation in the group discussions was a free and voluntary act and would only take 30 minutes.

Confidentiality and anonymity of respondents was highly considered. Confidentiality ensures that the information collected from research participants will be kept private (Gravetter & Forzano, 2012). Thus, the researcher guaranteed confidentiality by ensuring the names of the participants were not written on the questionnaires and on the interview guides. The limits of confidentiality were communicated earlier to the respondents to help them make an informed choice of being part of the study. Due to the limitation of language barrier, the researcher translated the questionnaire and interview guide from English to French to increase the response rate.

3.11. Chapter Summary

The research design, target population, and sample size were all discussed in this chapter's methodology. This chapter also covered sampling strategies, research instruments, data gathering processes, and data analysis procedures. The outcomes of the data gathering were provided in the next chapter.

CHAPTER 4

RESULTS AND DISCUSSION

4.1. Introduction

The following components make up this chapter: response rate, demographic characteristics of respondents, and presentation of data in relation to the research topics.

4.2. Response Rate

The results on the response rate of the respondents are presented in Table 4.1.

Table 4.1: Questionnaires Response Rate

| Response rate | Frequency | Percentage (%) |
|----------------------|------------------|-----------------------|
| Distributed | 197 | 100 |
| Returned | 190 | 96 |
| Not Returned | 7 | 4 |
| Total | 197 | 100 |

Table 4.1 shows that 190 (96%) registered NGOs' employees took part in the study. The study therefore achieved a rate of 96% for the employees working in the registered NGOs' dealing with displaced victims in Dungu Sub-County. This was achieved due to aggressive engagement of willing participants by the researcher and the research assistants. The study also achieved a response rate of (46) 100% for the key informants who represented Church leaders, community leaders and victims' representatives in Dungu Sub-County. This indicates that the data was suitable for analysis, since Mugenda and Mugenda (2003) propose that a response rate of 70% or more is ideal for data analysis.

4.3. Demographic Characteristics of the Respondents

The study sought to find out the demographic characteristics of the NGOs' employees in Dungu Sub-County. The demographic features of the respondents were divided into the

following categories: level of education, organization orientation, length of service in poverty alleviation projects, nature of NGO and target sector. The findings are presented in subsequent tables and graphs in relation to the various groups of respondents. The findings are summarized in Figures 4.1, 4.2, 4.3 and Tables 4.2 and 4.3.

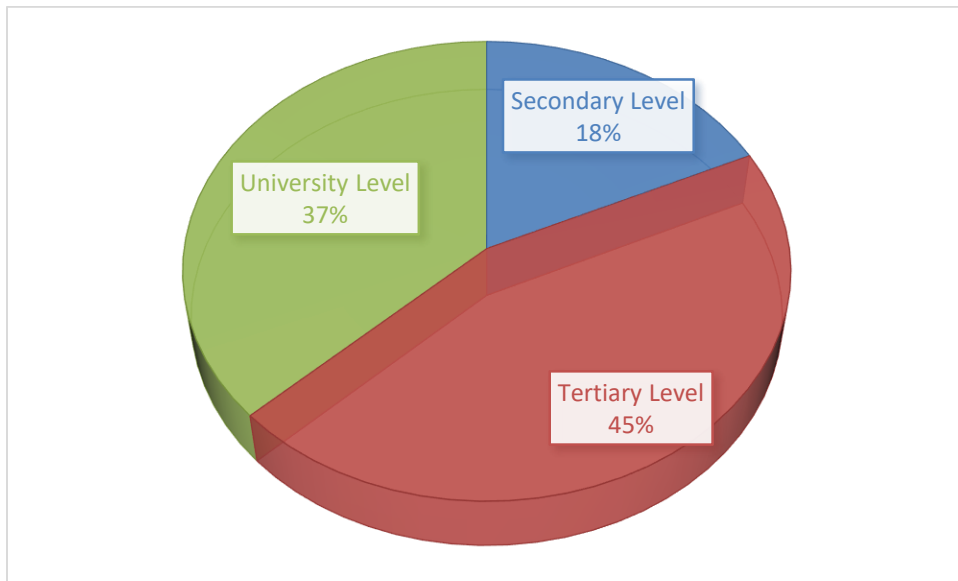


Figure 4.1: Level of Education of the (Registered NGOs' Employees) Participants

According to Figure 4.1, 89 (45%) of the registered NGOs' employees respondents claimed that their level of education was tertiary, while 73 (37%) indicated that their level of education was university. In addition, 35 (18%) of the NGOs' respondents stated that secondary school was their highest degree of education. This shows that the NGOs recruited qualified personnel to take part in the strategic implementation of poverty alleviation projects for social transformation in Dungu Sub-County. This is in line with Toufaily (2017) who noted that organizations should establish the appropriateness and congruence between individual and organizational needs for enhanced transformation.

The researcher was also interested in the organization orientation of the registered NGOs' and the results are shown in Table 4.2.

Table 4.2: Organization Orientation of the NGOs

| Organization Orientation | Frequency | Percentage (%) |
|--------------------------|------------|----------------|
| Humanitarian | 190 | 100 |
| Total | 190 | 100 |

Table 4.2 shows that all the registered NGOs' employees' respondents 190 (100%) indicated that their NGOs' orientation was humanitarian. This is an indication that the selected registered NGOs in Dungu Sub-County opted to focus on humanitarian aspects so as to engage in diversified poverty alleviation projects.

The researcher was particularly curious as to how long the staff of the registered NGOs had been working on poverty alleviation programs in Dungu Sub-County, and the results are provided in Figure 4.2.

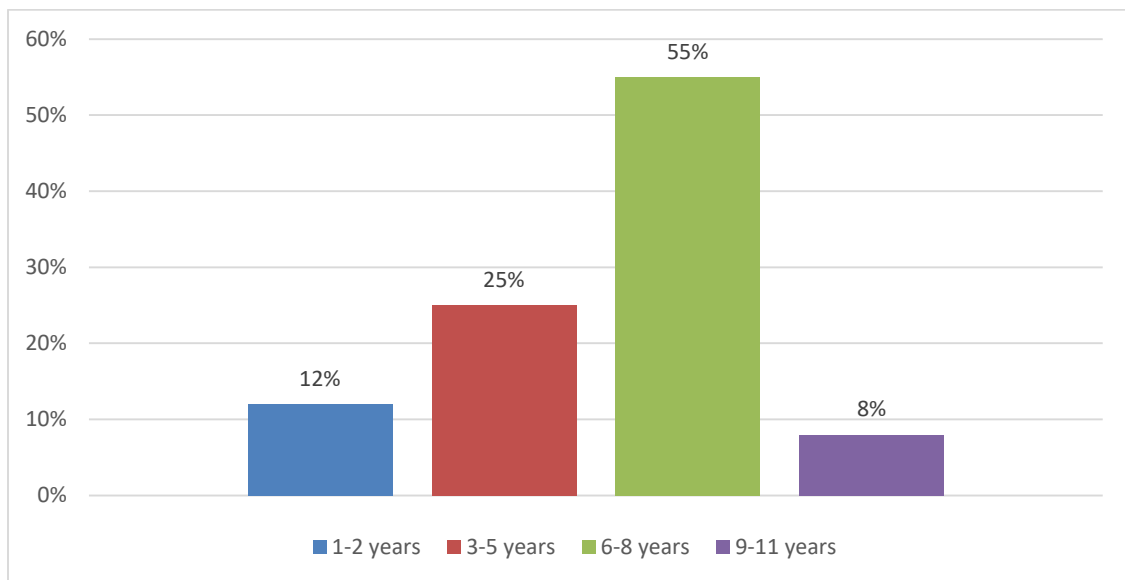


Figure 4.2: Length of Service of the Employees Participants

Further, Figure 4.2 demonstrates that the majority of the staff of registered NGOs responded 104 (55%) indicated that they had been engaged in the implementation of poverty alleviation projects in Dungu Sub-County for between 6 and 8 years while 48 (25%) indicated that they had been engaged in the implementation of poverty alleviation projects in the region for between 3 and 5 years. Further, 23 (12%) of the NGOs' employee's respondents indicated that they had been engaged in the implementation of poverty alleviation projects in Dungu Sub-County for between 1 and 2 years While 15 percent of those surveyed said they had been engaged for 9 to 11 years. This implies that the registered NGOs' employees have adequate work experience to implement strategies for social transformation.

This study was also interested in the nature of the registered NGOs' and the statistically analyzed results are presented in Table 4.3.

Table 4.3: Nature of NGO

| Nature of NGO | Frequency | Percentage (%) |
|----------------------|------------------|-----------------------|
| Donor Funded | 190 | 100 |
| Total | 190 | 100 |

Table 4.3 shows that 190(100%) of the registered NGOs' employee's respondents indicated that the nature of their NGO was donor funded. As highlighted by World Bank (2013), poverty alleviation projects to socially transform the livelihoods of the poor are carried out by internationally approved organizations or the government. The study further sought to investigate the target sector of the registered NGOs in Dungu Sub-County and the results are presented in Figure 4.3.

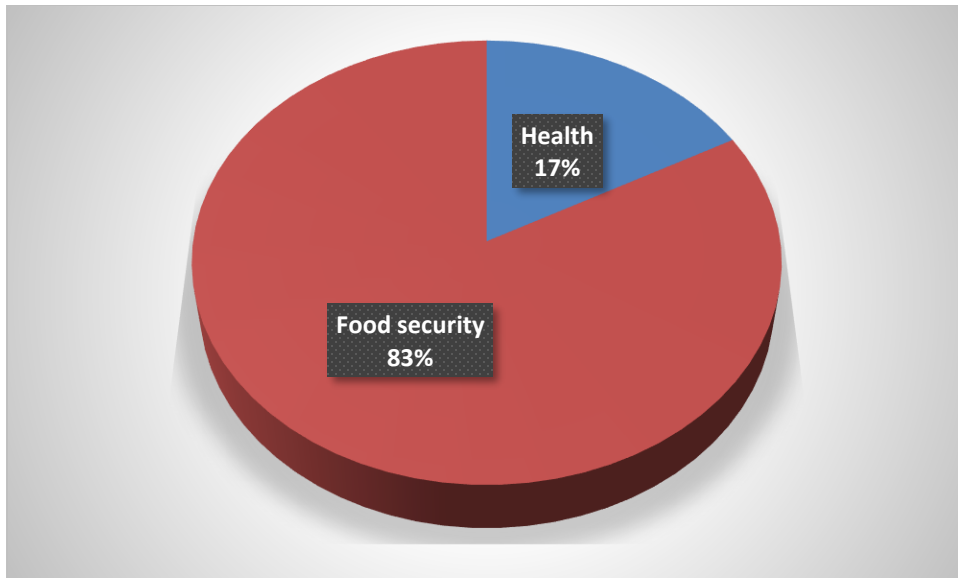


Figure 4.3: Target Sector of the NGOs

Figure 4.3 shows that majority of the registered NGOs' employees' respondents 158(83%) indicated that the target sector of their organization was food security while 32 (17%) indicated that their target sector was healthcare. This implies that the target sector for the registered NGOs in Dungu Sub-County were limited to only food security and health care leaving out other key areas due to contradicting information to justify their existence. This is supported by Rabie (2013), who noted that social transformation projects involve education, income generation and health. Having analyzed the demographic characteristics, the NGO project leadership findings are presented next.

4.4. Presentation of Results Per Objective

4.4.1. NGO Project Leadership

The first objective of the study was to assess the influence of NGO project leadership on social transformation in Dungu Sub-County, Democratic Republic of Congo. The researchers employed a 5-point Likert scale, with 5 denoting Very High Extent, 4 denoting

High Extent, 3 denoting Moderate Extent, 2 denoting Low Extent, and 1 denoting Very Low Extent. Table 4.4 summarizes the findings of the NGOs' employees' responders.

Table 4.4: NGO Project Leadership

| Items | Mean | SD |
|---|-------------|--------------|
| The NGOs' leaders have a clear vision of projects being undertaken to enhance social transformation | 2.39 | 1.097 |
| The NGOs' leaders tries to promote exploration of new and better ways of implementing strategies for better outcome | 2.87 | 0.884 |
| The NGOs' leaders are willing to work towards a better future for the LRA victims | 2.99 | 0.957 |
| The NGOs' leaders share with employees the vision of transforming livelihoods of displaced victims | 3.33 | 1.019 |
| The NGOs' leaders encourage the participation of the beneficiaries on the poverty alleviation projects | 2.65 | 0.984 |
| The NGOs' leaders empower the project beneficiaries to ensure they actively take part in transforming their livelihoods | 3.15 | 0.904 |
| Composite Mean | 2.90 | 0.974 |

Table 4.4 shows that the registered NGOs' employee's respondents with a M= 2.39 and SD =1.097 indicated that the NGOs' leaders had a clear vision of projects being undertaken to enhance social transformation to a low extent while the respondents with a M= 2.87 and SD= 0.884 also indicated that the NGOs' leaders tried to promote exploration of new and better ways of implementing strategies for better outcome to a low extent. In addition, the respondents with a M= 2.99 and SD= 957 indicated that the NGOs' leaders were willing to work towards a better future for the LRA victims to a low extent while the respondents

with a $M= 3.33$ and $SD= 1.019$ indicated that the NGOs' leaders share with employees the vision of transforming livelihoods of displaced victims to a moderate extent. Further, the respondents with a $M= 2.65$ and $SD= 0.894$ indicated that the NGOs' leaders encouraged the participation of the beneficiaries on the poverty alleviation projects to a low extent while the respondents with a $M= 3.15$ and $SD= 0.904$ indicated that the NGOs' leaders empowered the project beneficiaries to ensure they actively took part in transforming their livelihoods to a low extent.

