HOW CAN NON PROFIT AID ORGANIZATIONS CONTRIBUTETO HUMAN DEVELOPMENT? A QUALITATIVE INQUIRY INTO THE VOICES OF POOR

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Abstract

Irrespective of being in the industry for so long and having access to billions and billions of dollars, some argue that Aid organizations still have not shown satisfactory progress and therefore questions the effectiveness of Aid organizations in human development. Therefore the main objective of the study is to understand whether there are possible gaps in terms of beneficiary expectations and products/programmes delivered by aid organizations,when it's come to achieving beneficiary defined quality of life. Study was conducted as a qualitative study where four focus groups were used and each had five respondents.Beneficiaries defined Quality of Life as Progress & Flourishing of the Children, ability to spend a Decent Life and spend that Life with Peace and Harmony. As far as first two components are concerned, Aid Agencies are in the right track and doing a decent job, even though there are slight expectation differences. As far as spending a Peaceful and Harmonious life with family is concerned, Aid Agencies are not expected to play a role.

Keywords: Aid Agencies; Human Development; Quality of Life,

1. Introduction

"A government whose leading object is to elevate the conditions of men... to clear the path for laudable pursuits for all; to afford all an unfettered start, and a fair chance in the race of life... this is the leading object of the government for whose existence we contend"(Abraham Lincoln, 1861)

In reality, especially considering the developing countries, government's provisions are always not enough for its citizens to achieve their full potentials. This scenario gives birth to different other mechanisms which can help these people whose governments found themselves difficult to elevate the conditions of its own citizens. One of the most common and popular type of help, comes in the form of Aid organizations. International Non-Governmental Organizations (INGOs) have proliferated from about 200 active organizations in 1900 to about 800 in 1930, over 2,000 in 1960, and nearly 4,000 in 1980, around 8000 in 1990 and to a staggering 25000 as of the millennium (Boli& Thomas, 1997; Anheier et al., 2001) and this number is still growing exceeding to 37000 by 2010 (Polman, 2010). Moreover these organizations have considerable amounts of money to work with for an example, annual budget are as follows for following aid organizations, World Vision $2.1 billion (2006), Save the Children Federation $863 million (2006), CARE $624 million (2005), Doctors without Borders, $568 million (2004).

Like the other organizations, aid organizations also need to satisfy multiple stakeholders, but what is different here is that aid organizations are non-profit organizations. Therefore donors, who provide operating funds for these organizations have to be placed in the centre of any activity. This might result a main source of incompatibility when the objectives of beneficiaries and donors are different from each other. The situation is made further complex by the fact that most of the donors who are from North come from a quite different culture compared to the beneficiaries who live in South with a relatively different setting. Therefore in a transaction that is dominated by donors, and beneficiaries have very little say, there is a natural tendency to offer what donors think is right, rather than looking for what beneficiaries really prefer. But ultimate objective of each and every aid organization should be to help people flourish or help people improve human development. Therefore it is of vital importance to understand whether activities of these organizations are interpreted and looked at from a beneficiaries' perspective. In other words it is important to understand whether beneficiaries get what is really needed for them to spend a quality life or there is a gap in the services provided.

Marketing concept itself argues that, product development should be started in the target market. But as far as most of the aid organizations/NGOs are concerned, in most of the cases the product development takes place in a different location other than among beneficiaries. Careful examination of social product/service combinations NGOs are promoting, it is evident that those products were based on themes which are currently in discussion among communities/donors in the developed world. Therefore to what extent these products/services match with the real needs of the beneficiaries and thereby to what extent they help improve the lives of these beneficiaries' remains a mystery. Irrespective of the importance, there have been very few studies done in this area examining the beneficiaries' perspective.

2. Objective and Significance of the Study

Therefore the main objective of the study is to understand whether there are possible gaps in terms of beneficiary expectations and products/programmes delivered by aid organizations,when it's come to achieving beneficiary defined quality of life.

As far as significance of the study is concerned, customer's perspectives have been ignored in most of the studies carried out in the area of evaluating aid organization performances, thus there is an empirical gap to be filled. Moreover the growth of the sector has been unprecedented with billions of dollars spent, thus there is an obligation to be more accountable and find out the real impact of these aid organizations, and thus there is a performance gap. Finally since human development itself to a greater extent shares a subjective interpretation it is very important to understand the determinants from the local cultural perspective creating a conceptual gap, because there are very few studies done in the Sri Lankan context.

