



# **Monarch Business School Switzerland Doctoral Research Proposal**

**Sustainable Rural Poverty Alleviation Programs:  
A Case Study Of Uganda**

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## LIST OF ABBREVIATIONS

ILO	International Labor Organization
PAPs	Poverty Alleviation Programmes
RPAPs	Rural Poverty Alleviation Programmes
SDGs	Sustainable Development Goals”
SRPAPs	Sustainable Rural Poverty Alleviation Programs
UBOS	Uganda Bureau of Statistics
R&D	Research and Development
UN	United Nations
NRM	National Resistance Movement
ERP	Economic Recovery Program
IFAD	International Fund For Agricultural Development
NGOs	Non-Government Organizations

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## ABSTRACT

The poverty crisis is global with some 689 million people classified as poor, and living on incomes of less than \$1.9 a day (The Human Development Report, 2020). Uganda has seen strong economic growth rates over the past decade averaging 5.4% GDP per year, along with a decrease in poverty. Nevertheless, the gains in poverty reduction have not been fairly distributed. This has made some scholars doubt the substantial decline in poverty (Daniels & Minot, 2014). Despite Uganda's progress in reducing poverty since 1992, there have also been significant movements both into and out of poverty, and a sizeable minority of households have been persistently poor (Okidi and McKay, 2003). Poverty reduction in urban areas has been significant; however, poverty remains firmly rooted in rural areas which are home to 84% of Ugandans. According to Bongor (2002), 27% of all rural citizens, some 8 million men, women, and children still live below the national rural poverty line attributable to the persistent failure of poverty alleviation programs.

The contemplated research examines the above by analyzing seminal literature from Poverty Theory, Social Justice Theory, and Sustainability Theory. An attempt to construct a new conceptual model or framework that better explains the characteristics of sustainable rural poverty alleviation programmes for Uganda is the ultimate aim of the research. The above will be analyzed through a triangulated research approach that will review the existing scholarly literature and content analysis of existing data, coupled with interviews with key stakeholders in Uganda.

*Keywords: Poverty alleviation, rural poverty, sustainable development, social justice, frameworks.*

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## 1.0 INTRODUCTION

Globally, the number of people living in absolute poverty has been declining for the past 25 years; however, it has not been the case for many developing countries in Africa (Collier, 2007). The World Bank describes absolute poverty as the percentage of a population that survives on less than \$1.9 per day and has inadequate basic needs. The International Labor Organization (“ILO”) categorizes these basic needs into four categories; they are:

- Basics: Personal consumption including food, clothing, and shelter;
- Essential services: Access to clean water, education, sanitation, healthcare, and transportation;
- Paid employment: Access to paid employment;
- Qualitative needs: A healthy and safe environment and the ability to participate in decision making (Willis, 2005).

Absolute poverty hinders people’s freedom to grow, access social power and essential services (health, education, and sanitation), and deprives them of their fundamental civil rights of empowerment and human development (Transparency International, 2008). Moreover, the United Nations (“UN”) in 2015 introduced new development policy plans called Sustainable Development Goals (“SDGs”), which have the primary aim of eradicating extreme poverty by the year 2030 (Beegle et al., 2016). Similarly, governments of developing countries worldwide, especially in Africa, have made tremendous efforts and devoted enormous resources to poverty alleviation.

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Although poverty levels have tended to decline in some developing countries, there are many impoverished people in rural areas where Poverty Alleviation Programs ("PAPs") do not reach. Indeed, poverty is still predominantly a rural phenomenon. (Appleton, 1996) (Ravallion et al., 2007) (Dercon, 2009). PAPs failure to meet the intended goals might be due to the improper and indecisive identification of crucial characteristics of efficiency, sustainability, and cost-effectiveness in PAPs.

Uganda is a low-income country and one of the poorest countries in the world. Absolute poverty is defined by the Uganda Bureau of Statistics ("UBOS") (2012) as a condition of extreme deprivation of human needs, characterized by the inability of individuals or households to meet or have access to minimum requirements for decent human well-being, such as: nutrition, health, literacy, and shelter. Uganda's economy collapsed when the National Resistance Movement ("NRM") took power in a civil war in 1986. The NRM embarked on an ambitious economic plan, called the Economic Recovery Program ("ERP"), with the support of the International Monetary Fund, the World Bank, and other donors (World Bank, 1987).

