

Growth in the Midst of Perpetual Dependency

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## Abstract

International aid is a powerful, beneficial tool that has been known to improve many situations in a variety of targeted communities. While aid does provide basic necessities and resources to beneficiaries, it has the potential to simultaneously hinder or slow the development and independence of the assisted people groups if not correctly implemented. Samaritan's Purse, a Christian Non-Governmental Organization (NGO) based in Boone, North Carolina, provides a variety of domestic and international relief services that break the trend of dependency through their encouragement of local self-sufficiency and growth. Specifically, Samaritan's Purse's Karamoja Integrated Maternal Child Health (KIMCH) project, based in Karamoja, Uganda, illustrates proper aid implementation that has succeeded in providing resources, growth, independence, and long-term hope for the entire community. The purpose of this thesis is to further investigate international aid along with the specific KIMCH project in order to propose a beneficial and efficient model of international aid that results in positive outcomes and promotes self-sufficiency.

## Growth in the Midst of Perpetual Dependency

Modern society is witnessing a world unlike any other. Through advanced technology, travel, and communication, Nations are instantly connected to one another and global events. This heightened global connection includes international humanitarian aid. Humanitarian aid and development are typically either government funded or privately funded by non-governmental organizations (NGOs). One would think that humanitarian intervention is a good, successful, and noble effort by willing and compassionate contributors. However, if not carefully planned, implemented, and monitored in appropriate contexts, aid can actually destroy self-sufficiency and stunt the growth of host countries' populations. It is imperative that organizations find effective aid implementation methods that stimulate and build host countries' capacities for growth and self-sufficiency. Samaritan's Purse, an NGO located in Boone, North Carolina, is implementing and maintaining aid efforts in many countries around the world through a variety of agriculture, sanitation, water, maternal, education, construction, feeding, and disaster response aid programs. The reasons for their success should be evaluated and understood by donors and other organizations in order to better the international aid process. Samaritan's Purse's heightened awareness of host country's contexts and external factors along with their practical, empowering, monitored, and grassroots responses, as evidenced by this thesis's case study of Samaritan's Purse's Karamoja Integrated Maternal Child Health (KIMCH) project in Uganda, presents a successful model of international aid that should be considered by all NGOs.

### **African Nations' Contexts and Challenges**

African countries consist of cultures that prioritize community, a majority of republic governments, and slow economics. First, Africa's culture can be understood through the people's value of community. William Darley and Charles Blankson, both scholars in business and marketing, summarize different cultural findings with relation to marketing in their article, "African Culture and Business Markets: Implications for Marketing Practices." According to Darley and Blankson, Africans believe that good behavior "conform[s] to customs and traditions of the community," "man must live in harmony with the universe," religion is important, "the past and present are more important than the future," elders should be respected, "group rights" are valued, "[a]uthority is inherent in one's position within a hierarchy," and that customs should be preserved.<sup>1</sup> All of these factors influence the way outside countries interact with African countries and the way the African countries receive that interaction, especially aid. Organizations participating in international aid should be aware of these specific cultural trends that could negatively or positively affect their project. For example, it would be wise for organizations to implement a project that includes community initiative and involvement due to the stress and importance of community.

Second, African governments predominantly consist of republics due to colonialism's heavy influence. Uganda, in particular, is classified as a "presidential republic" with three branches of government: executive, legislative, and judicial.<sup>2</sup>

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<sup>1</sup> William Darley and Charles Blankson, "African Culture and Business Markets: Implications for Marketing Practices," *Journal of Business and Industrial Marketing* 23, no. 6 (2008): 378, accessed June 20, 2016, <http://dx.doi.org/10.1108/08858620810894427>.

Therefore, the general structure of the country is similar to that of the United States.

Because Uganda's government is similar in structure and avoids totalitarian and communist structural barriers, the aid process is possible. However, government controls, agendas, and politics affect the availability and smoothness of external aid and development in African countries like Uganda. Todd Moss, Chief Operating Officer and Senior Fellow of the Center For Global Development, explains a phenomenon called the "Big Man' syndrome" in his book, *African Development: Making Sense of the Issues and Actors*.<sup>3</sup> Big men are leaders that stay in power for extended periods of time in African governments. Their extended rule produces "power concentration, personal rule, and pervasive patronage."<sup>4</sup> This syndrome affects aid in the sense of availability. If a big man is open to aid and development investment then there are better chances of entering a country. But if a big man is closed to external investment, then the aid process will be much more difficult and may be even impossible. NGOs, such as Samaritan's Purse, typically work in foreign countries through grassroots efforts. Therefore, because NGOs are not transferring aid via governments, their understanding of the foreign government's position relative to aid and welfare is crucial for smooth implementation. Uganda is currently ruled by a big man, Yoweri Museveni. Roger Tangri and Andrew M. Mwenda, Ugandan political expert and Ugandan journalist respectively, explain that Museveni maintains his control by dismissing other government branch authority, maintaining

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<sup>2</sup> "Government: Uganda," CIA World Factbook, accessed June 20, 2016, <https://www.cia.gov/library/publications/the-world-factbook/geos/ug.html>.

<sup>3</sup> Todd J. Moss, *African Development: Making Sense of the Issues and Actors* (Boulder: Lynne Rienner Publishers, 2007), 37.

<sup>4</sup> *Ibid.*, 39.

military support and control, and by maintaining international support.<sup>5</sup> However, even though a big man is in power in Uganda, international aid is still welcome due to its benefits.<sup>6</sup> Therefore, NGOs have a financial platform to impact Uganda. As Moss summarizes, “the most important factors in development success are the attitudes, intentions, and actions of the host governments.”<sup>7</sup> When working with different government structures and power politics, NGOs must be careful to avoid overstepping boundaries or hierarchies established by the “big man” or authorized government.

Lastly, the economics of African countries should be given serious consideration when creating an effective aid model. There are six main economic factors that specifically affect African aid: slow economic growth, restrictive business environment, poverty, economically-knit community, and short-term view of finances. African countries are comprised of slow growing economies that, as Moss explains, result from components such as geography, climate, and ethnic diversity. Geography hinders economic growth because of the trade and transportation limitations of landlocked countries. The climate affects the economy by straining the agriculture industry through difficult rain seasons. Ethnic diversity negatively affects the economy due to the lack of coherency and organization between ethnicities.<sup>8</sup> To create an effective aid plan it is important to understand that these natural inhibiting features cannot be changed, but

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<sup>5</sup> Roger Tangri and Andrew M. Mwenda, “President Museveni and the Politics of Presidential Tenure in Uganda,” *Journal Of Contemporary African Studies* 28, no. 1 (January 2010): 47, accessed October 22, 2016, *Academic Search Complete*, EBSCOhost.