A composite mean of 2.90 and standard deviation of 0.974 implies that the registered NGOs' employees felt that the project leadership was below expectation as they did not seem to have a clear vision for the projects implementation or manage to effectively work towards a better future for the displaced victims. The findings also imply that the leaders do not fully share with the employees the project vision or encourage participation of beneficiaries in the implementation of the projects.

These findings could be attributed to aspects such as level of education and experience of the leaders which are crucial in managing the NGOs. This is supported by Arif and Akram, (2018) who study noted that leaders should focus on influencing followers. In addition, Gabbar et al. (2014) suggested that leaders should design the environment for innovation and entrepreneurial activity. As noted by the transformational leadership theory, leaders and followers need to establish connections in order to reach a common aim or actual change (Korejan and Shahbazi, 2016).

4.4.1.1 Results from Key Informants on NGO Project Leadership

The researcher sought the opinions of the key informants on the influence of NGO project leadership on social transformation in Dungu Sub-County and the results are presented as follows:

In an effort to find out how the NGOs' leadership was undertaken, the key informants were asked to explain how the NGOs' leaders allowed the displaced victims to take part in the projects. The key informants explained that there was no clear planning or guidance by the NGOs' leaders on the role the displaced victims played in the project implementation. They further explained that it was on needs basis when some representatives from the displaced victims were invited to take part in an activity of the project. This is an indication that there was some dissatisfaction on how the management of the NGOs' were leading the strategic implementation of poverty alleviation projects.

KI 1 who was interviewed on 19th November 2021 pointed out that:

“There is no proper schedule of activities that shows which role should be played by the displaced victims in the implementation of the poverty alleviation projects. The leaders randomly choose who can take part in an activity based on a need.”

This depicts that the expected encouragement by the NGO leaders to have the project beneficiaries participate in the implementation of projects was not fully felt among the displaced victims' communities in Dungu Sub-County. This is in tandem with Diaz and Mazuera (2014) who established that leaders should specialize both in the nature and the boundaries of the projects that could impact positively on the projects and lead to social innovation for both the projects and society. This is because according to Chi et al. (2018), transformational leaders should stimulate followers.

It was also important for the researcher to find out the changes that had been witnessed in the livelihoods of the displaced victims being involved in the implementation of NGO projects. One key informant explained that the displaced victims who got a chance to take part in the implementation of the projects really benefited as they got firsthand information and skills that they could use in their own projects to enhance social transformation.

KI2 who was part of the focus group discussions carried out on 20th November 2021 stated that:

“I have personally been privileged to have been selected to take part in the implementation of a food security project. This experience enabled me to gain skills that I later used to come up and manage my small farm. This has enabled me to get adequate food for my family and sell the rest to my neighbours to get an income. Therefore, taking part in this project changed my life for the better.”

This is an indication that a positive change has been witnessed among the displaced victims who got involved in the implementation of NGO projects in Dungu Sub-County. The results conform with those of Cakir and Adiguzel (2020) who noted that leader knowledge sharing had a positive impact on performance. The findings are also in line with those of Igbaekemen and Odivwri (2015) who established that good delegation of power and responsibility enhances effective strategy implementation and hence helped to improve performance among project beneficiaries. Further, the transformational leadership theory posits that leadership is a dynamic process that allows leaders to shape their followers' values, beliefs, and goals as it also enables followers see possible opportunities and the need to develop new strategies for resource efficiency (Avarsin et al, 2012).

As the researcher proceeded to look for information on how NGO leaders influence social transformation, the key informants were asked to explain how the leaders empowered the members of the community to ensure there is continuity of managing their projects in

Dungu Sub-County. One key informant explained that the management of the poverty alleviation projects was done by the NGO employees and they did not seem keen to mentor the displaced victims for continuity of the projects. This is because the displaced victims were not aware of the timelines for the activities being undertaken or the role they were meant to play.

KI3 who was interviewed on 19th November 2021 stated that:

“There is very minimal empowerment by the NGO leaders as they only seem to work closely with their employees. The displaced victims are not informed on what they should do to continue managing the projects as it’s the NGO employees who seem to be in-charge of everything.”

This implies that the NGOs leaders have not taken the necessary action to ensure that after their exit the displaced victims can effectively manage the initiated projects for social transformation. This is contradicted by Gabbar et al. (2014) who found that leaders should design the environment for innovation and entrepreneurial activity. In addition, a study by Shembe (2014) noted that All project stakeholders needed to be more involved in budgetary processes, project planning, project implementation, and annual review processes. The findings are therefore contradicted by Ravelo (2018) who posited that NGOs should work together with indigenous people to socially transform the livelihoods of the poor through good governance, consolidation of resources and effective structures.

4.4.1.2 Correlation Matrix for NGO Project Leadership

The coefficient correlation matrix for the NGO project leadership and social transformation variables is shown in Table 4.5.

Table 4.5: Correlation Matrix for Project Leadership and Social Transformation

| | NGO Project Leadership | |
|-----------------------|------------------------|----------|
| Social Transformation | Pearson Correlation | .537(**) |
| | Sig. (2-tailed) | .000 |
| | N | 190 |

** Correlation is significant at the 0.01 level (2-tailed).

There is a positive association between NGO project leadership and social transformation, as seen in Table 4.5. This is demonstrated by correlation analysis, which revealed a substantial link ($r=0.537^{**}$, $p>0.05$) between NGO project leadership and social transformation. These findings are backed up by those of Igbaekemen and Odivwri (2015), who found that leadership had a significant impact on project personnel performance. Furthermore, Cakir and Adiguzel (2020) found that the efficacy of leaders and knowledge exchange had a beneficial impact on performance. NGO project structure also constituted an objective of this study and the results are presented in the following section.

4.4.2. NGO Project Structure

The second objective of the study was to investigate the influence of NGO project structure on social transformation in Dungu Sub-County, Democratic Republic of Congo. The researchers employed a 5-point Likert scale, with 5 denoting Very High Extent, 4 denoting High Extent, 3 denoting Moderate Extent, 2 denoting Low Extent, and 1 denoting Very Low Extent. Table 4.6 summarizes the findings of the registered NGOs' employees' responders.

Table 4.6: NGO Project Structure

| Items | Mean | SD |
|---|-------------|--------------|
| The procedures for the activities to be undertaken in strategic implementation of poverty alleviation projects are clearly written down to guide operations | 3.03 | 0.934 |
| The rules to be followed in strategy implementation are clearly and effectively communicated to the employees | 3.37 | 1.104 |
| The project hierarchy clearly shows the chain of command to guide the employees as they implement poverty alleviation projects for social transformation of displaced victims | 2.90 | 1.299 |
| The project structure ensures that there is effective communication to the employees as they implement strategies | 3.09 | 1.045 |
| An effective communication channel enhances the efficiency of operations for the poverty alleviation projects | 3.04 | 1.028 |
| Composite Mean Average | 3.09 | 1.082 |

Table 4.6 shows that the registered NGOs employees' respondents with a M= 3.03 and SD= 0.934 indicated that the procedures for the activities to be undertaken in strategic implementation of poverty alleviation projects were clearly written down to guide operations to a moderate extent while the respondents with a M= 3.37 and SD= 1.104 indicated that the rules to be followed in strategy implementation were clearly and effectively communicated to the employees to a moderate extent. Further, the respondents with a M= 2.90 and SD= 1.229 indicated that the project hierarchy clearly shows the chain of command to guide the employees as they implement poverty alleviation projects for

social transformation of displaced victims to a low extent while the respondents with a $M=3.09$ and $SD=1.045$ indicated that the project structure ensured that there was effective communication to the employees as they implement strategies to a moderate extent. In addition, the respondents with a $M=3.04$ and $SD=1.028$ indicated that an effective communication channel enhanced the efficiency of operations for the poverty alleviation projects to a moderate extent.

An overall mean of 3.09 and a standard deviation of 1.082 is an indication that the procedures to guide project implementation are not clearly written down to guide operations and the rules to guide the implementation are not effectively communicated. The findings also indicate that the project hierarchy is not well known to the employees thus they do not seem to know the chain of command to follow as they implement projects. Having a communication channel which is moderately effective poses a challenge in enhancing efficiency of operations thus negatively affecting the social transformation of displaced victims in Dungu Sub-County.

These findings concur with those of Ogaga et al. (2019) which established that organizations should have formal organization structures as this would ensure that communication to the employees was effective thus enhancing the success of the projects as this could eliminate uncertainties. The findings are also in line with the systems theory which explains that interdependence, and subsystem interrelationships are all important components in an organization's success as they enable managers to evaluate patterns and occurrences in their businesses to choose the best management style, which will allow them to collaborate on several programs as a group rather than working in distinct groups (Gordon, 2021).

4.4.2.1 Results from Key Informants on NGO Project Structure

The researcher sought the opinion of the key informants on the NGO project structure in relation to social transformation in Dungu Sub-County. In line with this, the key informants were requested to explain how the procedures laid down by the NGOs clarify the activities being undertaken as they implement poverty alleviation projects in the area.

One key informant explained that they were not aware of what procedures had been laid down by the NGOs as they were only involved in a particular activity once in a while. Another key informant also explained that they displaced victims only carried out activities as instructed by the NGOs employees and thus they only did as instructed.

KI4 who was part of the focus group discussions carried out on 20th November 2021 stated that:

“The displaced victims taking part in the project implementation activities only carry out their duties as instructed by the NGO employees. Most of us therefore do not know whether the procedures are laid down but the NGO employees explain to us simply what we are expected to do in a particular situation.”

This is an indication that although the NGO leaders and employees clearly explain the procedure to be undertaken at a particular time by the representatives of the displaced victims, there were gaps and this was affecting the implementation of poverty alleviation projects. The findings are in conformity with those of Eze et al. (2017) which showed that specificity of procedures was very crucial in enhancing communication within an organization.

This study further sought to get an explanation on the key informant opinions on whether the NGO employees follow rules when implementing projects. One key informant stated that the NGO employees seemed to be following instructions as the projects activities were

being implemented in an order manner. Another key informant explained that some NGO employees seemed to be reckless when carrying out their duties. This was evident in the errors witnessed in the project implementation which saw delays in the completion of the scheduled activities.

KI5 who was interviewed on 23rd November 2021 stated that:

“I have noticed that there are some instances when the NGO employees seem to contradict each other in our presence on what should be done at what time. These disagreements have seen us witness back and forth moments which could have been avoided as the employees done the right thing to avoid delays.”

This implies that some NGO employees were not following the laid down rules when implementing the projects and this affected the completion of rate thus delaying the social transformation of the displaced victims. The results are in tandem with those of Eze et al. (2017) who noted that formalization of rules and procedures was essential for improved performance. These findings also agree with those of Mon (2019) who established that organizations should improve their structures. The results are also supported by the systems theory which expounds on the importance of ensuring that all the organizational processes are interconnected as it is through the transformational process that the employee work activities produce results (Poole, 2014).

The key informants were further requested to explain the channel of communication the NGO employees use to communicate on how they implement poverty alleviation projects in Dungu Sub-County. One key informant explained that the NGO employees made announcements in community meetings and in churches. Another key informant explained that the NGO employees made telephone calls to the community leaders to communicate what was going on.

KI6 who was part of the focus group discussions carried out on 24th November 2021 stated that:

“The NGO employees make personal visits to the community and through word of mouth they inform the displaced victims of the projects they are implementing in the region.”

This is an indication that the NGO employees used various communication channels to sensitize the displaced victims of the poverty alleviation projects being implemented in their community. The findings are in conformity with those of Ogaga et al. (2019) which showed that procedures were clearly defined and communicated to the employees thus enhancing the success of the projects as this could eliminate uncertainties.

4.4.2.2 Correlation Matrix for NGO Project Structure

The coefficient correlation matrix for the NGO project structure and social transformation variables is shown in Table 4.7.

Table 4.7: Correlation Matrix for Project Structure and Social Transformation

| | | NGO Project Structure |
|-----------------------|---------------------|------------------------------|
| Social Transformation | Pearson Correlation | .313(**) |
| | Sig. (2-tailed) | .000 |
| | N | 190 |

** Correlation is significant at the 0.01 level (2-tailed).

There is a positive association between NGO project structure and social transformation, as seen in Table 4.7. This is demonstrated by correlation analysis, which revealed a substantial association ($r=0.313^{**}$, $p>0.05$) between NGO project structure and societal transformation. The findings are consistent with those of Hosseinpour and Tabari (2016), who found a link between organizational structure and the execution of social change programmes. NGO project resources also constituted an objective of this study and the results are presented in the following section.

4.4.3. NGO Project Resources

The third objective was to establish the influence of NGO project resources on social transformation in Dungu Sub-County, Democratic Republic of Congo. The researchers employed a 5-point Likert scale, with 5 denoting Very High Extent, 4 denoting High Extent, 3 denoting Moderate Extent, 2 denoting Low Extent, and 1 denoting Very Low Extent. Table 4.8 summarizes the findings of the registered NGOs' employees' responders.