Despite these policies, Uganda's economic growth stalled with an average of 3% to 4% growth starting in 2015. The economy remains small, \$25 billion annual GDP, and heavily dependent on donor funding (Global Risks Insight, 2015). The percentage of people living in poverty rose by 1.7% between 2012 and 2016. While poverty has decreased over time, the proportion of Ugandans classified as not poor but vulnerable to falling below the poverty line has increased (DRT-Uganda, 2016).

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In 2013, 43% of Ugandans (14.7 million people) were vulnerable to falling below the poverty line. Although no official total has been published, more Ugandans are likely to be classified as falling below the poverty line between 2014 and 2021 (DRT-Uganda, 2016).

Given the above, there appears to be a need for new sustainable, efficient, and cost-effective Rural Poverty Alleviation Programs (“RPAPs”) that can help better the lives of rural Ugandans (Ghuman & Chima, 2016). The underlying hope is that Sustainable Rural Poverty Alleviation Programs (“SRPAPs”) will help foster a uniform reduction in poverty across the country (Benin et al., 2010) (Fengqin, 2019). It is believed that the current rural poverty situation can be improved through a new explanatory model that may better describe the characteristics of sustainability and efficiency of RPAPs.

## 2.0 THE PROVISIONAL RESEARCH QUESTION

With the above discourse in mind, the following provisional research question has been developed:

### **The Provisional Research Question:**

“What are the characteristics of a new conceptual model or framework that better identifies the critical components of a more sustainable rural poverty alleviation program for Uganda?”

### 3.0 THE RESEARCH RELEVANCE

The primary purpose of the contemplated research is to develop a conceptual framework or model that explains the characteristics of a sustainable rural poverty alleviation program for Uganda. Continued research on this phenomenon may benefit the government in formulating policies and structuring sustainable RPAPs to reduce overall poverty levels. The developed framework could help increase the return on investment in poverty alleviation programs due to efficiency characteristics which have long been lacking in many previous programs (Willy & Edson, 2016). The contemplated research could also help develop a clear understanding of rural poverty that can be harnessed by Non-Government Organizations ("NGOs") and other international bodies engaged in the poverty fight in Uganda to structure sustainable RPAPs. Henceforth, the research findings may prove instrumental in uncovering new knowledge regarding rural poverty alleviation.

### 4.0 CONTRIBUTION TO EXISTING KNOWLEDGE

It is believed that the scope of this research has not been completed elsewhere which provides an opportunity to contribute original knowledge to the domains of poverty alleviation, sustainability, and social justice. The government of Uganda, the World Bank, and other international bodies plus NGOs have continuously expressed efforts to lend money and invest in many poverty alleviation projects. In recent years, there has been a considerable number of studies on the characteristics and structure of efficient rural poverty alleviation programs (Rahman et al., 2012; Fengqin, 2019; Deedam, 2015; Ghuman & Chima, 2016; Satyam, 2014; Zhen & Mengxian,



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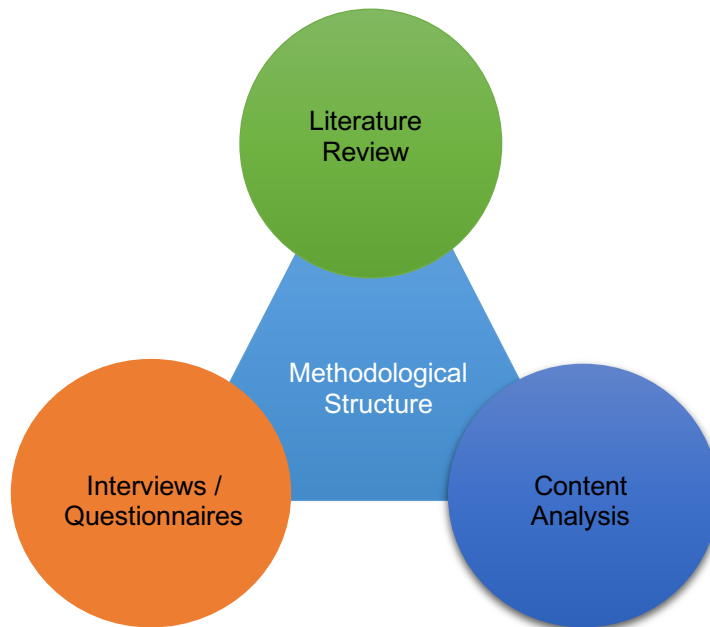
2020; Jalan, 2019; Ploeg, 2012). However, it appears that there is a lack of research on the subject in Uganda. One may ask the important question as to why poverty alleviation efforts are not sustainable or cost-effective and whether this lack of sustainability and cost-effectiveness is due to a lack of government supervision or implementation issues, or both. Also, one may ask whether the lack of sustainability of rural poverty alleviation programs substantially impacts general poverty.