3. Literature Review

3.1 Nonprofit Aid Organizations

"An association, society, foundation, charitable trust, non-profit corporation, or other juridical person that is not regarded under the particular legal system as part of the governmental sector and that is not operated for profit -viz., if any profits are earned, they are not and cannot be distributed as such. It does not include trade unions, political parties, profit-distributing cooperatives, or churches." (International Center for Not-for-profit Law, 1997, p. 19). Vast majority of NGOs are also regarded as non-profit organizations. In order to be effective, it is important that aid organizations are primarily accountable and responsive to their target

group, or in other words their main beneficiaries, and not necessarily to external donors (Johansson at. el, 2010).However, despite the increase in number as well as in size of funds they attract aid organizations are being more often criticized for their increasing influence in different political arenas (Jordan and van Tuijl 2006), and failure to deliver intended impacts (Edwards and Hulme 1995, 1996; Salamon and Anheier 1996; Gibelman and Gelman 2001). With these criticisms there is a growing demand for increased transparency, tightened accountability (Brown and Moore 2001; Choudhury and Ahmed 2002; Jordan 2005) and a reinforced government framework for NGO control (Gibelman and Gelman 2001). However (Streeten, 1997) found out following positive aspects of aid organizations in promoting development over large foreign government donors, public sector organizations, and state interventions under normative conditions. Namely, they are good at reaching and mobilizing the poor and remote communities, they themselves participate in their organization and use participatory, bottom-up, grassroots processes of project implementation,they are more innovative, flexible, and experimental than governments, they carry out projects without governments, at lower costs and more efficiently, they promote sustainable development and they are potentially organizing and representative bodies in civil societies. However it is important to note following issues with aid organizations in real life scenarios, they frequently do not reach the poor, and hardly ever the poorest, they often involve enlightened top-down control, many cases, projects are not innovative but extensions and applications of well-known approaches, the projects are often not sustainable because they depend on a charismatic leader or a dedicated volunteer workforce, aid organizations and civil society in general can create and guarantee human security, but they can also threaten and destroy (*ibid*).

3.2 Human Development and Quality of Life

Streeten (1994) provides six reasons why human development should be at the centre of any development programme. First as Kant has mentioned "it is an end itself". Second it is a means to higher productivity; a well-nourished, healthy, educated, skilled, assertive, motivated labour force is undoubtedly the most important asset for any given entity. Especially the first two aspects have many important and strong economic reasons for backing human development as pivotal. Third it reduces human reproduction; with greater knowledge comes greater wisdom which automatically leads into more manageable family sizes. Fourth, human development is good for the physical environment, normally poor are considered as both a cause and as well as the main victim of environmental degradation. Deforestation, desertification, and soil erosion are reduced with increasing human development. Fifth, reduced poverty contributes to a healthier civil society, democracy, and greater social stability and finally, it has political appeal, for it may reduce civil disturbances and increase political stability.

Human development goes beyond material wellbeing for an example according to Sen (1987), "Value of the living standard lies in the living, and not in the possessing of commodities, which has derivative and varying relevance" (Sen , 1987, p. 25).Human development since then has been defined as human flourishing in its fullest sense, in terms of public, private, economic, social, political and spiritual (Alkire, 2002). At the same time Streeten (1994) defines Human development as the enlargement of the range of choices available for a given person. United Nations Development Programme (UNDP) defines human development as creating an environment in which people can develop their full potential and lead productive, creative lives in accordance with their needs and interests. It also stresses the importance of developing human capabilities.

Falkenberg, (1998) argues that human development is closely related or to a large extent can be explained by using quality of life. Quality of life is an indicator of the extent of the human development. Falkenberg,

while refereeing to Richard Coleman (1977) work, argues that quality of life is primarily depending upon relative access to arenas.Quality of life is defined "as the satisfaction of an individual's values, goals and needs through the actualization of their abilities or lifestyle" (Emerson, 1985, p. 282). Borthwick Duffy (1992) has presented three perspectives on quality of life, namely 1. Quality of life defined as the quality of one's life conditions, 2. Quality of life defined as one's satisfaction with life conditions and 3. Quality of life defined as a combination of both life conditions and satisfaction.Falkenberg, (1998) explains the importance of providing relevant arenas and keeping the access open to public, as quite critical in improving quality of life and thus will lead into human development.