<sup>6</sup> *Ibid.*, 45-46.

<sup>7</sup> Moss, 131.

<sup>8</sup> *Ibid.*, 93-94.

rather worked with. In addition to the slow economic growth, African countries are also not conducive to local businesses. It is very difficult for locals to create business and revenue with the lack of skills, resources, and nationalization.<sup>9</sup> If citizens do not have the proper training or resources, they are automatically unprepared for successful business transactions. Therefore, NGO efforts that implement training alongside resource provision improve the beneficiaries' chances of succeeding through behavior change and knowledge implementation. One of the most important and obvious economic struggles of Africa is poverty. Moss explains that there are many factors affecting poverty levels, which include slow growth and geography.<sup>10</sup> When creating an effective aid plan it is important to consider what goals are to be accomplished under high poverty levels. For example, while centralized aid plans attempt to target poverty in general, NGOs have the capability of targeting certain populations with particular poverty issues through grassroots efforts.

The last two economic factors describe the people's economic and finance views and interactions. First, Africans are closely knit through economics. David Maranz, a scholar in international development and Summer Institute of Linguistics (SIL) International worker, describes this phenomenon in *African Friends and Money Matters*. Maranz explains that "Africans are very sensitive and alert to the needs of others and are quite ready to share their resources," and "[b]eing involved financially and materially with friends and relatives is a very important element of social interaction."<sup>11</sup> Therefore,

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<sup>9</sup> Moss, 235.

<sup>10</sup> Ibid., 171-172.

there is a sense of community even within African economics. Lastly, Africans have a short-term view of economics. Maranz explains that “[r]esources are to be used, not hoarded,” “[b]udgeting, in a formal accounting sense, is not an accepted way of handling personal finances,” and “[t]he value of a development project is not to be measured by its long-term success.”<sup>12</sup> These African views demonstrate the economical shortsightedness that shapes the way Africans share, borrow, trade, and do business with one another. To combat short-term mindsets, aid organizations must be proactive in educating Africans on the value of long-term development and resource management. An understanding of these African economic views along with the other cultural and governmental attributes is essential in order to create a proper aid response.

### **Non-Governmental Organizations**

Opposite of the aid beneficiaries are the donors, which include governments, private donors, and NGOs. Ian Little and Juliet Clifford, both knowledgeable in development economics and authors of *International Aid: An Introduction to the Problem of the Flow of Public Resources from Rich to Poor Countries*, explain the history and rise of aid, stating that international aid has been occurring for years, especially through Britain and France’s development in colonies.<sup>13</sup> While large portions of aid and development first flowed from Europe, the United States has contributed recently. Little and Clifford continue to explain that “[t]he history of USA aid is the most important,

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<sup>11</sup> David E. Maranz, *African Friends and Money Matters: Observations from Africa* (Dallas: SIL International and International Museum of Cultures, 2001), 20, 23.

<sup>12</sup> *Ibid.*, 16, 43, 150.

<sup>13</sup> I. M. D. Little and J.M. Clifford, *International Aid: An Introduction to the Problem of the Flow of Public Resources from Rich to Poor Countries* (London: Allen and Unwin, 1965), 17.

since the volume of USA aid has far outstripped the total aid provided by other countries.”<sup>14</sup> While Little and Clifford’s findings highlights specific, centralized government aid, non-governmental aid has also played a large role in the aid realm. Non-governmental aid, given through organizations such as Samaritan’s Purse, has been more effective than centralized aid due to the stress on targeted, community grassroots efforts. According to Michael Yaziji and Jonathan Doh, business department professors of International Institute for Management Development and Villanova University respectively, and co-authors of *NGOs and Corporations: Conflict and Collaboration*:

[T]he UN describes an NGO as: any non-profit, voluntary citizens’ group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of services and humanitarian functions, bring citizens’ concerns to Governments, monitor policies and encourage political participation at the community level. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Some are organized around specific issues, such as human rights, the environment or health.<sup>15</sup>

NGOs strive to serve and alleviate needs of distressed people around the world through a variety of methods that include short-term disaster relief, food provision, educational and training programs, orphan care, health care, sanitation, and business development. Some prominent NGOs include Food for the Hungry International (FHI), World Food Programme (WFP), International Committee of the Red Cross (ICRC), International Rescue Committee (IRC), and World Vision International. All of these NGOs target different people groups with different goals. For example, WFP is “the food aid arm of

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<sup>14</sup> Little and Clifford, 24.

<sup>15</sup> Michael Yaziji and Jonathan P. Doh, *NGOs and Corporations: Conflict and Collaboration* (Cambridge: Cambridge University Press, 2009), 4.

the United Nations system,” and seeks to provide and improve development opportunities through food aid.<sup>16</sup>

However, certain aspects and goals set some NGOs apart from others. Samaritan’s Purse embodies a variety of different aid approaches, including those mentioned above. The difference between Samaritan’s Purse and other NGOs is that their goal is not just to aid other people, but also to spread their Christian faith and use it as a platform for work and aid excellence. Samaritan’s Purse’s mission statement states that “[s]ince 1970, Samaritan’s Purse has helped meet needs of people who are victims of war, poverty, natural disasters, disease, and famine with the purpose of sharing God’s love through His Son, Jesus Christ. The organization serves the church worldwide to promote the Gospel of the Lord Jesus Christ.”<sup>17</sup> All NGOs have this ability to embody unique principles and beliefs through their assistance and influence. The key is to maximize these distinct traits in order to best serve the targeted population. Samaritan’s Purse does exactly that as they seek to preserve their values amongst their target groups. Their implementation of Christian values and beliefs alongside their thorough aid process fosters a healthy environment for target groups to thrive and become more self-sufficient.

### **Non-Governmental Organization’s Potential Damaging Effects**

There are obvious needs in third-world countries that should be addressed. NGOs have stepped onto this global platform of need in order to solve these issues, which has produced a positive initial reaction. Externally, it appears that NGO involvement simply

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<sup>16</sup> World Food Programme, “Mission Statement,” accessed September 26, 2016, <http://www.wfp.org/about/mission-statement>.