The contemplated research may contribute to the existing research gap and may help expand the current scholarship, knowledge, and practice by examining sustainable rural poverty alleviation program characteristics. Additionally, the contemplated research may contribute to the academic field of poverty alleviation in an applied manner by developing a model or framework meant to aid governments and other stakeholders in successfully constructing sustainable rural poverty alleviation programs.

### 5.0 THE RESEARCH METHODOLOGY

Figure 5.0 shows the aim of the contemplated research as responding to the main research question by way of a triangulation of research data, being: 1. literature review of existing seminal academic authors (desk research); 2. content analysis of existing corporate data (desk research), and; 3. interviews with primary stakeholders in the industry (field research). The contemplated research will employ a qualitative methodological approach to data collection which is often the most useful approach for exploring knowledge, attitudes, beliefs, behaviours, communication needs and preferences (Moustakas, 1994; Saunders, Lewis, & Thornhill, 2009).

**FIGURE 5.0**  
**Methodological Triangulation**



Source: Monarch Business School Switzerland

## 5.1 Stakeholder Schema & Participants

Throughout the contemplated research, a level of analysis methodology will be maintained that focuses on the critical considerations facing the research groups, as shown in Table 5.1. The field research component consists of semi-structured interviews and is obtained in two parts. The interviews will primarily comprise the Micro and Meso sub-groups. Participants at the micro-level will be village leaders and community members with experience in the field. At the meso level, participants will include community-based organization leaders, members of parliament, NGO councils and Local Council Representatives. An additional cursory examination of a

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handful of interviews at the Macro level in order to provide greater context to the research findings will be added if time and budget resources permit.

<b>TABLE 5.1 Level of Analysis &amp; Stakeholder Schema</b>				
Level	Type	Group 1	Group 2	Stakeholders
MACRO	Societal	-	-	State, Municipal & City Government Agencies.
MESO	Organizational/ Institutional	25	15	Community-Based Organizations Leaders, Members of Parliament, NGO Councils and Local Council Representatives.
MICRO	Individual	25	15	Village Leaders, Community Members.
Total Respondents→		50	30	
Source: Monarch Business School Switzerland				

## 5.2 Phenomenological Research

The qualitative research process will be based upon a phenomenological methodology of the lived experience of the participants. This approach will permit the construction of a universal meaning of the experience and arrive at a more profound understanding of the phenomenon. Since the research aims to resolve a gap in knowledge arriving at a description of the nature of the phenomenon is paramount. Thus, a phenomenological methodology is considered to be most closely aligned with the objectives of the contemplated research (Moustakas, 1994).

### 5.3 Research Process Flow

Figure 5.3 illustrates the steps within the Monarch Standardized Research Process Flow. The steps that will be followed within the contemplated research are:

**Step 1: Preliminary Literature Review.** The research begins with a survey and review of the works of the seminal authors within the academic scholarship domains identified in Section 6.0 which include: Theories on Poverty, Theories on Sustainability and Theories on Social Justice. The preliminary literature review provides a framework to the contemplated research, identifies key concepts and theories and develops a better understanding of the nexus of the academic scholarship domains.

**Step 2: In-Depth Literature Review – Part 1.** An in-depth review and critique of the works of the seminal academic authors and quasi-academic works within the three aforementioned academic scholarship domains will be completed to provide a solid academic foundation to the contemplated research. The “Gap in the Literature” will be presented and clearly identified in relation to the Provisional Research Question.

**Step 3: Content Analysis.** An analysis based on data obtained from annual reports, white papers, supporting commercial documents and other commercial data sources will be examined as well as information found in professional journals, published manuscripts and documents.