Table 4.8: NGO Project Resources

| Items | Mean | SD |
|---|-------------|--------------|
| The NGOs recruit and train enough employees to assist in project activities | 3.46 | 1.022 |
| The NGOs train their employees to enhance their skill development for enhanced social transformation of displace victims | 2.95 | 1.017 |
| The NGOs attract funds to be used for project activities and social transformation of the community | 3.14 | 1.050 |
| The NGOs budget and adequately use the funds received to implement strategies for enhanced social transformation | 3.08 | 1.161 |
| There are adequate facilities to be used by the NGOs for project activities that socially transform the displaced victims livelihoods | 3.15 | 0.608 |
| There are adequate equipment available for the NGOs to use | 2.88 | 1.116 |
| Composite Mean Average | 3.11 | 0.996 |

According to Table 4.8, the registered NGOs' employee's respondents with a M= 3.46 and SD= 1.022 indicated that the NGOs recruit and train enough employees to assist in project

activities to a moderate extent while the respondents with a $M= 2.95$ and $SD= 1.017$ indicated that the NGOs train their employees to enhance their skill development for enhanced social transformation of displaced victims to a low extent. In addition, the registered NGOs' employees' respondents with a $M= 3.14$ and $SD = 1.161$ indicated that the NGOs attract funds to be used for project activities and social transformation of the community to a moderate extent while the respondents with a $M= 3.08$ and $SD= 1.161$ indicated that the NGOs budget and adequately use the funds received to implement strategies for enhanced social transformation to a moderate extent.

Further, the employees' respondents with a $M= 3.15$ and $SD= 0.608$ indicated that there were adequate facilities to be used by the NGOs for project activities that socially transform the displaced victims' livelihoods to a moderate extent while the respondents with a $M= 2.88$ and $SD= 1.116$ indicated that there was adequate equipment available for the NGOs to use to a low extent. A composite mean of 3.11 and a standard deviation of 0.996 shows that the NGOs moderately recruit employees to implement projects for social transformation and the employees are rarely trained to improve their skills. The findings also indicate that the NGOs are moderately able to attract funds and budget them for enhanced social transformation of displaced victims. According to the findings, the NGOs have inadequate equipment to enable them carry out their projects effectively.

These findings are supported by those of Mahmoud (2020), who established that capacity building interventions for enhancing skills should be encouraged to enhance performance. In addition, Mwai et al. (2018) found that efforts to raise funds and their distribution to implement activities enhance project outcomes. The findings are also supported by the RBV theory which posits that an organization should strive to have tangible such as

physical items which comprise of buildings, cash, equipment and intangible resources which include goodwill, trademarks, brand recognition which are rare so as to gain a competitive advantage (Jurevicius, 2013).

4.4.3.1 Correlation Matrix for NGO Project Resources

The coefficient correlation matrix for the NGO project resources and social transformation variables is shown in Table 4.9.

Table 4.9: Correlation Matrix for Project Resources and Social Transformation

| | | NGO Project Resources |
|-----------------------|---------------------|-----------------------|
| Social Transformation | Pearson Correlation | .372(**) |
| | Sig. (2-tailed) | .000 |
| | N | 190 |

** Correlation is significant at the 0.01 level (2-tailed).

There is a favorable association between NGO project resources and social transformation, as seen in Table 4.9. This is demonstrated by correlation analysis, which revealed a substantial link ($r=0.372^{**}$, $p>0.05$) between NGO project resources and societal transformation. The findings are in tandem with those of Gitahi and K’Obonyo (2018) which revealed that organizational resources significantly affect performance. NGO Donor policy was the intervening variable in this study and the results are presented in the following section.

4.4.4. NGO Donor Policy

This study sought to determine the intervening role of NGO donor policy on the relationship between strategic implementation within NGOs and social transformation in Dungu Sub-County, Democratic Republic of Congo. The researchers employed a 5-point Likert scale, with 1 denoting Very High Extent, 2 denoting High Extent, 3 denoting

Moderate Extent, 4 denoting Low Extent, and 5 denoting Very Low Extent. Table 4.10 summarizes the findings of the registered NGOs' employees' responders.

Table 4.10: NGO Donor Policy

| Items | Mean | SD |
|---|-------------|--------------|
| The donors outline how the funds donated should be used by the NGOs | 3.02 | 1.152 |
| The donors give the timelines for the strategic implementation of specific NGOs projects | 3.31 | 1.094 |
| The donors outline how NGOs should account for the strategic implementation of projects funds | 3.35 | 1.324 |
| Composite Mean Average | 3.23 | 1.190 |

Table 4.10 shows that majority of the registered NGOs' employee's respondents with a M= 3.02 and SD= 1.152 indicated that the donors outline how the funds donated should be used by the NGOs to a moderate extent while the respondents with a M= 3.31 and SD= 1.094 indicated that the donors give the timelines for the strategic implementation of specific NGOs projects to a moderate extent. In addition, the respondents with a M= 3.35 and SD= 1.324 indicated that the donors outline how NGOs should account for the strategic implementation of projects funds to a moderate extent.

An overall mean of 3.23 and a standard deviation of 1.190 implies that despite the NGOs outlining how the funds should be used, they were not quite keen on the timelines for implementing the projects and this could affect social transformation of LRA displaced victims in Dungu Sub-County. These findings are in line with those of Chiemeké (2018) who established that involving stakeholders in the policy formulation, adoption,

implementation and evaluation was very important as it enhanced employee engagement and promoted teamwork.

4.4.4.1 Correlation Matrix for NGO Donor Policy

The coefficient correlation matrix for the intervening role of NGO donor policy on the relationship between strategic implementation and social transformation variables is shown in Table 4.11.

Table 4.11: Correlation Matrix for the Intervening Role of Donor Policy between Strategic Implementation and Social Transformation

| | | Donor Policy |
|---|---------------------|---------------------|
| Strategic implementation and Social Transformation | Pearson Correlation | .263(**) |
| | Sig. (2-tailed) | .006 |
| | N | 190 |

** Correlation is significant at the 0.01 level (2-tailed).

Donor policy plays a significant role in intervening the relationship between strategic implementation within NGOs and social transformation as there is a positive association, as seen in Table 4.11. This is demonstrated by correlation analysis, which revealed an intervening link ($r=0.263^{**}$, $p>0.05$) on the role played by donor policy in the relationship between strategic implementation within NGOs and social transformation. The findings are in conformity with those of Chelimo (2017) which established that donor policy had a positive effect on supporting project implementation for social transformation.

4.4.5. Social Transformation

The researcher sought information from the key informants on how the community members had been able to get access to education due to the intervention of the NGOs. One key informant explained that he had witnessed few children getting partial scholarships to go to secondary schools. However, the scholarships for tertiary or higher education were very limited and therefore displaced victims who wished to pursue further studies were not able to.

KI7 who was interviewed on 23rd November 2021 stated that:

“The NGOs in this Sub-County do not seem to give priority to education. Therefore, most of their activities are in health and food security leaving the displaced victims interested in pursuing their education on their own.”

This depicts that despite various registered NGOs implementing poverty alleviation projects in Dungu Sub-County, they did not seem to have a significant impact on the education of the displaced victims yet it was very crucial for social transformation. The findings are contradicted by those of Mutisya (2016) which revealed that schooling was of great importance.

The key informants were also requested to give their opinion on how the displaced victims had been able to engage in income generating activities under the guidance of the NGOs. One key informant stated that through the food security projects implemented in Dungu Sub-County, the displaced victims had been empowered to grow their own food and sell the surplus to the others. These findings are in tandem with those of Abramo et al. (2019) who established that through poverty eradication projects, the society would be able to reduce inequality.

The study sought to determine from the key informants their opinion on how the NGOs had ensured that the displaced victims had enough food based on the implementation of projects. One key informant explained that despite the implementation of food security projects in the region, the displaced victims did not have enough food for their families. This was affected by the lack of involvement in the projects to ensure there was continuity after completion.

KI8 who was part of the focus group discussions carried out on 25th November 2021 stated that:

“Despite the food security projects being undertaken in the community, they are quite few and they are not well funded to have a major impact on the livelihoods of the displaced victims. Therefore, only those living closest to where the projects are being implemented benefit as the others still have inadequate food for their families.”

This implies that the food security projects implemented in Dungu Sub-County did not seem to have a major impact on most of the displaced victims. According to a study by Dahie (2019) poverty alleviation projects like providing food security should be aimed at improving livelihood of the people.

The researcher requested the key informants to explain how the implementation of NGO projects facilitated the access of health care services by the war victims in Dungu Sub-County. One key informant explained that the NGOs had built a few dispensaries in the communities. However, the dispensaries lacked the medical equipment and medicine needed to fully cater for the medical needs of the displaced victims.

KI9 who was interviewed on 23rd November 2021 stated that:

“The dispensaries built by the NGO do not have trained personnel to treat the many patients that visit the facilities. In addition, in case of an emergency, there are no ambulances to transport the displaced victims to bigger hospitals.”

This shows that despite implementing health care projects in Dungu sub-County, their impact was not fully felt by the displaced victims as they lack qualified personnel, equipment to fully diagnose them and medicine to cure their illnesses. In addition, it shows that the health care projects are not integrated in such a way that they offer all round health care benefits for the displaced victims which is necessary for social transformation. These findings are supported by those of Abakunzi, et. al., (2020) which noted that that NGOs should integrate activities in order to enhance social transformation.

4.5. Summary of Hypotheses

A summary of the study hypotheses is presented in Table 4.12.

Table 4.12: Summary of Hypotheses

| SN. | Hypothesis | Rule | p-value | Remarks |
|-----|--|------------------------------|-----------|----------|
| Ho1 | There is no significant relationship between NGO leadership and social transformation in Dungu Sub-County, DRC | $r=0.537^{**}$ $p=0.000$ | $p>0.000$ | Rejected |
| Ho2 | There is no significant relationship between NGO project structure and social transformation in Dungu Sub-County, DRC | $r=0.313^{**}$ $p=0.000$ | $p<0.000$ | Rejected |
| Ho3 | There is no significant relationship between NGO project resources and social transformation in Dungu Sub-County, DRC | $r=0.372^{**}$ $p<0.000$ | $p<0.000$ | Rejected |
| Ho4 | There is no significant intervening role of NGO donor policy on the relationship between the implementation of poverty alleviation projects and social transformation in Dungu Sub-County, DRC | $r=0.263^{**}$ $p <0.006$ | $p<0.006$ | Rejected |

The statements demonstrate in Table 4.12 that all the four independent variables determine the social transformation of LRA victims in Dungu Sub-County. This means that NGO project leadership, NGO project structure, NGO project resources and NGO donor policy

enhance the social transformation of displaced victims. The research therefore rejects the first, second, third and fourth hypothesis by stating that there is no significant relationship between NGO leadership and social transformation in Dungu Sub-County, DRC; there is no significant relationship between NGO project structure and social transformation in Dungu Sub-County, DRC; there is no significant relationship between NGO project resources and social transformation in Dungu Sub-County, DRC; and there is no significant relationship between NGO donor policy and the implementation of poverty alleviation projects on social transformation in Dungu Sub-County, DRC.

CHAPTER 5

THEOLOGICAL REFLECTION

5.1. Introduction

This chapter provides a theological overview of the findings and how they are analyzed in light of Christian faith and societal moral norms. This research has shed light on the influence of strategic implementation of non-governmental organizations' projects for social transformation in Dungu Sub-County, DRC. This chapter makes the researcher relate the findings with the theological teachings in order to seek a lasting solution to the social transformation of LRA displaced victims. This would compel the NGOs to take a decisive stand on the matter so as to ensure that there is social transformation of the livelihoods of the LRA displaced victims. It is through the theological teaching and approach that many members of the society and the NGOs reflect upon life matters in the aspect of one's faith.

5.2. Study Key Findings

The study established that project leadership was below expectation as they did not seem to have a clear vision for the projects implementation or manage to effectively work towards a better future for the displaced victims. The findings also showed that the NGO project leaders did not fully share with the employees the project vision so that they can be more innovative or encourage participation of beneficiaries in the implementation of the projects to transform their livelihoods.

Moreover, the study established that that the procedures to guide project implementation were not clearly written down to guide operations and the rules to guide the implementation are not effectively communicated to or strictly adhered to by the NGO employees. The findings also indicate that the project hierarchy was not well known to the employees thus

they did not seem to know the chain of command to follow as they implement projects. The study also established that having a communication channel which was moderately effective posed a challenge in enhancing efficiency of operations thus negatively affecting the social transformation of displaced victims in Dungu Sub-County.

The study further established that the NGOs moderately recruited employees to implement projects for social transformation and the employees are rarely trained to improve their skills and this affected the effective implementation of projects. The findings also established that the NGOs were moderately able to attract funds for the poverty alleviation projects and the budgeting for the funds was not effectively done for enhanced social transformation of displaced victims. According to the findings, the NGOs had inadequate equipment to enable them carry out their projects effectively.

The study established that despite the NGOs outlining how the funds should be used, they were not quite keen on the timelines for implementing the projects and this could affect social transformation of LRA displaced victims in Dungu Sub-County. In addition, the findings showed that the donors moderately outlined how NGOs should account for the strategic implementation of projects funds. The study also established that despite various registered NGOs implementing poverty alleviation projects in Dungu Sub-County, they did not seem to have a significant impact on the education of the displaced victims yet it was very crucial for social transformation.