<sup>17</sup> Samaritan’s Purse, “About Us,” accessed June 22, 2016, <http://www.samaritanspurse.org/our-ministry/about-us/>.

provides food, shelter, sanitation, and other necessities to host populations. However, international aid, if not correctly implemented, can actually create adverse effects that are either seen or unseen. There are three main aid dilemmas, which include host dependency, lack of donor efficiency, and magnitude, that NGOs fall prey to if they do not take proper precautions and utilize effective method procedures.

**Dependency.** Dependency, created by international aid, is a long-term issue that will affect all sectors of society including the culture, government, and economy. Specifically, dependency within the aid context refers to the host country's population's inability to return to self-sufficiency in any area of life, especially financial. For example, populations will stop looking for long-term income jobs if they know that a foreign government or NGO will subsidize them and their families. However, dependency can potentially damage all sectors of society. Michael Maren, author of *The Road to Hell: The Ravaging Effects of Foreign Aid and International Charity*, writes how aid attempts damaged the health systems in a third world country. Abdirahman Osman Raghe, a witness to aid effects in Somalia, stated that “[w]e once had so many pharmacies here. Pharmacists knew their jobs. Now there are people handing out drugs who are not trained, because of the donated drugs from the international community that are so cheap. Any kind of drug is in the market from all countries.”<sup>18</sup> This health system example provides a unique depiction of dependency damages. People begin to lose their jobs, consume aid from other countries, and enter a cycle of poverty-stricken dependency.

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<sup>18</sup> Michael Maren, *The Road to Hell: The Ravaging Effects of Foreign Aid and International Charity* (New York: Free Press, 1997), 166.

The idea of poverty-stricken dependency can be understood in what Christopher Wraight, Royal Institute of Philosophy professor and author of *The Ethics of Trade and Aid*, calls the “poverty trap.”<sup>19</sup> Wraight, in his analysis of UN Secretary General Special Advisor Jeffrey Sach’s research, explains that “individuals become so pushed just to make ends meet – to find enough to eat, to clothe themselves and their families – that they have no left-over resources to invest for the future.”<sup>20</sup> Therefore, if aid continues to satisfy basic needs, communities will never rise above just meeting these basic needs to earn a profit, invest in future expenditures, and take ownership of community projects and personal goals. For example, Tony Ogwal, a Samaritan’s Purse employee for a ministry project in Karamoja, Uganda, explains that teaching the natives to invest money, which they earned by selling homemade products such as soap, in their “vulnerable” neighbors was difficult because they just wanted to provide for themselves. However, Ogwal continues to explain that “they have begun taking ownership of the program. They seek out people in the community to help, and they organize their own meetings. The project now belongs to them.”<sup>21</sup> Once the Karamojong people realized they could provide for themselves and care for their neighbors, they took more initiative and ownership of the project. They broke through the poverty cycle and invested back into their community. However, if organizations do not carefully craft aid projects in a

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<sup>19</sup> Christopher D. Wraight, *The Ethics of Trade and Aid: Development, Charity, or Waste?* (London: Continuum, 2011), 100.

<sup>20</sup> *Ibid.*, 101.

<sup>21</sup> Samaritan’s Purse, “Helping Vulnerable People in Karamoja,” *Animals Agriculture and Livelihoods*, September 14, 2014, accessed October 2, 2016, <https://www.samaritanspurse.org/article/helping-vulnerable-people-in-karamoja/>.

manner that requires local participation and ownership, poverty-stricken communities will never develop and learn how to overcome the “poverty trap.”

**Lack of donor efficiency.** Another issue that negatively affects host populations is the lack of donor efficiency, which includes not knowing host population’s needs and not coordinating with other aid donors to efficiently provide. William Easterly, New York University Professor of economics and author of *Reinventing Foreign Aid*, explains that “[s]ome argue that aid programs do not sufficiently reflect local priorities and do not involve local recipients (government and nongovernment entities) in their design.”<sup>22</sup> Because local community objectives are not included in all aid projects, the host populations receive fewer benefits. For example, if an African community needed a well to supply water to their crops, a donation of seeds would not contribute to the overarching objective. This flaw leaves issues untouched with a continual need. Second, Easterly writes that “[d]onor activities are not well harmonized with multiple donors financing similar projects, each with its own independent design, implementation, monitoring, and evaluation systems.”<sup>23</sup> For example, two organizations could enter a food-distribution project giving grain and oats. This produces a surplus of grain and oats, while neglecting another food staple, such as beans. Therefore, the host population benefits, but does not receive all that it could in variety. It is important that organizations communicate with host populations and other organizations to avoid a lack of efficiency in aid projects.

**Magnitude.** The problem of magnitude can be understood as effectiveness as a whole. After exploring and investigating the effects and results of international aid,

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<sup>22</sup> William Easterly, *Reinventing Foreign Aid* (Cambridge, Massachusetts: MIT Press, 2008), 436, accessed May 8, 2016, *EBSCOhost eBook Collection*.

<sup>23</sup> *Ibid.*, 437.

Graham Hancock, author of *Lords of Poverty: The Power, Prestige, and Corruption of the International Aid Business*, concludes that “aid is far too small in macro-economic terms to do much good to anyone.”<sup>24</sup> This statement describes larger government-funded projects, which applies less to non-government aid projects. NGO projects, especially those carried out by Samaritan’s Purse, target specific groups of people, which implies that results and success will be measured in proportion to the target population size. The results will not be measured by centralized government standards and those of international development, but rather by local and community progress. Therefore, the level of assistance and effectiveness can be measured by individual organizations’ goals and objectives among target communities.

### **Samaritan’s Purse Case Study**

This thesis will specifically evaluate Samaritan’s Purse’s Karamoja Integrated Maternal Child Health (KIMCH) project because of its successful consideration and response to Ugandan maternal and child health problems. The United Kingdom’s government department responsible for international aid, the Department for International Development (DFID), funded the KIMCH project. The Global Poverty Action Fund (GPAF) partnership funded the grant. Jigsaw Consult conducted an independent evaluation of the KIMCH project and initially provides the project’s goals as follows:

The project was designed to contribute to MDGs [millennium development goals] 4 and 5 in Uganda: to reduce child mortality and to improve maternal health. It also supported MDGs 3 and 6, promoting gender equality among communities in

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<sup>24</sup> Graham Hancock, *Lords of Poverty: The Power, Prestige, and Corruption of the International Aid Business* (New York: Atlantic Monthly Press, 1989), 189.