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**Step 4: Questionnaire Design & Testing.** The development of the interview questionnaire will be informed by the review of the academic literature and technical documents. The interview questionnaire will be tested with several volunteers in advance of the interviews to perfect the document from a flow and timing standpoint and ensure that questions are clear, concise and have a direct bearing on the focus of the contemplated research.

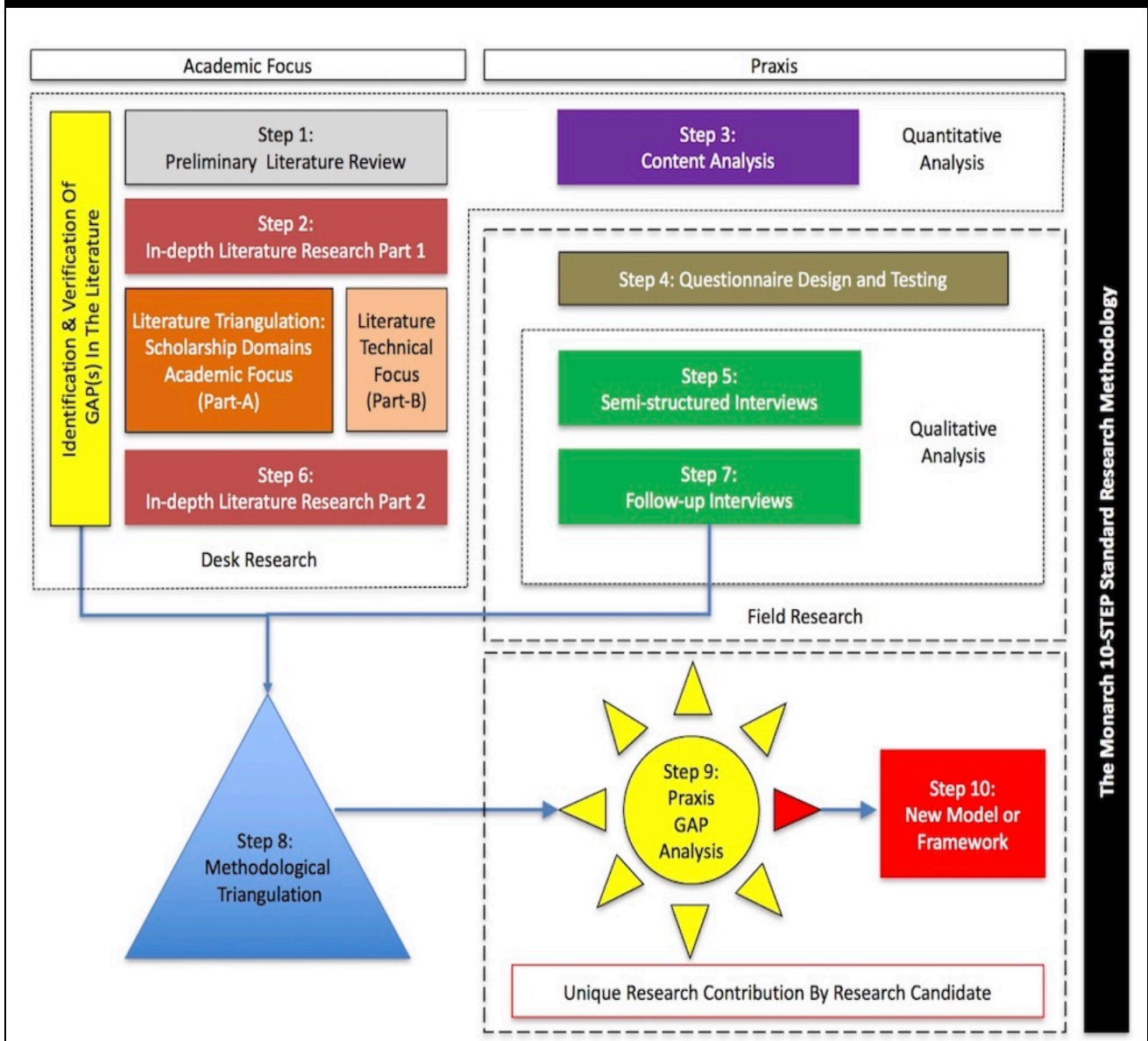
**Step 5: Semi-Structured Interview Process.** All interview participants are expected to be knowledgeable with respect to the contemplated research. A total of 50 face-to-face interviews will be conducted with participants representing a sample from each selected stakeholder group, see Section 5.1. Interviews are expected to be 30 minutes in length and will be recorded electronically or manually. Telephone or Skype interviews will be used if face-to-face interviews are not possible.