Another finding from the study was that through the food security projects implemented in Dungu Sub-County, the displaced victims had been empowered to grow their own food and sell the surplus to the others which was considered as part of income generation. The study also established that despite the implementation of food security projects in the

region, the displaced victims did not have enough food for their families. It was also established that despite implementing health care projects in Dungu sub-County, their impact was not fully felt by the displaced victims as they lack qualified personnel, equipment to fully diagnose them and medicine to cure their illnesses.

5.3. Theological Analysis on the Research Findings

The impediments in the social transformation of the livelihoods of LRA displaced victims in Dungu Sub-County have an ethical and moral character in nature. The Bible is replete with pleas for compassion and help for the poor, destitute, excluded, and marginalized members of society. The first objective was to assess the influence of NGO project leadership on social transformation in Dungu Sub-County, Democratic Republic of Congo. According to Romans 12:2, leaders of non-governmental organizations (NGOs) should not adhere to the acts of corrupt organizations, but rather be transformed by the renewal of their minds, so that they can discern what is God's will, what is good, acceptable, and perfect, through testing. This is because at the heart of Christ's message is charity and compassion.

The NGOs' leaders should continue being compassionate by having a clear vision of the projects for the displaced victims, inspiring and encouraging the employees to be innovative so as to come up with better ways for transforming the livelihoods and also encouraging the project beneficiaries to participate in the process of transforming their livelihoods. According to Pope Benedict XVI (2005) in "Deus Caritas" no 22, "love for widows and orphans, prisoners, and the sick and needy of every kind, is as essential as the ministry of the sacraments and preaching of the Gospel". Further, one of the fundamental values in the Compendium of the social doctrine of the Catholic Church is the common

good. As a result, NGO leaders should prioritize ensuring the common good of all refugees rather than pursuing personal gain (Pontifical Council of Justice and Peace, 2018).

The NGOs leaders who are actors of development should advance the strategic implementation of their projects in a way which enhances the capacity of human person to become free. This is because these moral decisions take root and inspiration from the principles of Christian faith as confined in the Holy Bible. It is therefore a moral, spiritual and civic duty for the NGOs to provide the LRA displaced victims a direct charity and compassion as members of the society. This is because Jesus gave food to the hungry, healed the sick and liberated the possessed (Mt 25:10-12; Lk 9:10-17; Lk 17:11-19). In addition, respect for employees working in the NGOs with their human dignity and vested rights, primacy of work in regard to capital, the subsidiarity principle, and the common good are among the values required for a leader, according to Catholic social teaching literature. Furthermore, labour should be regarded as a path to salvation as well as participation in the act of creation (Pontifical Council of Justice and Peace, 2018)

The second objective was to investigate the influence of NGO project structure on social transformation in Dungu Sub-County, Democratic Republic of Congo. Thus another way of responding to social transformation calls is to put good structures in place to facilitate the hand out of goods and services to people who are in a wanting situation. According to Acts 2:42, every member is expected to server others, and share their faith. Therefore, NGOs in Dungu Sub-County whose mandate is to implement strategies of poverty alleviation projects should have in place good procedures, clear rules to govern the implementation of projects and have an effective chain of command to guide the operations to avoid confusion and delays. Effective communication of how the poverty alleviation

projects are being implemented is also instrumental to the communities. This is in line with 1st Corinthians which notes that every member is to be involved in service for effective congregation.

Titus 1:5 explains that “this is why I left you in Crete, so that you might put what remained into order, and appoint elders in every town as I directed you.” This explains that how a good channel of communication to promote the order of how the NGO projects are being undertaken can enhance social transformation. This will lead to a situation whereby education gained by the LRA displaced victims leads to improved quality of life while they can use the knowledge gained to run their income generating activities. As noted by Dive (2020) on leadership in the Catholic Church, the "visible, material, social" form "serves a system of persons, facts, and events beyond itself." Therefore, NGOs should not view the "visible, material, social shape" as the ultimate explanation of the project's activity and "history." They should take the conceptions by which "visible, material social" realities are believed to be sufficient to a reality that is greater than "visible, material social" to see project structures in social transformation of refugees solely as a "visible, material social" reality.

The third objective was to establish the influence of NGO project resources on social transformation in Dungu Sub-County, Democratic Republic of Congo. Deut. 15: 7-8 states that “if there is among you a poor man, one of your brethren, ... you shall not harden your heart or shut your hand against your poor brother, but you shall open your hand to him, lend him sufficient for his need”. The NGOs should therefore recruit and train employees to ensure there are no delays in strategy implementation. The NGOs should also not withhold the funds they have but adequately use them for poverty alleviation projects.

According to Proverbs 3:27, “do not withhold good from those to whom it is due, when it is in the power of your hand to do so.” The management of the NGOs should also share the information on strategic implementation process on a timely basis to all the stakeholders. This is supported by Habakkuk 2:2 which states that “then the Lord answered me and said: Write the vision and make it plain on tablets, that he may run who reads it.”

The fourth objective was to determine the influence of NGO donor policy on social transformation in Dungu Sub-County, Democratic Republic of Congo. According to 1 Corinthians 14:33, God is a God of peace, not of confusion... The donors are therefore called upon to outline how funds donated should be used by NGOs to avoid confusion and also for control purposes. This is encouraged by Jeremiah 29:11 which states that “For I know the plans I have for you, plans for welfare and not for evil, to give you a future and a hope.” Through the donor policies given to the NGOs, they can be able to change the future of the displaced victims by transforming their livelihoods.

5.5. Chapter Summary

The human person is the only living creature who is called to share, by knowledge and God’s love. Therefore, because of the dignity of a human being, he/she should always be used as an end, never as merely a means. Religious faith contributes to guarding against the general moral decadence in the society, thus helping the NGOs in judging how they advance strategic implementation in projects which are meant to socially transform LRA displaced victims. These has been revealed in the findings of the study. The moral fabric of the society has been held together through religion and this helps the NGOs to effective advance strategic implementation of poverty alleviation projects for social transformation. Therefore, the theological reflection has clearly indicated that societal problems have

theological connections that need theological intervention in order to socially transform the livelihoods of LRA displaced victims. This means that the assistance to a human person (LRA displaced victims) should be done (by NGOs) in a way that their freedom is not compromised.

CHAPTER 6

SUMMARY, CONCLUSIONS AND MINISTERIAL ACTION

6.1. Introduction

The purpose of this study was to examine the strategic implementation of non-governmental organizations projects for social transformation in the Dungu Sub-County of the Democratic Republic of Congo. This chapter describes the findings and conclusions drawn from the data analysis. The findings have been summarized in relation to the study's objectives, conclusions have been drawn, and recommendations have been made. It also indicates the research questions that should be pursued further.

6.2. Summary of Key Findings

6.2.1 NGO Project Leadership

The study established that there was some dissatisfaction (composite mean =2.90) that the NGOs' leaders influenced the social transformation of displaced victims in Dungu Sub-County. This was it was noted that they had a clear vision of projects being undertaken to a low extent and they also tried to promote exploration of new and better ways of implementing strategies for better outcomes to a low extent. This meant that without a clear vision and exploration of new and better ways of implementing the projects the social transformation of displaced victims is not fully achieved. Further, the NGOs' leaders do not seem to fully share with the employees the vision of transforming the livelihoods of the displaced victims as it was done moderately and they also did not encourage the participation of the beneficiaries in the implementation of poverty alleviation projects. This is an indication that it was not clear to the employees' what the expected outcome of the projects they were implementing were and that the beneficiaries had very little say on how

the projects which were meant to transform their livelihoods were being implemented. The study also found that the NGOs' leaders only empowered the project beneficiaries to a low extent as they did not encourage them to fully participate in the implementation of projects. In addition, the study established that there is a significant positive correlation between NGO project leadership and social transformation (where $r=0.537^{**}$; $p=0.000$).

6.2.2 NGO Project Structure

The findings showed that there was moderation on how the NGO project structure influenced social transformation (overall mean 3.09). There was moderation in the clarity of writing down the procedures used to guide operations for the strategy implementation of projects. The NGOs employees also did not clearly explain the procedures to be followed to the displaced victims' representatives. The study also found that the project hierarchy did not seem to clearly show the chain of command to guide the employees as they implement poverty alleviation projects for social transformation and that some NGO employees did not seem to strictly follow the rules laid down for strategy implementation. In addition, the study established that the project structure moderately ensured there was effective communication to the employees as they implement strategies and that the communication channels moderately enhanced efficiency of operations for the poverty alleviation projects. This could affect social transformation of LRA displaced victims in Dungu Sub-County. The study further found that there is a positive correlation between NGO project structure and social transformation (where $r=0.313^{**}$; $p=0.000$).

6.2.3 NGO Project Resources

The study established that there was moderation in how NGO project resources influence social transformation in Dungu Sub-County (composite mean= 3.11). According to the findings, there was moderation on the NGOs recruitment and training of enough employees to assist in the strategic implementation of poverty alleviation projects. This can result to delays in the implementation of poverty alleviation projects which is caused by inadequate number of employees as well as a deficient in skills required. The study also found that the NGOs to a low extent enhanced the skills of their employees to be able to implement the projects. The findings also show that the NGOs attract funds and use them adequately to strategically implement projects to a moderate extent. In addition, there are inadequate facilities and equipment to be used for the strategic implementation of poverty alleviation projects to socially transform the livelihoods of the displaced victims. The study also established that there is a positive correlation between NGO project resources and social transformation (where $r=0.372^{**}$; $p=0.000$).

6.2.4 NGO Donor Policy

The findings showed that there was moderation on the influence of NGO donor policy on social transformation of the displaced victims (overall mean=3.23). The donors moderately outline how the funds donated should be used by the NGOs but they also give the timelines for the strategic implementation of specific NGOs projects in moderation. The donors mostly therefore leave it at the discretion of the NGOs to know how long they will take to implement their strategies. In addition, the findings show that the donors moderately outline how NGOs should account for the strategic implementation of projects funds showing that they are not keen on how the funds donated are being used by NGOs for

social transformation. The study further found that there is a positive relationship between NGO donor policy and social transformation (where $r=0.263^{**}$; $p=0.006$).

6.3. Conclusion

Based on the findings of the study, it is concluded that insufficient NGO project leadership is among the impediments to the effective strategic implementation of poverty alleviation projects for social transformation of LRA displaced victims in Dungu Sub-County. This has led to a situation where the employees lack a clear vision on what the project outcomes are and members of the LRA displaced communities are not fully empowered to actively take part in transforming their livelihoods. The fact that the NGOs leaders do not promote the exploration of new and better ways of implementing strategies has caused a limitation on the employees to be more innovative and motivated to give their best in the implementation of strategies for social transformation.

The study concludes that the unclear written down procedures to guide operations on the implementation of strategies and the ineffective communication to the NGOs employees on the rules to be followed as they implement strategies hinders the social transformation of the livelihoods of LRA displaced victims. The study also concludes that having some employees not strictly following the laid down procedures to implement strategies causes delays and confusion among the stakeholders and this hinders the social transformation of the displaced victims. In addition, having an unclear hierarchical structure to show the chain of command causes confusion and delays that an impediment in the transformation of livelihoods for displaced victims. Using communication channels in moderation also limits the efficiency of the operations for poverty alleviation projects as not all the stakeholders receive the necessary information on time.

The study further concludes that inadequate number of employees recruited by the NGOs for the implementation of poverty alleviation projects coupled with insufficient skills has affected the social transformation of LRA displaced victims. The study also concludes that the inadequacy of the NGOs to appropriately use the funds received for poverty alleviation projects negatively influences social transformation. Further, inadequate facilities and equipment for strategic implementation has led to delays in the completion of the projects which could transform the livelihoods of the LRA displaced victims.

The study also concludes that by the donors not fully giving specific timelines for the strategic implementation of specific NGOs projects causes them to take more time in completing projects. Allowing NGOs to partially come up with an outline of how they will account for the strategic implementation of projects also leaves room for cover up on how the funds were used. The study further concludes that strategic implementation of NGOs' projects has a positive effect on social transformation of LRA displaced victims in Dungu Sub-County. However, by NGOs leaving out projects on education, income generating activities and security negates the influence of strategic implementation of their projects on social transformation of LRA displaced victims in Dungu Sub-County.