Karamoja and helping to combat disease, in particular malaria and other common diseases in children under five.<sup>25</sup>

Therefore, Samaritan's Purse's overarching goal is to improve maternal and child health in a struggling Ugandan region. Based on the following evaluation and results, Samaritan's Purse achieved their goal without economically or socially damaging the African community during a three-year period extending from April 2012 to March 2015.

### **Context**

Samaritan's Purse's involvement with the Karamoja region began before the KIMCH project started. According to the Jigsaw Consult, "SP [Samaritan's Purse] has had a presence in Uganda since the mid-1990s and has been delivering health projects in Uganda since 2003. It began working in Karamoja in 2009, providing World Food Programme assistance."<sup>26</sup> Therefore, there was a prior relationship established in the region. The evaluation also explains the health of the region, stating that "the Karamoja sub-region lies in north east Uganda, bordering Kenya and South Sudan. Health indicators in Karamoja have historically been very poor: infant and maternal mortality rates are high and there is chronic under-nutrition."<sup>27</sup> The most recent Demographic and Health Survey reported that for Karamoja "in 2011, the U5MR [under-five mortality rate] stood at 90/1,000 live births and the MMR [maternal mortality ratio] at 310/100,000 live births. The principle causes of child death were: malaria (22%), neonatal complications

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<sup>25</sup> Lydia Tanner et al., "Samaritan's Purse Karamoja Maternal and Child Health (MCH) Project Evaluation," *Jigsaw Consult*, 13.

<sup>26</sup> *Ibid.*, 5-6.

<sup>27</sup> *Ibid.*, 11.

(21%), diarrhoeal disease (16%), pneumonia (14%) and other infections (14%).”<sup>28</sup> Many of these poor health indicators result from poor internal factors and limitations. The evaluation explains that some of these internal hindrances include a food shortage, sparse health centers, “[l]imited access to health centres,” “illiteracy,” and “decades of aid [that] created dependency, with the result that women and communities are not empowered to look for their own solutions to health, nutrition and other needs.”<sup>29</sup>

In addition to these internal health limitations, the general African views and contexts previously evaluated in this thesis, such as financial and cultural traditions, also influence the health of Karamojong project recipients. For example, “some women believe that a stranger’s presence during delivery can harm the baby.”<sup>30</sup> Because of this view, women are less likely to prefer a doctor during childbirth, which creates a greater health risk when complications occur. While this belief may appear to be a simple cultural difference, it does affect Samaritan’s Purse’s approach and implementation methodology.

### **Care Group Model**

The care group model was chosen as the KIMCH project implementation method. The care group model is a tool that empowers the individuals within the community to teach and challenge one another. The Care Group Info website, a website devoted to explaining care groups and empowering organizations to implement relevant tools and methodology, states that in a care group “each volunteer is responsible for regularly

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<sup>28</sup> Tanner et al., 13.

<sup>29</sup> Ibid., 11-12.

<sup>30</sup> Ibid., 12.

visiting 10-15 of her neighbors, sharing what she has learned and facilitating behavior change at the household level.”<sup>31</sup> For example, one volunteer woman will attend an informational meeting with other volunteers. After attending the educational meeting on a certain topic, the volunteer will visit her assigned neighbors and share the information. In an ideal situation, the volunteer woman will hold her neighbors accountable and strive to see results in each household. This method is very community oriented, which gives hope for success in community orientated African villages.

Samaritan’s Purse chose 2,130 Leader Mothers (LMs) who were then separated into 219 care groups.<sup>32</sup> Leader Mothers are the women that attended the informational meetings with the following responsibility of sharing that information to neighbor women. In Karamoja “[t]he majority of families live in a ‘*manyatta*,’ a small collection of households. The care group model of identifying LMs to train their peers allows for identification of a woman from each *manyatta* who can be an example to the NW [neighbor women] living immediately around her.”<sup>33</sup> According to the available data, 35,597 neighbor women were reached by the LMs.<sup>34</sup>

In addition, the care group model provided a way for women to obtain knowledge, share that knowledge, and “promote female leadership” in a region where men are considered dominant, which “can prevent women from taking positive actions

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<sup>31</sup> “Definition and Criteria,” *Care Groups Info*, accessed July 18, 2016, [http://caregroups.info/?page\\_id=35](http://caregroups.info/?page_id=35).

<sup>32</sup> Tanner et al., 21.

<sup>33</sup> *Ibid.*, 14.

<sup>34</sup> *Ibid.*, 22.

about their health.”<sup>35</sup> The care group model presented a positive educational environment that eventually led to a total of 37,727 women learning more about and improving their lives through nutrition, hygiene and sanitation, common childhood illnesses, and antenatal and delivery care.

**Modules and results.** Samaritan’s Purse chose to target four main categories “deemed important for promoting positive behaviour and reducing maternal and child mortality: nutrition, common childhood illnesses, antenatal and delivery care, and hygiene and sanitation.”<sup>36</sup> First, within the nutrition category the women were educated in “breastfeeding practice, appropriate complementary feeding of children ages 6-24 months, and balanced diets within pregnancy.”<sup>37</sup> Nutrition is important for mothers and children because it helps determine health, performance, and life expectancy of both. If a child is receiving the proper nutrition during pregnancy, infancy, and childhood years then their chances for growth and life increase. The project implementers did experience difficulties in this module. Many of the implementation struggles were due to a lack of resources.<sup>38</sup> Mothers and children were not receiving the proper nutrition because of the difficulty in obtaining a variety of healthy and nutritious foods. In addition to resource deficiency, implementers also experienced struggles in addressing alcohol consumption, especially during pregnancy. According to the observation, “[a]lcohol is also perceived as

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<sup>35</sup> Tanner et al., 14.

<sup>36</sup> Ibid.

<sup>37</sup> Ibid., 28.