4. Methodology

"Approaching fieldwork without being constrained by predetermined categories of analysis contributes to the depth, openness, and detail of qualitative inquiry". (Paton, 2001, p.14).

4.1 Qualitative Approach

Further according to Pope et. al (2006) qualitative research tries to interpret social phenomena, using the meanings people attach to their experiences of the social world and how they make sense of the world. According to Hernández et al, (2003, p.448) " Qualitative approach seeks is to obtain information from subjects, communities, contexts, variables or situations in the depth of the 'words', 'definitions' or 'terms' of the subjects in their own context". Rubin and Rubin (1995) highlight at least three instances where qualitative methodologies should be adapted 1. To understand on subjects which have not been widely researched 2. To understand an on-going and evolving phenomena like the one studied by this particular study 3. To understand situations which are needed to be explained in detail.

As a result of the above reasons, researcher decided that the qualitative inquiry would be the most effective way to achieve the study objectives.The research method used to carry out the qualitative study was focus group interviews. Focus groups can be defined as a research technique that collects data through group interaction on a topic determined by the researcher (Morgan, 1998).The interviewees were selected based on a criterion outlined by Rubin and Rubin (1995) which specifies three requirements for selection with qualitative interviewing: 1. the interviewees have knowledge about what is being studied, 2. they have willingness to talk and 3. They should represent a wide range of points of views. This also covers principles of purposive sample, where the participants were recruited according to the purpose and goal of this study (Morgan &Scannel, 1998).

4.2 Research Site

Hambantota District of Southern Province of Sri Lanka was selected as the main research site to collect data. Southern Province comprises with three districts namely Galle, Matara and Hambantota. Reason for selecting Hambantota district was the low human development levels found among its inhabitants compared to other districts in Sri Lanka.

4.3 Focus Group Study

As far as this particular study is concerned suitability was determined using informal conversations carried out with potential respondents prior to selection. Venue for these informal conversations was an entrepreneurial seminar organized by the District Chamber of Commerce to micro and small entrepreneurs.Participation to this seminar was voluntary, thus attendance to the seminar was interpreted

as willingness and commitment to do well in their business. Total number of respondents recruited for the study was twenty. The recruitment of participants was finalized at least a week prior to the focus group interview. This allows the researcher to find the most suitable location, and at the same time helped in providing the respondents with general idea about the study well in advance. Fewer participants were selected for each focus group in order to harness the benefits of small groups as highlighted by Krueger & Casey, (2000). In an effort to increase validity of the study researcher will try to provide thick descriptions especially in terms of focus groups in order to increase the transferability.

4.3.1 Participants of the Focus Group

Following tables provides thick descriptions about the respondents of the focus group. Table 1 specifies general details relevant to the four focus group interviews. Accordingly respondents each were selected to the four focus groups. Table 2 illustrates the respondent details regarding focus group No.1, Table 3 illustrates the respondent details regarding focus group No.2, Table 4 illustrates the respondent details regarding focus group No.3 & finally Table 5 illustrates the respondent details regarding focus group No.4.

Table 1: Details of Focus Group Interviews

FG No.	Location	Participants	Nature of Participants
01.	Hamban tota	5	Female Micro Entrepreneurs
02.	Hamban tota	5	Male Micro Entrepreneurs
03.	Hamban tota	5	Male Micro Entrepreneurs
04.	Hamban tota	5	Female Micro Entrepreneurs

Table 2: Respondent details regarding Focus Group No.1

Respondent No.	Livelihood	Age	Marital Status	Years in Business	NGOs interacted	Education Level
FG11	Fish related	52	Married with 4 children	8	5	O/L[1]
FG12	Agriculture	32	Married with 1 child	4	4	A/L[2]
FG13	Mgt Trainee	27	Single	5	4	Graduate
FG14	Retailing	32	Married with 2 Children	2	5	A/L[2]
FG15	Horticulture	36	Married with 3 Children	6	6	O/L[1]

Table 3: Respondent details regarding Focus Group No.2

Respondent No.	Livelihood	Age	Marital status	Years in Business	NGOs interacted	NGOs interacted
FG21	Fishing	28	Married with 2 children	10	6	O/L[1]
FG22	Agriculture	38	Married with 2 children	20	7	O/L[1]
FG23	Agriculture	57	Married with 3 children	30	6	O/L[1]

| FG24 | Retailing | 47 | Married with 4 children | 5 | 5 | A/L[2] |
| FG25 | Animal Husbandry | 36 | Married with 2 children | 10 | 6 | O/L[1] |