6.4. Ministerial Action

Table 6.1 Ministerial Action Work Plan

| Objective | Action Item | Description | Responsibility | Start date | End date | Percentage Complete | Budget |
|---|---|---|----------------|------------|-----------|---------------------|----------|
| Outlook on current situation NGO Project Leadership | Sensitization | Meeting with the NGOs in Dungu Sub-County to share findings of this study so as to enable the NGO leaders reflect on what they should be doing to transform livelihoods. | Fr. Emmanuel | 29/7/2022 | 29/7/2022 | 5% | N/A |
| Strategic vision | Setting a clear vision | A workshop with the NGO Leaders in Dungu Sub-County to educate them on how to set a clear vision of the projects being implemented for enhanced social transformation of displaced victims | Fr. Emmanuel | 15/8/2022 | 15/8/2022 | 20% | \$200.00 |
| Innovation | Innovativeness in the strategy implementation process | Preparation of guidelines that can be adopted by the NGO leaders to promote the exploration of new and better ways for strategy implementation by inspiring their employees to be more innovative for better project outcomes | Fr. Emmanuel | 22/8/2022 | 26/8/2022 | 10% | \$100 |
| Project participation | Participation by project beneficiaries | Meeting with the NGO leaders in Dungu Sub-County to sensitize them on the importance of encouraging the participation of | Fr. Emmanuel | 29/7/2022 | 29/7/2022 | 5% | N/A |

| | | | | | | | |
|--|--|--|--------------|-----------|-----------|-----|----------|
| | | displaced victims in transforming their livelihoods | | | | | |
| Project implementation procedures | Guidelines on writing down project procedures | A workshop with the NGO employees in Dungu Sub-County to sensitize them on how to come up with clear procedures for the activities being undertaken to guide operations | Fr. Emmanuel | 12/9/2022 | 12/9/2022 | 20% | \$200.00 |
| Project hierarchy and channel of communication | How to come up with a project hierarchy to enhance communication in the project implementation process | A seminar with the NGO leaders to sensitize them on how to come up with a project hierarchy to show the chain of command and also the importance of laying down procedures for strategy implementation and effectively communicating to the employees and other stakeholders so as to avoid delays | Fr. Emmanuel | 26/9/2022 | 27/9/2022 | 10% | \$200.00 |
| Human resources | Recruitment and training | Meeting with the NGO leaders to discuss the importance of recruiting enough personnel to take part in the implementation of strategies for social transformation and also the importance of continuously training them to ensure there is no skill gap | Fr. Emmanuel | 29/7/2022 | 29/7/2022 | 5% | N/A |
| Financial resources | Funding | Meeting with the NGO leaders to sensitize them on benefits of ensuring that the funds received from donors for poverty alleviation | Fr. Emmanuel | 29/7/2022 | 29/7/2022 | 5% | N/A |

| | | | | | | | |
|--------------------|--|---|--------------|-----------|-----------|-----|-----|
| | | projects are adequately used for such projects only | | | | | |
| Physical resources | Acquisition | Meeting with the NGO leaders to encourage them to acquire adequate facilities and equipment for strategy implementation of poverty alleviation projects to avoid delays in the completion of the projects. | Fr. Emmanuel | 29/7/2022 | 29/7/2022 | 5% | N/A |
| Donor policies | Use of funds by NGOs, timelines and accountability framework | Joint meeting with the donor agencies to recommend that they ensure that their policies clearly outline how the funds they donate should be used by the NGOs while also giving the specific timelines for project completion. The donor agencies will also be encourage to ensure that the donor policies contain an accountability framework which should be filled by the NGOs on regular basis for specific projects | Fr. Emmanuel | 3/10/2022 | 3/10/2022 | 15% | N/A |

6.5. Recommendations for Further Studies

This study was done among LRA displaced victims in Dungu Sub-County only. The study recommends that:

- a) Similar studies should be replicated in other regions in DRC with the aim of assessing how NGOs in those areas are advancing strategic implementation of projects for social transformation.
- b) This study mainly focused on NGO project leadership, NGO project structure, NGO project resources and NGO donor policy. However, other strategic implementation variables which affect social transformation should be investigated.
- c) This study only focused on strategic implementation of NGOs' projects, other studies focusing on strategic implementation by other organizations should be investigated.

REFERENCES

- Abakunzi, J., Nyamweya, M. N., & Borere, M. (2020). The Role of Non-Governmental Organizations Services on Poverty Reduction in Rwanda: Case of Caritas in Musanze District. *International Journal of Scientific and Research Publications*, 10(5), 2250-3153.
- Abramo, A., Cecchini, S. & Morales, B. (2019). *Social Programmes, Poverty Eradication and Labour Inclusion: Lessons from Latin America and the Caribbean*, ECLAC Books, No. 155 (LC/PUB.2015-P), Santiago, Economic Commission for Latin America and the Caribbean (CEPAL).
- Awolusi, D. O. (2020). Strategic leadership in post-conflict states: A study of The Democratic Republic of Congo (DRC). *Journal of Social and Development Sciences*, 10(4), 36-51
- Bakari, Z. (2015). *Effects of Organization Policies on Employee Performance: A case Study of Bamburi Cement Co. Ltd.* Technical University of Kenya Repository.
- Bass, B. M. (1997). Does Transformational Leadership Paradigm Transcend Organizational and National Boundaries? *American Psychologist*, 52(2), 130-139
- Bass, B. & Avolio, M. (1985). *Leadership and Performance Beyond Expectations*. New York: Free Press
- Benedict XVI (2005). *Deus Caritas*.
- Bertalanffy, L. (1968). *General System Theory: Foundation, Development, Applications*: New York, George Braziller
- Bhat, A., (2020). *Exploratory Research: Definition and Characteristics*. www.questionpro.com
- Burns, J. M. (1978). *Leadership*. New York: Harper and Row Publishers
- Cakir, F. & Adiguzel, Z. (2020). Analysis of Leader Effectiveness in Organization and Knowledge Sharing Behavior on Employees and Organization. *SAGE Open Journal*, January – March, 1-14
- Castles, S. (2010). Understanding Global Migration: A Social Transformation Perspective. *Journal of Ethnic and Migration Studies*, 36(10), 1565-1586.
- Chakraborty, S., Bandopadhyay, A. & Bhattacharya, S. (2019). *Importance of Human Resource Development in Poverty Eradication: Indian Experiences*. www.researchgate.net
- Chelimo, J. K. (2017). Effect of Dividend Policy on Share Price Performance: A Case of Listed Insurance Companies at the Nairobi Securities Exchange, Kenya. *International Journal of Accounting, Finance and Risk Management* 3(2), 98-106.

- Chiemeke, K. (2018). Investigating the Impact of Organization Policy towards Quality of Work Life on Employees Engagement in Manufacturing Companies in Nigeria. *European Journal of Economics and Business Studies*, 4(2), 141-152
- Council Vatican II (1965). *Gaudium et Spes*.
- Creswell, J. (2009). *Research Design Qualitative, Quantitative, and Mixed Methods Approaches*, 3rd Ed. Thousand Oaks, CA, Sage Publications.
- Csaszar, F. (2012). Organization Structure as a Determinant of Performance: Evidence from Mutual Funds. *Strategic Management Journal*, 33: 611-632.
- Csikszentmihalyi, M. (2014). *Replace with: Trochim, W. (2020). Measurement Validity Types*. www.socialresearchmethods.net
- Dahie, A. M. (2019). Role of Nongovernmental Organizations on Poverty Reduction: Empirical Study from Local NGOs in Mogadishu-Somalia. *European Journal of Research in Social Sciences*, 7(1),2056-5429.
- Danisman, S. Tosuntas, B. & Karadag, E. (2015). The Effect of Leadership on Organizational Performance. *Leadership and Organization Outcomes*. pp. 143-168.
- Davies, T. (2013). NGOs: A Long and Turbulent History. *The Global Journal*,(15), 28-34.
- Diaz. L. R. & Mazuera, N. R. (2014). *Leadership Characteristics that Shape the Leadership Style of Leaders of Financially Sustainable Social Innovation Projects: An Exploratory Study of the Perceptions of Project Managers in the UK*, Umeå School of Business and Economics. UK.
- Dive, B. (2020). *Accountability and Leadership in the Catholic Church: What Needs to be Improved*. Cambridge Scholars Publishing, Lady Stephenson Library, New Castle, UK
- Diwakar, V., Lemma, A., Shepherd, A. & Velde, D. (2019). *Economic Transformation and Poverty. Supporting Economic Transformation*. www.set.odi.org
- Eze, S., Bello, A. & Adekola, A. (2017). The Effects of Organizational Structure on the Performance of Organizations. *European Journal of Business and Innovation Research*, 5(6), 46-62.
- Fangwa, A., Flammer, C., Huysentruyt, M. &Quelin, B. (2019). *Improving the Corporate Governance of Non-Profits and the Implications for their Social Impact: Evidence from a Randomized Program in Healthcare in the Democratic Republic of Congo*. HEC Paris Research Paper, 1-44
- Fiedler, F. (1964). A Contingency Model of Leadership Effectiveness. *Advances in Experimental Social Psychology*, 1, 149-190
- Folger, J. (2020). *What is an NGO (Non-Governmental Organizations)?* www.investopedia.com

- Francis (2020). *Encyclical Letter “Fratelli Tutti” (on Fraternity and Social friendship)*. Vatican. Libreria Editrice Vaticana.
- Gitahi, A. & K’Obonyo, P. (2018). The Relationship between Organization Resources and Firm Performance of Companies Listed on the Nairobi Securities Exchange. *International Journal of Economics, Commerce and Management*, 6(5), 540-555.
- Giuliani, A. (2014). *Poverty and Conservation in Democratic Republic of Congo – What Role for a Network?* www.iied.org
- Gordon, J. (2021). *Systems Theory of Management*. www.thebusinessprofessor.com
- Gravetter, J. and Forzano, L. (2012). *Research Methods for the Behavioural Sciences*, 4th Ed. Belmont, CA, Wadsworth.
- Hosseinpour, H. & Tabari, M. (2016). The Relationship between Structure and Organization Performance from Emergency Staff Viewpoints. *International Journal of Nursing and Midwifery Science*, 3(2), 40-46.
- <https://www.caid.cd/index.php/donnees-par-province-administrative/province-de-haut-uele/territoire-de-dungu>.
- Hung, S. W., & Ma, D. (2012). An Alternative Resource-Based View of New Product Development: The Case of Industry. In *Proceedings of 2012 Annual Meeting of the Academy of International Business-US North East Chapter: Business Without Borders*.
- Hussaini, M. (2014). Poverty Alleviation Programmes in Nigeria: Issues and Challenges. *International Journal of Development Research*, 4(3), 717-720.
- Igbaekemen, G. & Odivwri, J. (2015). Impact of Leadership Style on Organization Performance: a Critical Literature Review. *Arabian Journal of Business and Management Review*, 5(142).
- Itumo, I. (2015). *Contributions made by Non-Governmental Organization Projects in Poverty Reduction in Kwale County, Kenya*. University of Nairobi Repository.
- Jurevicius, O. (2013). *VRIO Framework*.
<https://strategicmanagementinsight.com/tools/vrio.html>
- Karungani, P. W. & Ochiri, G. (2017). Effect of Leadership and Management Support to the Procurement Function on Organizational Performance. *International Journal of Economics, Commerce and Management*, 6(5), 811-819.
- Khan, F., Uddin, M., Fauzee, M. & Daud, Y. (2019). Role of Educated Leadership in Poverty Alleviation in Pakistan: A Quantitative Approach. *Journal of Managerial Science*, 12(3), 134-146.
- King-Hill, S. (2015). Critical Analysis of Maslow’s hierarchy of need. *The STeP Journal (Student Teacher Perspective)*, 2(4), 54-57.

- Kitonga, D. M. (2017). *Strategic Leadership Practices and Organizational Performance in not-for-profit Organizations in Nairobi County in Kenya, Nairobi, Kenya*. <http://ir.jkuat.ac.ke/bitstream/handle/123456789/2920>
- Kombo, D. K. & Tromp, D. L. A. (2006). *Proposal and theses writing: An Introduction*. Paulines Publications Africa.
- Korejan, M. & Shahbazi, H. (2016). An Analysis of the Transformational Leadership Theory. *Journal of Fundamental and Applied Sciences*, 8(3), 452-461
- Kouwa (2021). *Development Indicator Analysis: Dungu Territory, Gombe, Kinshasa, DR Congo*. <https://www.worldbank.org/en/country/drc/overview>
- Lai, C. & Lin, S. (2017). Systems Theory. In *The International Encyclopedia of Organizational Communication*. Scott, C. & Lewis, L. (Eds). John Wiley & Sons, Inc
- Leithwood, K. & Jantzi, D. (2005). A Review of Transformational Leadership Research 1996-2005, *Leadership Policy in Schools*, 4(3), 177-199
- Lewis, D. (2010). *Non-governmental Organizations, Definition and History*, London, UK.
- Little, W. & McGivern, R., (2014). *Introduction to Sociology*, 1st Ed, Open Stax College Textbook. Press books
- Lobron, R., Guillotin, B. & Pietrucha, M. (2019). Strategic Internationalization Starts at Home: The Case of Capacity Creation in the Democratic Republic of Congo. *Journal of Strategic Innovation and Sustainability*, 14(1), 27-37
- Lohr, L. S. (2010). *Sampling: Design and Analysis*. <https://www.researchgate.net>
- Lorette, K. (2018). *What is Strategic Implementation?* www.smallbusiness.chron.com
- Magombeyi, M. & Odhiambo, N. (2016). Poverty Alleviation Policies in Tanzania: Progress and Challenges. *Euro Economica Journal*, 35(2).
- McCombes, S. (2020). *Descriptive Research Design*. <https://www.google.com/search>
- Mon, M. (2019). Effect of Organizational Structure on Company Performance in Manufacturing Industry. *International Journal of Research and Innovation in Social Sciences*, 3(10), 265-270.
- Mowjee, T. (2009). *NGOs and Humanitarian Reform Mapping Study: Democratic Republic of Congo Report*. www.reliefweb.int
- Mugenda O. M., & Mugenda, A. G. (2003). *Research Methods. Quantitative & Qualitative approaches*, Nairobi, African Center for Technology Studies (ACTS).
- Mukongo, L. & Awolusi, O. (2019). Strategic Leadership in Post-Conflict States: A Study of the Democratic Republic of Congo. *Journal of Social and Development Science*. 10(4), 36-51