**Step 6: In-Depth Literature Review – Part 2.** To add more specificity and currency to the research analysis, a second in-depth literature review will be completed. The Part 2 literature review will also be informed by the interview responses from Step 5.

**Step 7: Follow-Up Interviews.** To achieve a more specific view informed by the first interviews and the second literature review, a sub-set of 30 respondents representing a sample from each selected stakeholder group, selected from the first-round interview sample will participate in follow-up interviews. The timing and interview protocols will be similar to those listed in Step 5.

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FIGURE 5.3  
Monarch 10-Step Standard Research Process Flow



Source: Monarch Business School Switzerland

**Steps 8 and 9: Triangulation of the Data and Gap Analysis.** A triangulation of the research data informed by the literature review, content analysis and interview responses will be completed. This will assist in determining whether the existing academic knowledge is congruent with the practical application in the field. The result

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of this analysis should determine whether a Praxis Gap exists between the academic (theoretical) and the practical (applied) domains.

**Step 10: Development of New Conceptual Model or Framework.** Building on the Gap Analysis completed in Step 9, an analysis of the existing models and frameworks within the academic domain will be considered. This analysis will evaluate whether the frameworks or models sufficiently address the requirement for practical application within the industry or whether they should be improved or modified.

### 5.4 The Data Analysis

The qualitative research data will be analyzed using MaxQDA software. Questionnaires will be pre-tested to ensure the accuracy and relevance of the questions and interviews will be face-to-face or audio-recorded. The objective is to gain an in-depth understanding of the roles, missions, perceptions, values, beliefs, habits, and in-work behaviours of participants. Telephone interviews will be used in the event that physical interviewing is not possible due to time constraints or geographical considerations. Interviews will be conducted in English. Otherwise, English translations will be made available.

### 5.5 Ethical Considerations

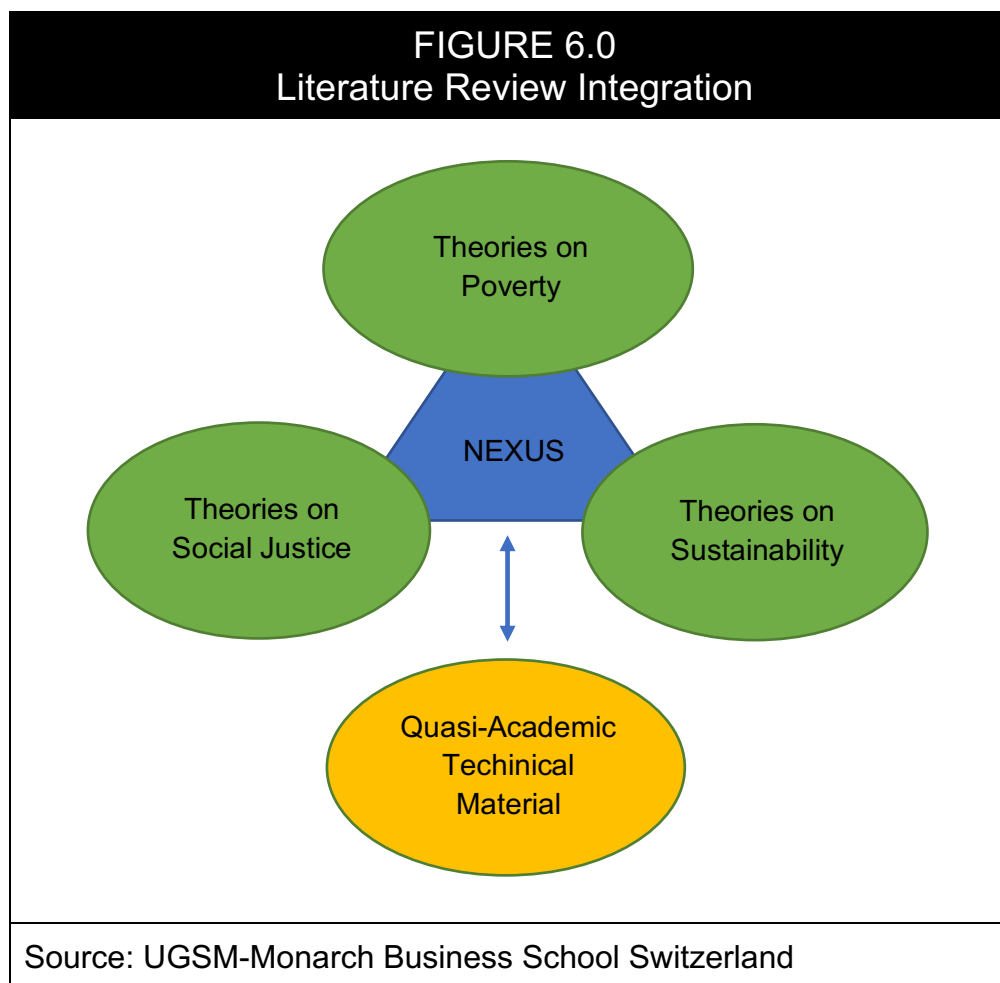
Informed consent and the continuing voluntary nature of participation will be required for the research. Anonymity will be granted to participants, and responses will be kept