Table 4: Respondent details regarding Focus Group No.3

Respondent No.	Livelihood	Age	Marital status	Years in Business	NGOs interacted	Education Level
FG31	Fish	32	Married with 3 children	12	6	O/L[1]
FG32	Agriculture	56	Married with 2 children	36	6	A/L[1]
FG33	Agriculture	40	Married with 3 children	20	7	A/L[1]
FG34	Carpentry	35	Married with 2 children	8	5	O/L[2]
FG35	Retailing	58	Married with 3 Children	5	6	O/L[1]

Table 5: Respondent details regarding Focus Group No.4

Respondent No.	Livelihood	Age	Marital status	Years in Business	NGOs interacted	Education Level
FG41	Agriculture	29	Married with 3 children	13	5	O/L[1]
FG42	Agriculture	32	Married with 2 children	14	8	O/L[1]
FG43	Sewing	31	Married with 2 children	9	8	O/L[1]
FG44	Retailing	30	Married with 1 Child	10	7	A/L[2]
FG45	Retailing	30	Married with 3 Children	8	6	O/L[1]

[1] Ordinary Level   [2] Advance Level

4.3.2   Participants of the Focus Group

The focus groups were conducted using the interview guide developed by the researcher. According to Charmaz (2008), interview guides especially helps novices researchers by logically pacing questions, avoiding leading questions and also by giving direction to both the moderator and the respondents. A general introduction was given to all the respondents prior to the focus group interview session. This included information about the schedule of the focus group interviews, what the participants were expected to do, and about the purpose and the objectives of the study. However it is important to note that the interview guide was constantly updated with every new interview in order to accommodate respondent's views as well as to capture fresh insights. Average focus group interview lasted for one hour and thirty minutes. All four focus groups were moderated by the researcher himself and were supported and notes were taken down by two research assistants. Immediately after each session, reflections, thoughts and insights on various observations made during the focus group interviews were written down in order to capture authenticity of impressions that cannot be discovered listening to the tape recorder (Rabiee, 2004). All four focus groups were carried out in Sinhala, and were later translated into English by a bilingual expert in order to keep the quality of the transcriptions. Research assistants went through the two transcripts and made few minor adjustments to the English transcript.

4.4 Analysis of Qualitative Data

Thematic analysis was used to analyze the qualitative data. Thematic analysis according to Roulston (2001) is a poorly demarcated and a rarely acknowledged method, however, a widely used qualitative analytic method. Thematic analysis is a systematic search for themes which emerge as critical to the description of the phenomenon (Daly et. al., 1997).This process involves the identification of themes through careful and thorough reading and re reading of the data.A theme can be defined as "a pattern in the information that at minimum describes and organizes the possible observations and at maximum interprets aspects of the phenomenon" (Boyatzis, 1998, p.161).Themes or patterns within data can mainly be identified using two ways, an inductive approach (Frith and Gleeson, 2004), or in a deductive approach. In an inductive approach themes identified are strongly linked to the data themselves (Patton, 1990) while, a deductive thematic analysis is driven by the researcher's interests and therefore analyst driven (Braun and Clarke, 2006).

5.   Analysis

The analysis of the data will reflect the opinions held by members of the local culture. It should be kept in mind that most people are reasonably well adjusted to the local institutions and feel that the traffic rules for behaviour are both "good and normal"; i.e. as is expected in the local culture. Only in cases of unrealized expectations, will one can express dissatisfaction. This means that there could be room for improvement in an absolute sense, even if local expectations are met.

5.1 What is Quality of Life?

Respondents were first asked to define quality of life from their terms; this was to understand their perceptions about human development.The thematic analysis identifies three main topics underlying the explanation of what quality of life means, namely, progress & flourishing of the children, ability to spend a decent life in terms of economic terms and ability to live with peace & harmony.

All most all participants included the well-being of their children at the heart of a quality life. This includes providing a decent life to the children, providing them with education, providing them with whatever their necessities. More importantly it is important to note here that female respondents seems to be more worried about the children's future compared to their male counterparts. For some of the respondents, children were their only hope for the future. Following elaborationwas made by a respondent.