<sup>38</sup> Ibid., 29.

a food source because local beers are made from sorghum.”<sup>39</sup> When pregnant women continue to ignorantly drink alcohol during their pregnancy, their babies have a high risk of developing Fetal Alcohol Syndrome. Fetal Alcohol Syndrome effects include retardation, “heart, lung, and kidney defects,” and delayed motor skills.<sup>40</sup> To avoid birth defects and complications, mothers must avoid alcohol consumption during pregnancy. The Jigsaw Consult Evaluation mentioned that “an increased focus in teaching is recommended,” in order to promote awareness concerning negative alcohol effects.<sup>41</sup> However, even with these internal barriers, results were achieved. The evaluation states that “[t]he percentage of caregivers reporting their children received an appropriate diet during the previous 24-hours rose from 17% in 2012 to 55% in 2015.”<sup>42</sup> The fact that diets improved provides proof that children’s nutritional health can improve as a result of awareness and education. In addition, there were also positive results within the breastfeeding portion of the nutrition module. From 2012 to 2015 there was an increase from 49.5% of infants 0-5 months who were exclusively breastfed to 92.4%.<sup>43</sup> According to World Health Organization, “[b]reast milk promotes sensory and cognitive development, and protects the infant against infectious and chronic diseases. Exclusive breastfeeding reduces infant mortality due to common childhood illnesses such as

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<sup>39</sup> Tanner et al., 30.

<sup>40</sup> National Organization on Fetal Alcohol Syndrome, “FASD: What Everyone Should Know,” accessed October 24, 2016, [http://www.nofas.org/wp-content/uploads/2014/08/Fact-sheet-what-everyone-should-know\\_old\\_chart-new-chart1.pdf](http://www.nofas.org/wp-content/uploads/2014/08/Fact-sheet-what-everyone-should-know_old_chart-new-chart1.pdf).

<sup>41</sup> Tanner et al., 30.

<sup>42</sup> Ibid., 28.

<sup>43</sup> Ibid., 29.

diarrhoea or pneumonia, and helps for a quicker recovery during illness.”<sup>44</sup> Therefore, the increase in exclusive breastfeeding improves the development and health of the breastfed child.

Hygiene and sanitation education heavily impacted the community and fostered substantial results. The Jigsaw Consult Evaluation explains that:

This is also the area where the evaluation team saw the most significant direct impact. In focus groups, both LMs and NW [neighbor women] were able to describe good hygiene practices. They also recognised the direct positive link between hygiene and sanitation practices, disease prevention, and improved perinatal outcomes.<sup>45</sup>

Some of the hygiene practices included washing hands, bathing, and proper defecation disposal. According to an LM, “[w]e didn’t use to make the children wash their hands. Now we and our children wash our hands before and after eating ... We know that there is poverty here, but at least even when there is hunger, we know how to keep our children clean.”<sup>46</sup> This testimony, along with others, demonstrates behavioral changes that are increasing good sanitation and health among the community.

The care of common illnesses was a category that focused primarily on education and prevention. According to the study, “[i]n Uganda, around 75% of deaths in children under five result from pneumonia, diarrhoea and malaria. These deaths are preventable through antibiotics, oral rehydration therapy, good breastfeeding practices

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<sup>44</sup> World Health Organization, “Exclusive Breastfeeding,” *Nutrition*, accessed September 28, 2016, [http://www.who.int/nutrition/topics/exclusive\\_breastfeeding/en/](http://www.who.int/nutrition/topics/exclusive_breastfeeding/en/).

<sup>45</sup> Tanner et al., 25.

<sup>46</sup> Ibid.

and the use of insecticide-treated nets.<sup>47</sup> Therefore, Samaritan's Purse first needed to educate the mothers and families on simple tactics to prevent childhood illnesses and death. The follow-up steps included the distribution of preventative materials, such as insecticide-treated nets (ITNs). First, "[i]n 2012, 14% of female caregivers and 12% of male caregivers could name preventative actions; this increased to 59% and 55% respectively in 2015."<sup>48</sup> This high increase in preventative knowledge shows that parents became better educated and consequently better equipped to appropriately respond to certain illnesses. The increase in knowledge led to positive behavior changes, which resulted in "a statistically significant increase in the percentage of caregivers reporting treatment of fever within 24 hours from 30% to 50%."<sup>49</sup> In addition, there was a rise in the use of ITNs among children with data showing an increase from 30.0% children using ITNs in 2012 to 97.1% in 2015.<sup>50</sup> This is a significant rise in preventative measures, which provided more children with protection against mosquitos that could potentially spread malaria, one of the common causes of childhood death. The simple educational session along with the increase in practical applications protects many children from illnesses that would otherwise claim their health and lives.

Lastly, the module concerning antenatal and delivery care achieved results despite community and cultural concerns. Many of the difficulties present in this module were

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<sup>47</sup> Tanner et al., 25-26.

<sup>48</sup> Ibid., 26.

<sup>49</sup> Ibid., 27.

<sup>50</sup> Ibid.

related to the clinic, its distance, clinic costs, and clinic practices.<sup>51</sup> The approach in this module was also educational in its stress of important antenatal and delivery care with clinic involvement. Some of the substantial results are as follows:

The percentage of women reporting to attend 4 or more antenatal clinics rose from 60% to 90%; the percentage of women reporting to deliver with a skilled birth attendant rose from 39% to 82%; and the percentage of women reporting to attend postnatal care rose from 43% to 91%. All increases were statistically significant and represent an impressive impact on attitudes towards skilled maternal care.<sup>52</sup>

Because an increased number of women chose to receive clinic care, it is likely that their health, safety, and birth procedures improved due to skilled medical assistance. One Karamojong woman quoted in a survey that “[t]he leader mother took me to the hospital; I had a caesarean. It was because of knowledge from this programme. Otherwise I would have died. I would have thought, I have delivered 5 here, I can deliver again. But the rest of the LMs took me and said you must go to the hospital.”<sup>53</sup> This is one success story that saved the mother’s life due to clinical assistance. In general, the modules’ emphasis on increased nutritional practices, hygiene and sanitation practices, common illnesses prevention, and antenatal and delivery care all positively impacted the LMs and NW. When women and families learn and understand proper maternal and child care practices, their lives improve with the implementation of applied knowledge and skill.

### **Unintended Results**

In addition to the positive results from the care groups and modules, there were also other unintended results including the positive effect on Karamojong men. During

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<sup>51</sup> Tanner et al., 30.