- Mutisya, M. R. (2016). *Influence of Non-Governmental Organizations Initiatives on Poverty Alleviation: Case of Innovations for Poverty Action in Sinai Slums, Nairobi County, Kenya*. <http://erepository.uonbi.ac.ke/bitstream/handle/11295>
- Mwai, G., Namada, J. & Katuse, P. (2018). Influence of Organization Resources on Organization Effectiveness. *American Journal of Industrial and Business Management*, 8, 1634-1656.
- Nassiuma D. K. (2000). *Survey Sampling: Theory and Methods*. Njoro, Kenya: Egerton University Press.
- Neuman, L. W. (2012). *Social Research Methods: Qualitative and quantitative approaches*.
- Nikkhah, H. & Redzuan, > (2017). The Role of NGOs in Promoting Empowerment for Sustainable Community Development. *Journal of Human Ecology*, 30(2), 85-92
- Northouse, P. (2007). *Leadership Theory and Practice*. 4th Edition, Thousand Oaks, CA: Sage Publications
- Ogaga, B., Ogendero, J. & Awino, Z. (2019). Corporate Strategy, Organization Structure and Organization Performance of Listed Companies in Emerging Markets: Kenyan Perspective. *International Journal of Economics, Business and Management Research*, 3(2), 125-143.
- Ogbo, A., Chibueze, N., Orga, C & Igwe, A. (2015). Impact of Structure on Organization Performance of Selected Technical and Service Firms in Nigeria. *Corporate Ownership and Control*, 13(1), 1278-1284.
- Onono, E. (2018). *The Impact of Organization Structure on Performance of General Electric Africa*. United States International University Repository.
- Pallegadara, A. (2014). Impacts of NGO intervention on poverty reduction: an empirical evidence from rural Sri Lanka. *International Journal of Sustainable Economy*, 1-22.
- Peretomode, O. (2012). Situational and Contingency Theories of Leadership: Are They The Same? *Journal of Business and Management*, 4(3), 13-17
- Pierli, F., & Selvam, S. G. (2017). Understanding and Studying Social Transformation in Africa. *African Journal of Social Transformation*. (1), 1-11.
- Pontifical Council for Justice and Peace (2012) *Compendium of the Social Doctrine of the Church*, Nairobi: Paulines Publications Africa.
- Poole, M. S. (2014). Systems Theory. In I. L. Putman & D. K. Mumby (Eds). *The SAGE Handbook of Organizational Communication: Advances in Theory, Research and Methods* , 49-74, Thousand Oaks, CA: Sage
- Rabie M. (2013) *Social Transformation. In: Global Economic and Cultural Transformation*. Palgrave Macmillan, New York.
https://doi.org/10.1057/9781137365330_4.

- Raditloaneng, W., Chawawa, M. & Shalyefu, K. R. (2015). *A case study on training and leadership: Implications for lifelong learning and poverty reduction in Africa*, University of Botswana and University of Namibia, Botswana & Namibia. www.ub.bw
- Ravelo, J. (2018). *Filipino NGOs Unite to Address Extreme Poverty*. www.devex.com
- Rehman, S., Mohamed, R. & Ayuop, H. (2019). The Mediating Role of Organization Capabilities between Organization Performance and its Determinants. *Journal of Global Entrepreneurship Research*, 30 (2019).
- Rich, J. (2016). Changing Dollars into Zaires: The Challenges of a Humanitarian Aid NGO in the Democratic Republic of Congo, 1965-1972, *The International Journal of African Historical Studies*, 49(1), 77-101
- Rufanges, J. & Aspa, J. (2016). *Democratic Republic of Congo: A Review of 20 Years of War*. www.reliefweb.int
- Shembe, S. (2014). Role of Traditional Leadership in Service Delivery: A Case Study of eThekweni Municipality. *University of Kwa Zulu – Natal Research Space*.
- Simin, M., Abdullah, R. & Ibrahim, A. (2015). Influence of Local Leadership in Poverty Eradication among the Orang Asli Communities in the State of Terengganu, Malaysia. *Asia Social Sciences*, 11(21), 342-349.
- Singh, P. and Cludasama, H. (2020). Evaluating Poverty Alleviation Strategies in a Developing Country. *PLoS ONE*, 15(1), e0227176.
- Suleiman, N., Abba, M. & Yahaya, L. (2018). Explored and Critique of Contingency Theory for Management Accounting Research. *International Journal Accounting and Financial Management*, 4(5), 40-50
- Tashman, P. & Marano, V. (2010). Dynamic Capabilities and Base of the Pyramid Business Strategies. *Journal of Business Ethics*, 89: 495-514.
- The New African Bible (2011). Nairobi: Paulines Publications Africa.
- United Nations (2016). *UN and Africa: focus on civilians in Central Africa, Libya and sustainable industrial development*. UN News.
- United Nations (2020). Province Orientale-Districts des Haut et Bas-Uele- Mouvements de population suite aux attaques de la LRA-Situation dans les districts des Haut et Bas-Uele.
- United Nations, (2020). *World Social Report 2020: Inequality in a Rapidly Changing World*. www.un.org
- United Nations Development Programme (UNDP) (2010). <http://www.undp.org>
- World Bank, (2013). *A Stronger, Connected, Solutions World Bank Group*, World Bank Group Strategy, Washington DC.

- World Bank (2016). *World Development Report*. <https://www.worldbank.org>
- World Bank (2018). *The World Bank in Democratic Republic of Congo*. <https://www.worldbank.org>
- World Bank (2021). *Democratic Republic of Congo Overview*. <https://worldbank.org>
- Yukl, G. A. (1999). An Evaluation of Conceptual Weaknesses in Transformational and Charismatic Theories. *Leadership Quarterly*, 10(2), 285-305

APPENDICES

Appendix I: Consent Form

| |
|---|
| Strategic implementation of non-governmental organizations projects for social transformation in Dungu Sub County, Democratic Republic of Congo |
| The primary aim of this research is to examine the where there is a big number of LRA displaced victims. The respondents are urged to respond to questionnaires as a voluntary act. The key informants are also urged to be interviewed by the researcher as a voluntary act. |
| GIMIKO TUNGUSE EMMANUEL, Reg. No 19/00613 |
| Master's student in Social Transformation at Tangaza University College |
| Kenya/Nairobi/Karen/Langata South Road, +254720914958, egims111@gmail.com |
| Contact of the college: P. O. Box 15055-00509 Langata South Rd, Nairobi, Kenya Tel:+254 722204724 |
| Signed by researcher: |
| Date:..... |
| Statement to be signed: <ul style="list-style-type: none">• I confirm that the organizer has explained fully the nature of the project and all the activities which I will be asked to do. I confirm that I have had enough opportunity to ask questions about this project.• I understand that my participation is voluntary and that I may withdraw at any time during the project, without having to give a reason.• I agree to take part voluntary in this project. |
| Signature:..... |
| Date:..... |

Appendix II: Questionnaire for Registered NGOs' Employees

Section A: Background information

1. Level of Education:

Secondary level () Tertiary level () University level ()

2. What is the organization orientation?

Development () Humanitarian () Development & Humanitarian ()

Other ()

3. How long have you been engaged in the implementation of poverty alleviation projects in Dungu Sub-County?

1-2 Years () 3-5 Years () 6-8 Years () 9-11 Years ()

12 Years and above ()

4. What is the nature of your NGO?

Donor funded () An NGO partner ()

An NGO agent at the grassroots () Others _____

5. What is the target sector of your organization in Dungu Sub-County?

Education () Health care () Food Security ()

Income generation ()

Section B: NGO Leadership

What is the influence of NGO project leadership on social transformation in Dungu Sub-County, Democratic Republic of Congo?

Key: 1 = Very low extent, 2 = Low extent, 3 = Moderate extent, 4 = High extent,

5 = Very High extent

| | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| The NGOs' leaders have a clear of projects being undertaken to enhance social transformation | | | | | |
| The NGOs' leaders tries to promote exploration of new and better ways of implementing strategies for better outcome | | | | | |
| The NGOs' leaders are willing to work towards a better future for the LRA victims | | | | | |
| The NGOs' leaders share with employees the vision of transforming livelihoods of displaced victims | | | | | |
| The NGOs' leaders encourage the participation of the beneficiaries on the poverty alleviation projects | | | | | |
| The NGOs' leaders empower the project beneficiaries to ensure they actively take part in transforming their livelihoods | | | | | |

Section C: NGO Project structure

What is the influence of NGO project structure on social transformation in Dungu Sub-County, Democratic Republic of Congo?

Key: 1 = Very low extent, 2 = Low extent, 3 = Moderate extent, 4 = High extent,

5 = Very High extent

| | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| The procedures for the activities to be undertaken in strategic implementation of poverty alleviation projects are clearly written down to guide operations | | | | | |
| The rules to be followed in strategy implementation are clearly and effectively communicated to the employees | | | | | |
| The project hierarchy clearly shows the chain of command to guide the employees as they implement poverty alleviation projects for social transformation of displaced victims | | | | | |
| The project structure ensures that there is effective communication to the employees as they implement strategies | | | | | |
| An effective communication channel enhances the efficiency of operations for the poverty alleviation projects | | | | | |

Section D: NGO Project resources

What is the influence of NGO project resources on social transformation in Dungu Sub-County, Democratic Republic of Congo?

Key: 1 = Very low extent, 2 = Low extent, 3 = Moderate extent, 4 = High extent,

5 = Very High extent

| | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| The NGOs recruit enough employees to assist in project activities | | | | | |
| The NGOs train their employees to enhance their skill development for enhanced social transformation of displaced victims | | | | | |
| The NGOs attract funds to be used for project activities and social transformation of the community | | | | | |
| The NGOs budget and adequately use the funds received to implement strategies for enhanced social transformation | | | | | |
| There are adequate facilities to be used by the NGOs for project activities that socially transform the displaced victims livelihoods | | | | | |
| There are adequate equipment available for the NGOs to use | | | | | |

Section E: NGO Donor policy

What is the influence of NGO donor policy on social transformation in Dungu Sub-County, Democratic Republic of Congo?

Key: 1 = Very low extent, 2 = Low extent, 3 = Moderate extent, 4 = High extent, 5 = Very High extent

| | 1 | 2 | 3 | 4 | 5 |
|---|----------|----------|----------|----------|----------|
| The donors outline how the funds donated should be used by the NGOs | | | | | |
| The donors give the timelines for the strategic implementation of specific NGOs' projects | | | | | |
| The donors outline how NGOs should account for the strategic implementation of projects' | | | | | |

Appendix III: Interview Guide for Key Informants (Community and Church Leaders) in Dungu Sub-County

Section A: NGO Leadership

What is your opinion on the following questions that relate to the influence of leadership towards social transformation in Dungu Sub-County, DRC?

1. Please explain how the NGOs' leaders allow the displaced victims to take part in the projects?

.....

2. In your opinion, what change has been witnessed in the livelihoods of the displaced victims after being involved in the implementation of NGO projects?

.....

3. Please explain how the NGOs' leaders empower the members to the community to ensure there is continuity of managing their projects in Dungu Sub-County?

.....

Section B: NGO Project structure

What is your opinion on the following questions that relate to the influence of project structure on social transformation in Dungu Sub-County, DRC?

1. Please explain how the procedures laid down by the NGOs clarify the activities being undertaken as they implement poverty alleviation projects in the area?

.....

In your opinion, do the NGO employees follow rules when implementing the projects?

.....

2. Please explain the channel of communication the NGO employees use to communicate on how they implement poverty alleviation projects in Dungu Sub-County?

.....

Section C: Social Transformation

What is your opinion on the following questions in relation to social transformation in Dungu Sub-County?

1. Kindly explain how the community members have been able to get access to education due to the intervention of the NGOs?

.....

Please explain how the displaced victims have been able to engage in income generating activities under the guidance of the NGOs?

.....

2. Please explain how the NGOs have ensured that the displaced victims have enough food based on the implementation of projects?

.....

3. How has the implementation of NGO projects facilitated the access of health care services by the war victims in Dungu Sub-County?

.....

Thank you very much for your cooperation!

Appendix IV: Interview Guide for LRA Displaced Victims (representatives) in Dungu Sub-County

Section A: NGO Leadership

What is your opinion on the following questions that relate to the influence of leadership towards social transformation in Dungu Sub-County, DRC?

4. Please explain how the NGOs’ leaders allow the displaced victims to take part in the projects?
.....

5. In your opinion, what change has been witnessed in the livelihoods of the displaced victims after being involved in the implementation of NGO projects?
.....

6. Please explain how the NGOs’ leaders empower the members to the community to ensure there is continuity of managing their projects in Dungu Sub-County?
.....

Section B: NGO Project structure

What is your opinion on the following questions that relate to the influence of project structure on social transformation in Dungu Sub-County, DRC?

3. Please explain how the procedures laid down by the NGOs clarify the activities being undertaken as they implement poverty alleviation projects in the area?
.....

4. In your opinion, do the NGO employees follow rules when implementing the projects?

.....