"Every time I see my three kids happy all my sorrows go away, I forget all problems, they give me hope, they give me courage, I don't really worry about myself but I want to see my kids happy, and I will do anything for it".   *(FG15)*

All most all participants highlighted the importance of having economic independence. Respondents highlighted the increasing importance of money when it comes to live their lives and get things done. Most of the respondents felt happy about their earnings, but at the same time mentioned it was really hard work. Quoting a respondent,

"Things are changing fast, money is becoming more and more important every day, things we did as a help 10 years ago has become a monitory transaction today, therefore having enough money is becoming a key to a quality life"

(FG11)

However it is important to note that since majority of the respondents participated in the study were living in rural areas they tend to experience the poverty with less intensity compared with the urban poor. Even though all most all respondents represent the lower middle class or to a larger extent lower class, ability to achieve self-sufficiency in terms of food requirement in their own backyards has helped them to be more cushioned from absolute poverty.

Another main idea identified by respondent as a critical element for a quality life was peacefulness and harmony. Even though away from the main war zone, every respondent had at least a friend who was a victim of the terrorism activities carried out by LTTE terrorists. All respondents believe that the two years after the war significantly increased their quality of life. A respondents had following to say,

"We are not living in fear any more, in the past we were always worried about our children, who wore working in the city, only god knew when terrorists are going to attack and killed innocent people on buses, trains, etc"   (FG35)

5.2 What is the Role of Aid Agencies

5.2.1 Role of Aid agencies: Developing Children and Youth

Respondents were next asked on the current role of aid agencies in developing their lives. Respondents were especially asked to consider their own components of quality of life when answering this question. Respondents believe that contribution by Aid institutions in improving flourishing of their children or in terms of removing barriers for their flourishing has been important but limited. They pointed out that even though what NGOs can do in terms of improving formal education is minimum they can actively participate in other areas like establishing vocational training centers, establishing computer training facilities, etc. Furthermore it is important to note that all most all respondents believe that AID AGENCIEs can play a much larger role than what they are playing right now as far as this area is concerned. Here are the views of several concerned parents,

"I think NGOs can help our children in obtaining vocational training, they have all the necessary resources, but it seems that they are not interested in this area, but I cannot understand why they are not

looking in to this"

                    (FG21)

"In the other village they have established a computer training institute; I think it's a joint project between government and a Aid agencies, I heard from several villagers that it's going well, that type of projects really help us"   *(FG41)*

Respondents further highlighted the importance of developing mechanisms to orient young students to the best possible direction, especially by helping them understand their own strengths and weaknesses. The study further found out that there is very little attention has been paid to the areas like career counseling. Youth in this particular area seems to have lack of knowledge about the current job market and aid agencies have not worked enough in terms of improving knowledge among youth.

5.2.2   Role of Aid agencies: Improving Economic prosperity

Four main themes were identified as main barriers for economic prosperity and respondents were asked to elaborate on the roles of Aid agencies in helping removing these barriers. Main barriers were absence of a safety net, lack of access to market, lack of capital and lack of knowledge on business activities.

All most all respondents agree that Aid Agencies have helped them in improving their agriculture both in terms of quality and quantity. Respondents hope that the good work will be further increased and will be carried forward. Respondent did though highlight the importance of helping them in post harvesting technologies. They believe Aid Agencies have the capacity to provide them with both the training and equipment's. Respondents had followings to say,

"Aid Agencies organize programmes for us to get familiarize with new crops and their harvesting technologies, these programmes are really helpful, we are very thankful to them, we want them to do more in the future"

                    (FG23)

"Significant amount of our products (vegetables, fruits, etc) is wasted in transportation. We heard that in some other villages they are using plastics boxes instead of normal bags we are using. Aid Agencies can help us here."

                (FG33)

Respondents highly appreciated the micro finance and micro credit loan schemes launched by some of these Aid Agencies. They value the flexibility of these programmes compared to formal sector microfinance programmes, which most of the respondent found difficult to obtain loans. Majority of respondents are saying the interest rates charged by these Aid Agencies are reasonable as well. Respondents want Aid Agencies to further expand and continue these microfinance programmes.