<sup>52</sup> Ibid., 31.

<sup>53</sup> Ibid.

care group lessons for the women, men would gather around and also listen.<sup>54</sup> Because the men listened to the module information, they also became educated on maternal and child health problems, solutions, and prevention. This is considered a huge success in Karamoja due to the previously described role of men in households. Because the men are dominant figures in their homes, their support and understanding of the conditions and health of their wives and children promotes the continuation and success of the program. It allows for the education and awareness among different genders and classes within the community. Some men even began to participate in health initiatives. One man, Raphael, began to assist his wife by attending meetings in her place if she was busy, taking care of the children, cleaning the home, and even sharing with NW.<sup>55</sup> This man's involvement, along with others, creates a broad scope of impact and encouragement among other locals who may not be completely convinced by the project health changes.

### **Monitoring and Evaluation**

All of the project initiatives and results would not be seen without monitoring and evaluation records. Samaritan's Purse implemented qualitative and quantitative data techniques to ensure proper measurement. The qualitative data consisted of beneficiary feedback. Samaritan's Purse staff collected feedback on what information beneficiaries learned, what changes beneficiaries saw in the community, and what topic changes beneficiaries would like to see in the care groups.<sup>56</sup> The quantitative data included surveys to measure behavior changes along with monthly monitoring data that included

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<sup>54</sup> Samaritan's Purse, "Global Poverty Action Fund: Project Completion Report 2015," 11.

<sup>55</sup> Ibid.

<sup>56</sup> Samaritan's Purse, "Global Poverty Action Fund," 16.

“care group attendance, the number of women met by each LM, births, child deaths, and maternal deaths.”<sup>57</sup> By maintaining monthly numbers, Samaritan’s Purse and Jigsaw Consult were able to analyze data, measure results, and make changes for the following months based on the previous months’ results.

### **Sustainability**

Part of the project’s success includes its ability to continue without the supervision of Samaritan’s Purse. The first evidence of the KIMCH project’s sustainability is the functioning aspect of the care group model. Because the community members fuel the project, it is easier to maintain the project after the NGO staff has left. In addition to the natural functioning success of the care group model, Samaritan’s Purse also ensured sustainability through prolonged educational opportunities. According to the Project Completion Report, Samaritan’s Purse made sure that each community had one Village Health Team (VHT), and “[s]ince the VHTs are under the government health structure the government will be responsible to make sure that they continue carrying out their interventions.”<sup>58</sup> Samaritan’s Purse’s project report also explained that “[t]he project also trained 610 VHTs, in collaboration with IRC, a partner organisation, and the Napak district government.”<sup>59</sup> Therefore, there were positive interactions with other organizations in the area and the local government in order to ensure external cooperation and sustainability. Samaritan’s Purse facilitated an outlet that allowed for the continuation of knowledge and community health growth without their staff’s presence.

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<sup>57</sup> Tanner et al., 9.

<sup>58</sup> Samaritan’s Purse, “Global Poverty Action Fund,” 15.

<sup>59</sup> Ibid.

### **Success in the Face of Opposition**

NGOs are constantly fighting battles throughout their work. Because of the variety of locations, cultures, funding, and project styles, NGOs are presented with a pallet of options and obstacles in creating a model of success. While they will never achieve perfection, NGOs can better their organization and avoid detrimental aid effects on host populations by choosing effective options in planning, project management, and project implementation. Samaritan's Purse has demonstrated present success as previously detailed throughout their KIMCH project. Because they succeeded in project management, carry-out, and sustainability, it is crucial to evaluate reasons for their success. According to the KIMCH project and project management research there exists three parts of successful aid: motivation, aid objectives, and project management.

#### **Motivation**

An organization's motivation is the driving force behind all other project components, including aid objectives and project management. The motivation defines the reason for the aid intervention and how it is implemented. Samaritan's Purse's mission is to aid hurting populations with the purpose of glorifying God. This religious motivation is specifically demonstrated in the Biblical parable of the Good Samaritan, which provides an image and format for aid that Samaritan's Purse has chosen to embody. Luke 10:30-37 explains that an outcast of Jewish society, a Samaritan, stopped to assist an injured man on the side of the road. The Samaritan bandaged the man's wounds, transported him to an inn, and ensured that he was cared for, physically and

financially, until he was healed.<sup>60</sup> This Biblical story parallels the aid process that Samaritan's Purse incorporated in the KIMCH project, including witnessing a situation, responding, and then providing relevant resources until the host population proved capable of promoting their own maternal and child health. By assisting the Karamojong women and children, Samaritan's Purse fulfilled their mission to glorify God by obeying Jesus' parabolic command to "go, and do likewise."<sup>61</sup>

In addition, Samaritan's Purse's motivation actually benefits their work because of specific Christian beliefs and foundational truths. Amy Sherman, author of *Restorers of Hope: Reaching the Poor in Your Community with Church-Based Ministries that Work*, explains how Christian organizations have achieved results, empowered communities, and resisted the poverty cycle through the implementation of Christian values. Some Christian values that empower and promote self-sufficiency include self-worth and importance, true compassion, and a proper view of work.<sup>62</sup> Samaritan's Purse specifically implemented Christian values in the KIMCH project through their stress on human importance and worth. Keren Massey, the manager for the first half of the KIMCH program, explained that "the program focused on promoting human dignity and the empowerment of the women we worked with."<sup>63</sup> While this idea is not, as Massey explains, "exclusively Christian,"<sup>64</sup> it is still a Christian value that improves project goals

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<sup>60</sup> Luke 10:30-37 (English Standard Version).

<sup>61</sup> Luke 10:37b (English Standard Version).

<sup>62</sup> Amy Sherman, *Restorers of Hope: Reaching the Poor in Your Community with Church-Based Ministries that Work* (Wheaton: Crossway Books, 1997), chap. 3.

<sup>63</sup> Keren Massey, interview by author, September 29, 2016.

<sup>64</sup> Ibid.

and relations. The value of human life and dignity fueled the intentional, planned, and empowering responses that Samaritan's Purse implemented in Karamoja.

### **Aid Objectives**

Aid objectives consist of the project's main goals and achievements. Before planning a project, tracking data, and measuring success, NGOs have to start with an idea or goal in mind. Aid objectives should include situation analysis, a goal with a timeline, and sustainability incorporation.