- 5. Please explain the channel of communication the NGO employees use to communicate on how they implement poverty alleviation projects in Dungu Sub-County?

.....

Section C: Social Transformation

What is your opinion on the following questions in relation to social transformation in Dungu Sub-County?

- 4. Kindly explain how the community members have been able to get access to education due to the intervention of the NGOs?

.....

- 5. Please explain how the displaced victims have been able to engage in income generating activities under the guidance of the NGOs?

.....

- 6. Please explain how the NGOs have ensured that the displaced victims have enough food based on the implementation of projects?

.....

How has the implementation of NGO projects facilitated the access of health care services by the war victims in Dungu Sub-County?

.....

Thank you very much for your cooperation!

Appendix V: Translated Consent Form

| |
|--|
| Mise en Oeuvre Stratégique des Projets des ONGs pour la transformation Sociale dans le Territoire de Dungu, République Démocratique du Congo |
| L'objectif principal de cette recherche était d'examiner le rôle de la mise en œuvre stratégique des projets de ONGs pour la transformation sociale dans le territoire de Dungu, RDC, où il y a un grand nombre de victimes (déplacés) de la LRA. Les répondants ont été invités à répondre aux questionnaires comme un acte volontaire. Et les informateurs clés ont été invités à être interrogés par le chercheur comme un acte volontaire. |
| GIMIKO TUNGUSE EMMANUEL, Reg. No 19/00613 |
| Etudiant de Master en Transformation Sociale a Tangasza University College |
| Kenya/Nairobi/Karen/Langata South Road, +254720914958, egims111@gmail.com |
| Contact of the college: P. O. Box 15055-00509 Langata South Rd, Nairobi, Kenya Tel:+254 722204724 |
| Signed by researcher: Date:..... |
| Déclaration à signer: <ul style="list-style-type: none">• Je confirme que l'organisateur a bien expliqué la nature du projet et toutes les activités qui me seront demandées. Je confirme que j'ai eu l'occasion de poser des questions sur ce projet.• Je comprends que ma participation est volontaire et que je peux me retirer à tout moment au cours du projet, sans avoir à donner de raison.• J'accepte de participer volontairement à ce projet. Signature:..... Date:..... |

Appendix VI: Questionnaire pour les employés des ONG senregistrés

Section A: Généralités

1. Niveau d'étude:

Education primaire () Education secondaire () Education universitaire ()

2. Quelle est l'orientation de votre ONG?

Développement () Humanitaire () Développement & Humanitaire () autre ()

3. Pour combien de temps avez-vous été engagé dans les projets de réduction de la pauvreté dans le territoire de Dungu?

1-2 ans () 3-5 ans () 6-8 ans () 9-11 ans () 12 ans et plus ()

4. Quelle est la nature de votre ONG?

Financement par le donateurs () ONG partenaire () ONG locale ()

autre _____

5. Quel est le secteur d'intervention de votre ONG dans le territoire de Dungu?

Education () Santé () Sécurité alimentaire () Activités de production locale ()

Sécurité () Autre ()

Section B: Leadership

Quel est le rôle du leadership dans le processus de la transformation sociale dans le territoire de Dungen, RDC?

1. Très élevé 2. Elevé 3. Modéré 4. Bas 5. Très bas

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Les dirigeants des ONGs ont une idée claire des résultats des projets de réduction de la pauvreté entrepris pour la transformation sociale | | | | | |
| Les dirigeants des ONGs essaient de promouvoir l'exploration de nouvelles et meilleures façons de mettre en œuvre des stratégies pour de meilleurs résultats | | | | | |
| Les dirigeants des ONGs sont prêts à œuvrer pour un avenir meilleur des victimes de la LRA | | | | | |
| Les dirigeants des ONGs tentent de découvrir le potentiel des employés afin de réaliser la vision de transformer les moyens de subsistance des victimes de la LRA | | | | | |
| Les dirigeants des ONGs encouragent la participation des bénéficiaires aux projets de lutte contre la pauvreté | | | | | |
| Les dirigeants des ONGs responsabilisent les bénéficiaires du projet pour s'assurer qu'ils participent activement à la transformation de leurs moyens de subsistance | | | | | |
| Donnez des raisons | | | | | |

Section C: Organisation Structurelle

Quel est le rôle de l'organisation structurelle dans le processus de la transformation sociale dans le territoire de Dungu, RDC?

1. Très élevé 2. Elevé 3. Modéré 4. Bas 5. Très bas

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Les procédures des activités à entreprendre dans la mise en œuvre stratégique des projets de réduction de la pauvreté sont clairement écrites pour guider les opérations | | | | | |
| Les règles et procédures à suivre dans la mise en œuvre de la stratégie sont clairement et efficacement communiquées aux employés | | | | | |
| La structure du projet favorise le travail d'équipe parmi les employés lorsqu'ils mettent en œuvre des projets de réduction de la pauvreté pour la transformation sociale des victimes de la LRA | | | | | |
| La structure du projet garantit que les employés surmontent les obstacles et travaillent ensemble afin de progresser dans la mise en œuvre des activités | | | | | |
| Il y a une efficacité des opérations grâce à la visibilité claire des procédures à suivre par chaque employé | | | | | |
| Un canal de communication efficace améliore l'efficacité des opérations pour les projets de réduction de la pauvreté | | | | | |
| Donnez des raisons | | | | | |

Section D: Organisation des Ressources

Quelle est l'influence des ressources organisationnelles des projets de réduction de la pauvreté sur la transformation sociale dans le territoire de Dungu, RDC?

1. Très élevé 2. Elevé 3. Modéré 4. Bas 5. Très bas

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Les ONGs recrutent suffisamment d'employés pour aider à la mise en œuvre stratégique des projets | | | | | |
| Les ONGs forment leurs employés pour améliorer le développement de leurs compétences pour une meilleure transformation sociale des victimes de la LRA | | | | | |
| Les ONGs attirent des fonds à utiliser pour la mise en œuvre stratégique de projets de réduction de la pauvreté | | | | | |
| Le budget des ONGs et l'utilisation adéquate des fonds reçus permettent de mettre en œuvre des stratégies visant à promouvoir la transformation sociale | | | | | |
| Il existe des installations adéquates que les ONGs peuvent utiliser pour la mise en œuvre stratégique afin de transformer socialement les moyens de subsistance des victimes de la LRA | | | | | |
| Les ONG disposent d'outils et d'équipement adéquats pour la mise en œuvre stratégique de projets de réduction de la pauvreté | | | | | |
| Donnez des raisons | | | | | |

Section E: La Politique des Donateurs

Quelle est votre opinion sur les déclarations suivantes concernant le rôle de la politique des donateurs dans la mise en œuvre stratégique des projets de réduction de la pauvreté sur la transformation sociale dans le territoire de Dungu, RDC?

1. Très élevé 2. Elevé 3. Modéré 4. Bas 5. Très bas

| | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Les donateurs expliquent comment les fonds donnés devraient être utilisés par les ONGs | | | | | |
| Les donateurs donnent les échéanciers pour la mise en œuvre stratégique des projets spécifiques des ONG | | | | | |
| Les donateurs expliquent comment les ONG doivent rendre compte de la mise en œuvre stratégique des fonds des projets | | | | | |
| Donnez des raisons | | | | | |

Appendix VII: Guide d'interview pour les informateurs clés(chefs des communautés et responsables des paroisses (églises) dans le territoire de Dungu

Section A: Généralités

1. Quel est le nom de votre axe?

Dungu-Doruma () Dungu-Duru ()Dungu-Faradje ()

3. Niveau d'étude:

Pas d'éducation formelle () Education primaire () Education secondaire ()

Education universitaire ()

Section B: Leadership

Quelle est votre opinion sur les déclarations suivantes concernant le rôle du leadership sur la transformation sociale dans le territoire de Dungu, RDC?

1. Les dirigeants des ONG permettent-ils aux victimes de la LRA de participer à la mise en œuvre des projets de lutte contre la pauvreté?

Oui () Non ()

Veillez expliquer votre réponse

.....

2. Les dirigeants des ONGs responsabilisent-ils les membres de la communauté pour assurer la continuité de la gestion des projets de réduction de la pauvreté dans le territoire de Dungu?

Oui () Non ()

Veillez expliquer votre réponse

.....

Section C: Structure organisationnelle

Quelle est votre opinion sur les déclarations suivantes concernant le rôle de la structure du projet sur la transformation sociale dans le territoire de Dungu, RDC?

1. Les ONGs vous informent-elles des activités entreprises lorsqu'elles mettent en œuvre des projets de réduction de la pauvreté dans la région?

Oui () Non ()

Veillez expliquer votre réponse

.....

2. Les employés de l'ONG travaillent-ils en équipe lorsqu'ils mettent en œuvre des projets de réduction de la pauvreté dans le sous-comté de Dungu?

Oui () Non ()

Veillez expliquer votre réponse

.....

Section E: Transformation Sociale

Quelle est votre opinion sur les déclarations suivantes concernant la transformation sociale dans le territoire de Dungu?

1. Les membres de la communauté ont-ils pu accéder à l'éducation grâce à l'intervention des ONGs?

Oui () Non ()

Veillez expliquer votre réponse

.....

2. Les victimes de la LRA ont-elles pu s'engager dans des activités génératrices de revenus sous la direction des ONGs?

Oui () Non ()

Veillez expliquer votre réponse

.....

3. Les victimes de la LRA ont-elles suffisamment de nourriture sur la base de l'approvisionnement des ONGs?

Oui () Non ()

Veillez expliquer votre réponse

.....

4. Les victimes de la LRA peuvent-elles facilement accéder aux services de soins de santé dans le territoire de Dingu?

Oui () Non ()

Veillez expliquer votre réponse

.....

Merci pour votre collaboration!

Appendix VIII: Guide d'interview pour les informateurs clés (victimes de la LRA)

Section A: Généralités

1. Quel est le nom de votre axe?

Dungu-Doruma () Dungu-Duru ()Dungu-Faradje ()

3. Niveau d'étude:

Pas d'éducation formelle () Education primaire () Education secondaire ()

Education universitaire ()

Section B: Leadership

Quelle est votre opinion sur les déclarations suivantes concernant le rôle du leadership sur la transformation sociale dans le territoire de Dungu, RDC?

1. Les dirigeants des ONG permettent-ils aux victimes de la LRA de participer à la mise en œuvre des projets de lutte contre la pauvreté?

Oui () Non ()

Veillez expliquer votre réponse

.....

2. Les dirigeants des ONGs responsabilisent-ils les membres de la communauté pour assurer la continuité de la gestion des projets de réduction de la pauvreté dans le territoire de Dungu?

Oui () Non ()

Veillez expliquer votre réponse

.....

Section C: Structure organisationnelle

Quelle est votre opinion sur les déclarations suivantes concernant le rôle de la structure du projet sur la transformation sociale dans le territoire de Dungu, RDC?

1. Les ONGs vous informent-elles des activités entreprises lorsqu'elles mettent en œuvre des projets de réduction de la pauvreté dans la région?

Oui () Non ()

Veillez expliquer votre réponse

.....

2. Les employés de l'ONGs travaillent-ils en équipe lorsqu'ils mettent en œuvre des projets de réduction de la pauvreté dans le sous-comté de Dungu?

Oui () Non ()

Veillez expliquer votre réponse

.....

Section E: Transformation Sociale

Quelle est votre opinion sur les déclarations suivantes concernant la transformation sociale dans le territoire de Dungu?

1. Les membres de la communauté ont-ils pu accéder à l'éducation grâce à l'intervention des ONGs?

Oui () Non ()

Veillez expliquer votre réponse

.....

2. Les victimes de la LRA ont-elles pu s'engager dans des activités génératrices de revenus sous la direction des ONGs?

Oui () Non ()

Veillez expliquer votre réponse

.....

3. Les victimes de la LRA ont-elles suffisamment de nourriture sur la base de l'approvisionnement des ONGs?

Oui () Non ()

Veillez expliquer votre réponse

.....