"Aid Agencies have helped us a lot in this area; they are the easiest source for us to get some money to improve our business"

(FG25)

"Aid Agencies microfinance programmes are flexible and have reasonable interest rates compared to others, for an example their interest rates are in between 2-3% per month, am really grateful for them for helping"   *(FG42)*

5.2.3   Role of Aid agencies: Improving Peace and Harmony

Respondents believe peace and harmony is largely to do with attitudes, values and customs. It is important to note here that all most all respondent did not like Aid Agencies operating in this particular area, of course

they appreciate the Aid Agencies involvement in shaping and influencing commercially oriented behavior (work related) while rejecting their influences on their other personal aspects of life. Respondents really value their culture and tradition, while blaming foreign powers (especially British) for colonization and destroying embedded values of the culture. Therefore as far as customs values and attitudes are concerned people look at organizations with foreign affiliations who try to change them as enemies and set of people who try to destroy their values. Following quotations were taken from interviews,

"This is an area where some of the Aid Agencies got into troubles, we don't want foreigners to tell our wives their rights, and we in our villages treat them better than they do in their countries. I think Aid Agencies should refrain themselves from these type of activities. We don't want those"   *(FG24)*

"We have heard some incidents where some Aid Agencies trying to convert people into their religion by giving them housing, money, etc, even though it never happened in our own village, I think it's very bad. I think government should bring more powerful laws to stop this kind of things, you cannot let anybody have hidden agendas"   *(FG21)*

5.3 What can be done to Improve the Effectiveness of Aid Agency led programmes

Under this, the study identified three main themes, namely suggestions regarding to development of projects/programmes, suggestions regarding the selection of beneficiaries and finally suggestions regarding to the operation of the Aid Agencies.

Majority of the respondents highlight the importance of carrying out the right projects in the right village rather than carrying out any project in any village. According to respondents they were never consulted before implementation of the project. Therefore respondents note that some non-critical needs were addressed when there were other burning issues.

Respondents expressed their unhappiness towards the way beneficiaries are selected. According to them in most of the times Aid Agencies reached one person in the village, and that person prepares the list, or they asked details from the local governmental servants and ask him to prepare the list. What respondents are suggesting is to blend all these systems together. Respondents want Aid Agencies to select their beneficiaries in a forum which represented by all three parties, local government servants, elite in the village and villagers themselves.

Further they highlighted the importance of both pre and post inspection in terms of projects. The respondents believe sustainability of some projects (E.g. micro credit) will be negatively affected as a result of less pre as well as post inspections. Furthermore, the respondents highlighted the importance of informing the community about their responsibilities in keeping these funds revolving so that they can keep borrowing from those projects.

The respondents suggested that the money spent on Aid Agencies administration is a waste of resources. They specifically mention the high valued vehicles used by executives of these Aid Agencies. Furthermore, they were in the idea that grass root level Aid Agencies employees who really work in the field are not properly paid compared to their high level executives who according to the respondents' views does not do any work rather than having a visit once every few months.

6. Conclusions and Recommendations

As far as the focus group interviewees are concerned quality of life is comprised with three components, progress & flourishing of the children, ability to spend a decent life in terms of economic terms (permanent revenue scheme and a permanent place to live) and ability to live that life with peace & harmony.

As far as the study is concerned there is a gap between expected role of Aid Agencies in developing and flourishing children and the current role played by Aid agencies. While appreciating the Aid Agencies' contribution towards improving and flourishing of children, study would like to highlight the possible potentials for expansion.

As far as removing barriers towards decent economic lives are concerned, Aid Agencies are playing the expected role to a certain extent and were really appreciated for what they are doing so far. But it is important to note that there is ample room for improvement not only in areas where Aid Agencies are not doing a good job but also in areas where the Aid Agencies are doing a good job.

Concluding the final component which is about spending a life with peace & harmony, it is important to note that Aid Agencies has no role here. Here beneficiaries do not want Aid Agencies to get involved in this area; they are pretty much happy to have them in commercial span of life but believe they know nothing in this particular area.

Finally in terms of improves effectiveness, Under suggestion with regard to development of projects/programmes, respondents highlight the importance of selecting right and most critical project/programme by using grass root community inputs.

Under suggestions with regard to selection of beneficiaries, respondents highlight the importance of relying on multiple sources rather than selecting beneficiaries on a single source, which might lead into comparatively greater bias.

Finally, under suggestions with regard to operation of the Aid Agencies, respondents showed their worries over significantly larger administrative expenditures. Respondents also pointed out the importance of paying grassroots level Aid Agencies employees well, since they are the ones who ultimately determine the success or the failure of a project. Finally respondents suggest the importance of the Aid Agencies being further open and transparent to local people in their projects.

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