**What is the situation?** This portion is the most obvious component of aid objectives. Aid includes a response to a crisis, whether sudden or perpetual. In the case study, Samaritan's Purse observed the continual dilemma of child mortality and malnutrition in Uganda and chose to specifically respond to it. In addition to the problem definition, Samaritan's Purse proved wise in their choice to tackle an issue that was prominent in a society they had previously invested in. The Jigsaw Consult confirmed that "[t]his existing presence provided SP Uganda with strong local knowledge and relationships that supported the KIMCH project implementation."<sup>65</sup> Samaritan's Purse understood the problem and context, which provided a holistic situation analysis and successful response. Therefore, in creating a model, NGOs must first witness a situation that they feel compelled to intervene in, preferably in a location where they have prior experience, involvement, or knowledge.

**Goal and timeline.** After observing a situation, whether sudden or perpetual, NGOs must establish a goal and timeline. Goals must include a target group, community sensitivity, reasonable implementation, measurable outcomes, and development

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<sup>65</sup> Tanner et al., 6.

consideration. In the KIMCH project, Samaritan's Purse chose to target Karamojong women and children due to the previously described poor health indicators. Their target population was very precise in relation to age, gender, and region. Target populations must be chosen with precision to ensure the actual target group is being reached. In addition, when NGOs fully understand their target group, they will be less likely to unintentionally miscommunicate or leave their target group dependent after the project is completed. For example, as previously described, the African dominance of men in households can potentially deter women from taking personal action to improve their knowledge and implementation of healthy options. Therefore, because Samaritan's Purse chose to target a suppressed group of women, the staff had to implement a complementary plan that would provide an environment to teach and encourage women to make healthy decisions for themselves and their families. Not only should NGOs consider what the target group should be, they should also consider the context and needs of the community, as well as measurable components during goal setting. Again, because Samaritan's Purse chose a community where it already had established connections and experience, the team had an understanding of what could be accomplished through reasonable contextual goals.

Organizations should also establish timelines in goal setting. There must exist a cut-off point, in which the host population continues to succeed without the constant coaching and provision. The KIMCH project functioned for three years. After the three years were completed, Samaritan's Purse closed-out the project with proper follow-up considerations, including the VHTs, allowing the community to thrive through self-sufficiency.

**Sustainability.** Lastly, during the aid objectives step of proper methodology, NGOs should consider sustainability incorporation to prevent host population dependency once the aid flow stops. Without improved self-sufficiency and sustainability, third-world communities will continue to fall prey to the previously detailed poverty cycle. In the initial goal summary of the KIMCH project, Samaritan's Purse explained that part of their efforts to reduce maternal and child health complications included teaching on a variety of practical topics.<sup>66</sup> Therefore, even before project implementation, Samaritan's Purse realized the importance of long-term success and how to achieve that through education and awareness.

### **Project Management**

Project management is the largest component within the aid process. Every aspect of planning, implementation, data tracking, and closeout will predict the success of the project, which includes self-sufficiency.

**Culture, government, economic, and situation awareness.** Culture, government, economic, and situation awareness must be considered in project management. Before beginning a project, organizations must evaluate and understand the culture, government, and economy of the targeted region and then seek to implement that knowledge throughout the course of the project. Organizations must also evaluate the context and current attempts already occurring in the targeted region, which Samaritan's Purse excelled at. The first area of success was the prioritization of community-based methodology. Samaritan's Purse's method of outreach through care groups underscored the African value of community and achieved widespread health

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<sup>66</sup> Samaritan's Purse, "Global Poverty Action Fund," 7.

education, even among the men. In addition, Samaritan's Purse used culturally relevant methods of teaching to ensure retention long after the aid was gone. The Jigsaw Consult Evaluation records that "[t]he Karamojong culture has an oral tradition and LMs have responded well to oral learning methods; they enjoy the rhymes, sayings, simplified anecdotes and stories and are quick to recount stories of Karamojong women from the learning materials."<sup>67</sup> Because Samaritan's Purse implemented culturally relevant instruction methods, women were engaged and responsive to lessons. The cultural sensitivity improved the relationships between Samaritan's Purse and the local women and men, and prompted participation of the local women. The Karamojong women were not only the beneficiaries, but also the project implementers. The native women fueled the project as leader mothers who first learned and then spread that knowledge to the community, which created a community-based health initiative that could continue after Samaritan's Purse closed out the project.

Second, Samaritan's Purse successfully considered the government through their implementation of VHTs during the closeout phase. Samaritan's Purse explained that "[m]aking these key connections with local government leadership in Napak district provided the project with a great deal of support as well as gave the opportunity to build productive relationships."<sup>68</sup> The effort to build relationships with government officials allowed for better communication, support, and the trust for any future involvement. Massey explained that Samaritan's Purse even "received a lot of requests to expand

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<sup>67</sup> Tanner et al., 22.

<sup>68</sup> Samaritan's Purse, "Global Poverty Action Fund," 18.

[their] project to other areas of Karamoja and beyond.”<sup>69</sup> Therefore, the government clearly validated and supported the project with the hopes of expanding it to other areas. The connection to the government also allowed for further training and support after Samaritan’s Purse’s departure, as demonstrated by the VHTs. NGOs that strive to understand the government and involve the government, to an extent, benefit from smoother implementation and even closeout perks.

Economics must also be considered in any project. To combat poor economic implementation it is crucial for organizations to understand the economic climate of a region with a follow-up plan of empowerment. The African economic climate is consumed with poverty. Part of combatting poverty includes addressing areas that are associated with the poverty, such as poor health and high mortality rates. Samaritan’s Purse did exactly that in the KIMCH project. Rather than solving the issue of Uganda’s poverty, Samaritan’s Purse targeted a specific community (Karamoja), a specific target group (women and children), and a specific issue (poor maternal and child health) related to the outset of poverty. In addition, part of the KIMCH project’s economic success is that it concentrated on behavior change. For example, the project did not simply hand out ITNs, but also informed recipients of proper use and prevention. NGOs must be aware of any economic trends and how to empower the host population with the resources and knowledge they have.