4. Les victimes de la LRA peuvent-elles facilement accéder aux services de soins de santé dans le territoire de Dingu?

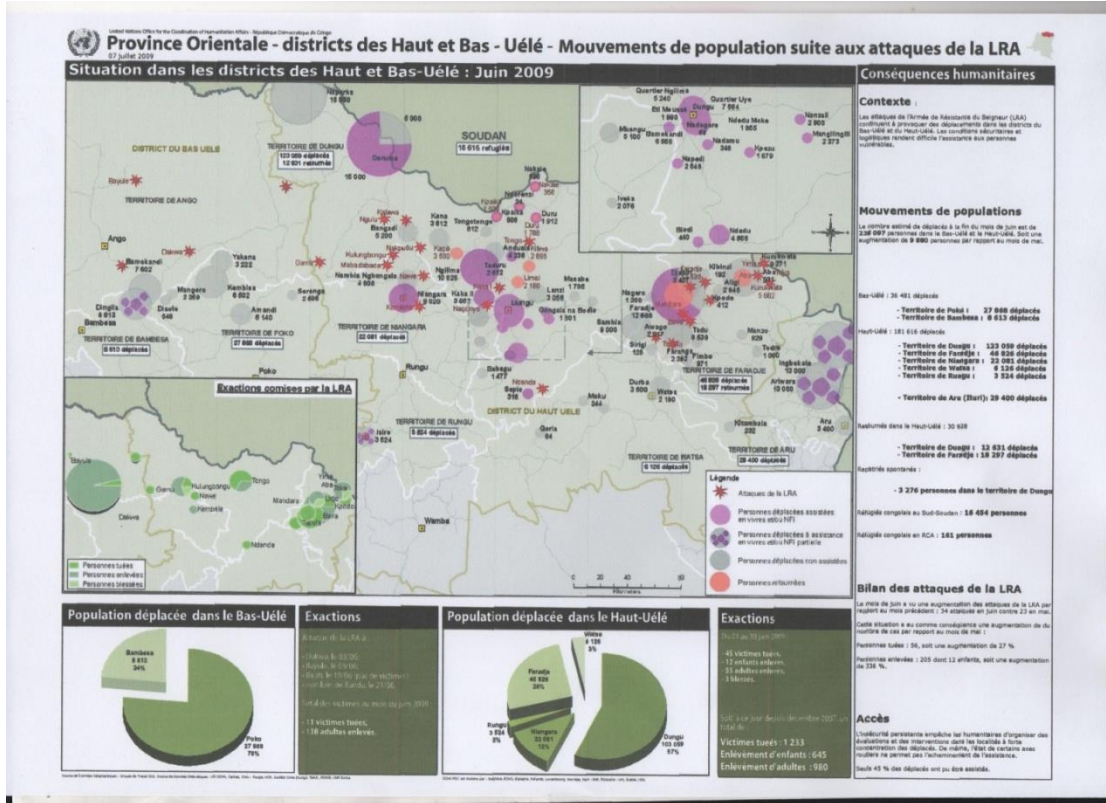
Oui () Non ()

Veillez expliquer votre réponse

.....

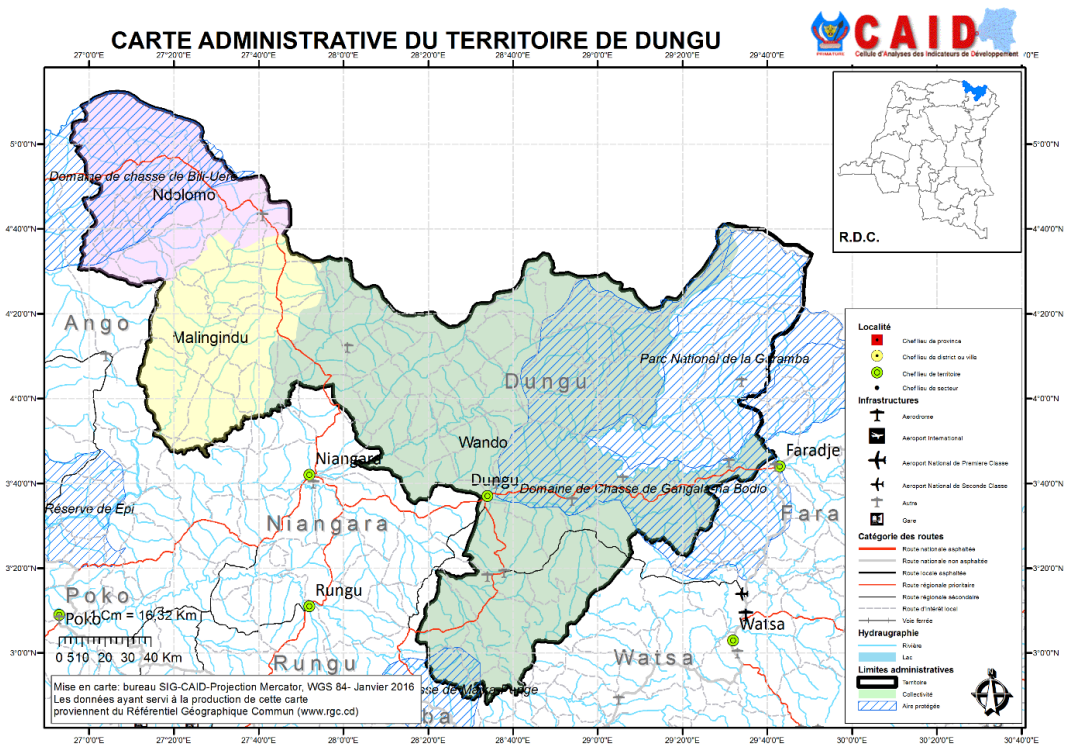
Merci pour votre collaboration!

Appendix IX: Map of Dungu Sub-County with Areas affected by LRA attacks in DRC



Axes affected by LRA attacks in the Dungu Sub-County (United Nations, 2020)

Appendix X: Administrative Map of Dungu Sub-County



Appendix X: Ethical Clearance Letter



TANGAZA UNIVERSITY COLLEGE

The Catholic University of Eastern Africa

OFFICE OF THE DIRECTOR OF POST-GRADUATE STUDIES

E-mail: dir.pgsr@tangaza.ac.ke

Website: www.tangaza.ac.ke

OUR Ref: DPGSR/ER/06/2021

Date: 19th June 2021

Gimiko Tunguse Emmanuel
Institute for Social Transformation
School of Arts and Social Sciences
Tangaza University College

Dear Gimiko,

RE: RESEARCH AUTHORISATION FOR GIMIKO TUNGUSE EMMANUEL, REG. NO. 19/00613

Reference is made to your letter dated 6th June 2021 requesting for ethical clearance of your research proposal to carry out a study on "*Strategic implementation of NGOs' projects for social transformation in Dungu Sub-County, DRC*".

I am pleased to inform you that, your research proposal has been reviewed and you can now apply for research permit. You are advised that before collecting data for your study, you get a **research permit** from the respective body that regulates research in DRC as your study involves human subjects. The permit should be attached as appendix in the final thesis. Please note that your research will not be accepted without this permit. You are also advised to adhere to the code of ethics of protection of human subjects during the entire process of your study.

This approval is valid for one year from **19th June 2021**.

Please, ensure that after the data analysis and final write up, you soft copy of the thesis to the Director of Post-Graduate Studies - Tangaza University College for records purposes.

Yours sincerely,



DANIEL M. KITONGA (Ph.D.)
Director, Post-Graduate Studies
Tangaza University College

CC: Dr. Aloys Otieno Ojore - Programme Leader, MA in Social Transformation (IST)

Appendix IX: Research Authorization Letter



TANGAZA UNIVERSITY COLLEGE

The Catholic University of Eastern Africa

DIRECTORATE OF POST-GRADUATE STUDIES

E-mail: dir.pgsr@tangaza.ac.ke Website: www.tangaza.ac.ke

OUR Ref: DPGSR/ERC/6/2021

Date: 19th June 2021

To Whom It May Concern

Dear Sir/Madam,

Re: Research Permit for Gimiko Tunguse Emmanuel

This is to confirm to you that the person named above is a bona fide student at Tangaza University College (TUC). He is registered in the Institute for Social Transformation (Reg. No 19/00613) and he is pursuing a degree in Master of Arts in Social Transformation.

Gimiko has met all our provisional academic requirements leading to data collection. However, he cannot proceed to the field before getting a Research Permit from the relevant research authorising body in DRC. Kindly assist him to process the permit for the same purpose. Thanking you in advance for your cooperation

Yours sincerely,



Daniel M. Kitonga (Ph.D.)
Director, Post-Graduate Studies

CC:

Dr. Aloys Otieno Ojore – Programme Leader, MA in Social Transformation (IST)

Appendix XI: Research Permit



REPUBLIQUE DEMOCRATIQUE DU CONGO
MINISTERE DE L'ENSEIGNEMENT SUPERIEUR ET UNIVERSITAIRE
UNIVERSITE BATISSONS L'ESPOIR DE DUNGU
UBECA/DUNGU
SECRETARIAT GENERAL ACADEMIQUE
DUNGU
Email : ubecar18@gmail.com



AUTORISATION DE RECHERCHE

L'Université Bâtissons l'Espoir au Centre de l'Afrique, dans le cadre de la collaboration interuniversitaire et sur recommandation des autorités de « TANGAZA UNIVERSITY COLLEGE » de NAIROBI au KENYA, autorise l'étudiant GIMIKO TUNGUSE Emmanuel, Reg N°19/00613 à effectuer sa recherche dans le cadre de sa Thèse de Master en Transformation Sociale avec spécialisation en Management, dont le sujet est : « Strategic Implementation of ONGs' Projects for Social Transformation in Dungu Sub-County, RDC »

Cible pour la recherche VICTIMES DE LRA ET QUELQUES
Date... 20/06/2021... ONGs

Nombres : Heures, jours, semaines ou mois... DEUX... SEMAINES

Fait à Dungu, Le 20/06/2021



Philibert MBOLIGIHE KAMIADUNGA
Philibert MBOLIGIHE KAMIADUNGA
Secrétaire General Académique

Visa de l'autorité Territoriale
de 20/06/2021

Mme BANGABA INILUNGA Clémentine



Turnitin Originality Report

TANGAZA UNIVERSITY COLLEGE,
 Catholic University of Eastern Africa,
 Chief Librarian
 P. O. Box 15055,
 00509 - Nairobi.

Processed on: 21-Mar-2022 08:57 EAT
 ID: 1788991912
 Word Count: 28141
 Submitted: 1

| Similarity Index | Similarity by Source |
|------------------|---|
| 14% | Internet Sources: 13% Publications: 2% Student Papers: 6% |

**STRATEGIC IMPLEMENTATION WITHIN
 NON-GOVERNMENTAL
 ORGANIZATIONS PROJECTS FOR
 SOCIAL TRANSFORMATION IN DUNGU
 SUB-COUNTY, DEMOCRATIC**

Oliver

**REPUBLIC OF CONGO By Gimiko
 Tunguse Emmanuel**

< 1% match (Internet from 30-May-2021)
<http://repository.tangaza.ac.ke:8080/xmlui/bitstream/handle/20.500.12342/1121/DOCTORATE%20THESIS%2029%20December%202020.pdf?isAllowed=y&sequence=1>

< 1% match (Internet from 30-May-2021)
<http://repository.tangaza.ac.ke:8080/xmlui/bitstream/handle/20.500.12342/1100/THESIS%20CORPUS%20FOR%20BINDING.pdf?isAllowed=y&sequence=1>

< 1% match (Internet from 30-May-2021)
<http://repository.tangaza.ac.ke:8080/xmlui/bitstream/handle/20.500.12342/1021/ANGELINE%20LAINAH%20CHANGAMBIKA.pdf?isAllowed=y&sequence=1>

< 1% match (Internet from 30-May-2021)
<http://repository.tangaza.ac.ke:8080/xmlui/bitstream/handle/20.500.12342/1078/Thesis%20scs%20T.pdf?isAllowed=y&sequence=1>

< 1% match (Internet from 30-May-2021)
http://repository.tangaza.ac.ke:8080/xmlui/bitstream/handle/20.500.12342/1178/FrKakeetoRogersCSC_ThesisFinal2021January.pdf?isAllowed=y&sequence=1

< 1% match (Internet from 09-Mar-2022)
<http://repository.tangaza.ac.ke:8080/xmlui/bitstream/handle/20.500.12342/1023/SR.%20GEORGETTE%20THESIS.pdf?isAllowed=y&sequence=1>

< 1% match (Internet from 30-May-2021)
<http://repository.tangaza.ac.ke:8080/xmlui/bitstream/handle/20.500.12342/822/MARY%20%20THESIS%20%28WIP%29%20%28Autosaved%29%20AUGUST.pdf?isAllowed=y&sequence=1>

< 1% match (Internet from 30-May-2021)
<http://repository.tangaza.ac.ke:8080/xmlui/bitstream/handle/20.500.12342/413/Exploring%20Communication%20Breakdown%20as%20a%20Pathway%20to%20Divorce%20among%20Yo%2c%20Zimbabwe.pdf?isAllowed=y&sequence=1>

< 1% match (Internet from 30-May-2021)
<http://repository.tangaza.ac.ke:8080/xmlui/bitstream/handle/20.500.12342/1038/AVOSA%20SOFT%20COPY-%20THESIS%202020.pdf?isAllowed=y&sequence=1>

< 1% match (Internet from 06-Dec-2021)
<http://erepository.uonbi.ac.ke/bitstream/handle/11295/97389/DANCAN%20ODHIAMBO%20CHIENG%20PROJECT%202016.pdf?isAllowed=y&sequence=1>

< 1% match (Internet from 04-Feb-2022)
<http://erepository.uonbi.ac.ke/bitstream/handle/11295/155941/David%20Onguka%20%20Ph.D%20Thesis.pdf?isAllowed=y&sequence=1>

< 1% match (Internet from 22-Jul-2020)
http://erepository.uonbi.ac.ke/bitstream/handle/11295/56297/Keriri_Factors%20influencing%20adoption%20of%20Solar%20technology.pdf?sequence=5

< 1% match (Internet from 22-Jul-2020)
http://erepository.uonbi.ac.ke/bitstream/handle/11295/93204/Njoroge_Effect%20Of%20Domestic%20Public%20Debt%20On%20Economic%20Growth%20In%20Kenya.pdf?is_sequence=3

< 1% match (Internet from 07-Feb-2022)
<http://erepository.uonbi.ac.ke/bitstream/handle/11295/108922/WANYAMA%20DUNCAN%20FINAL%20PROJECT.pdf?isAllowed=y&sequence=1>