Lastly, organizations must be aware of the context they are stepping into. One large portion of this concept includes knowing any previous or current work done by other organizations or the government. By understanding any outside work done,

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<sup>69</sup> Massey, interview.

organizations can learn from and better address dilemmas they encounter. Organizations can also tackle larger projects if, for example, two are working in the same area on the same issue. Because Samaritan's Purse had worked in Karamoja before, partly with World Food Program, the staff had a prior understanding of the context as well as previous organization efforts. By understanding all of these foundational aspects in the Napak district, Samaritan's Purse demonstrated success in their ability to implement relevant strategies that created an empowering and long-term impact.

**Methodology and organization.** Methodology and organization consist of the implementation portion of the project. While methodology and organization can become very detailed and extensive, this portion will focus on components that should foster efficiency and development goals among the host population. The following list includes components to integrate in project planning and carryout: budgeting, team building, and risk management. All of these steps should keep the organization accountable to the goals of the project, protect the host population, and produce positive effects.

First, organizations must budget to ensure that there are funds to carry out the project. Tony Marks, 20/20 Business Group's chief executive, explains that different organizations prioritize items differently in budgeting. For example, one project may emphasize a budget set for a specific time, while another project may emphasize a lenient budget that meets quality demands of the population.<sup>70</sup> NGOs, such as Samaritan's Purse, must consider what best benefits their project. It is good to maintain a timeline

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<sup>70</sup> Tony Marks, *20:20 Project Management: How to Deliver on Time, on Budget and on Spec* (London: Kogan Page, 2012), 122.

budget, again to prevent long-term dependency. But, it is also good to leave additional funds for potential pitfalls or implementation barriers.

Second, organizations must create teams that will integrate the project with efficiency and accountability. One great way to build effective teams is to include natives because they have local knowledge about geography, culture, government, economics, situation at hand, and potential solutions. The KIMCH project constantly integrated locals through the care group model. During this project, community ladies were trained and also surveyed for feedback. In addition to the local leader mothers, the project staff, including health supervisors, the Monitoring and Evaluation Coordinator, and Health Promoters, were Karamojong. Massey explains that these workers not only benefited the project, but also received benefits, such as professional development through tasks such as record keeping and data collection.<sup>71</sup> Because the natives were exposed to professional development, they received tools that could launch them into different job settings. Massey also explained that some of the natives were either hired by another NGO working in a different area or continued working for different Samaritan's Purse projects.<sup>72</sup> By including natives in the project, Samaritan's Purse established trust in close-knit communities, accurate evaluation during and after the project, and development among the natives.

The book, *Project Management Handbook*, expounds on this integrative technique explaining that to include natives in project teams, project managers must be highly alert to cultural behaviors, gestures, language, "hierarchies," and cultural "conflict

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<sup>71</sup> Massey, interview.

<sup>72</sup> Ibid.

resolution skills.”<sup>73</sup> For example, because Samaritan’s Purse was aware of the hierarchical and patriarchal African society they chose a method of implementation, the care group model, that provided an acceptable outlet for women to participate, learn, and share with others. The men were even positively impacted by this method of learning as they listened on the outskirts of meetings. Therefore, cultural sensitivity will allow for greater communication and therefore, positive results, in different contexts.

Lastly, organizations must consider risks and how to combat those. Considering the risks also improves organizations’ efficiency and project carryout. Gary Heerkens, author of *Project Management*, explains that organizations must identify, quantify, analyze, and respond to risks.<sup>74</sup> This method should occur before the project and also during the project if necessary. Samaritan’s Purse utilized risk management through transportation dilemmas during the KIMCH project. According to records, roads were becoming difficult to travel by vehicle due to rainfall so “[f]ield staff travelled by bicycle or by foot to areas which were inaccessible ... Activities delayed due to transport issues were completed during periods of drier weather.”<sup>75</sup> In this example Samaritan’s Purse identified the risk, quantified and analyzed the threat, and responded with other transportation methods. The key in project management is to identify and prevent negative risk effects before they take a toll on the project.

**Monitoring and evaluation.** Monitoring and evaluation is a project management component that informs the organization and protects the host population. The main task

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<sup>73</sup> Jürg Kuster et al., *Project Management Handbook* (Berlin: Springer, 2015), 121-122.

<sup>74</sup> Gary Heerkens, *Project Management* (New York: McGraw-Hill, 2002), 184-185.

<sup>75</sup> Samaritan’s Purse, “Global Poverty Action Fund,” 12.

of monitoring and evaluation is tracking the data. When organizations track their data they are better equipped to see if the project is achieving its goal. If it is achieving its goal, then the organization can continue with carryout. If the project is not achieving its goal then the methodology needs to be transformed in order to better results. This protects the host population because it prevents ineffective or damaging methods from being placed on the host population. Throughout the duration of the KIMCH project, Samaritan's Purse tracked data and therefore was able to produce a report that demonstrated the success of their project. In addition, Jigsaw Consult performed an independent evaluation, providing most of the information and analysis utilized within the case study, which supported the reliability of Samaritan's Purse's internally recorded results.

**Closeout.** The project closeout is the last immediate impact that the organization makes on the host population. The closeout is crucial in that it should be the organization's point of departure, which includes leaving the host population with knowledge and tools for self-sufficiency. Samaritan's Purse successfully closed out the KIMCH project through two means. First, their method of teaching and the care group model empowered the community to continue learning and sharing prior knowledge. Second, their insurance of VHTs provided a means for the community to continue learning and progressing without Samaritan's Purse's intervention. These both prompted future community growth without continual aid.

### **Empower the Nations**

In all things, whether working, parenting, exercising, mentoring, and even providing international aid, one has to be diligent in pursuing the best option for the

affected party. While international aid externally appears beneficial and productive, there actually exist unseen damaging results if the aid is not properly implemented. To avoid detrimental effects, such as dependency, NGOs must carefully consider and craft all aspects of their aid response, including motivation, aid objectives, and project management. Samaritan's Purse's KIMCH project successfully demonstrated how an organization should empower their host population through the three previous mentioned areas. Samaritan's Purse's careful consideration of host needs, culture, economics, and government, along with a sustainable response, positively impacted the Karamojong community in attempts to better maternal and child health. While organizations are unique and function differently from one another, they should still evaluate Samaritan's Purse's model of success and implement necessary parts into their individual aid programs. Through improved international aid responses, the world, particularly third world countries, will witness better solutions to poverty, including self-sufficiency. It is time for all organizations to partner in empowering host populations to overcome disaster, poverty, and dependency.

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