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confidential. No vulnerable population will be involved in the study, i.e., minors, non-literate individuals or individuals with a disability.

### 6.0 LITERATURE REVIEW

The theoretical framework will be structured based on an integrative literature review approach. The selection of this distinctive form of research will assist in generating new knowledge on rural poverty alleviation. Developing new knowledge and conceptualizing a new framework to describe the phenomenon is paramount.





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The literature review will allow a fusion of thematical and historical literature review approaches to form modern perspectives on poverty, sustainability, and social justice.

The academic triangulation will illustrate how an analysis of the intersection of the three domains of knowledge is believed to be of critical importance to a better understanding of the research phenomenon and hence constitute the main focus of the literature review. The literature review will investigate the following three research domains: theories of social justice, theories of poverty, and theories of sustainability.

### 6.1 Theories On Social Justice

Social justice theory is concerned with making societies better. It requires that all people receive what is due to them and have the right to a life of dignity, free from poverty, violence, discrimination, or human rights violations (Forder, 2018). The distributive and relational aspect of social justice relates to the fair and equitable apportioning of resources to all communities is relevant to the contemplated research. This relevance revolves around the reality that social and economic benefits do not flow through to all citizens of Uganda. There appears to be deep-rooted forms of inequality and negligence in distributing financial resources for economic development and poverty alleviation to the country's rural areas.

The lack of access to poverty alleviation funding to any identifiable group within society is considered socially unjust. The social justice problem may be rooted in a

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lack of selfless leadership, corruption, embezzlement, and poor management of funds. There also appears to be discrimination based on political affiliations, ethnicity, tribes, religion, and age, leading to significant inequalities. Equality ensures that all people have the same resources and opportunities (Garrett, 2002). Two critical theories on social justice that will inform the contemplated research are; Sen & Nussbaum, Capabilities Social Justice Theory, and Rawl's Social Justice Theory.

### *6.1.1 Sen & Nussbaum, Capabilities Social Justice Theory*

Developed by Amartya Sen and Martha Nussbaum, capabilities social justice theory emphasizes individual functionings which are the various things a person may value doing or being (Sen, 1999). The valued functionings may differ from basic ones, such as being adequately nourished and being free from avoidable disease, to very complex activities or individual states, such as being able to take part in the life of the community and having self-respect (Sen, 1999). The theory holds that the goal of social justice should be to equalize capabilities, that is, to give people equal access to self-realizing choices. The theory further argues that relative deprivation in terms of incomes can yield absolute deprivation in terms of capabilities (Sen. 1999). This appears to be the case since our social roles and opportunities depend on what we can afford compared to what is regarded as standard in our society. Consequently, any system for the proper management and delivery of poverty alleviation programs should be well informed of the need for an equalization of citizens capabilities by allocating resources to benefit all people. The works of seminal authors to be covered are; John E. Roemer, Amartya Kumar Sen, John Rawls, and Nussbaum.

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### *6.1.2 Rawl's Social Justice Theory*

The theory approaches social justice as fairness by providing basic principles in terms of the structure of a society. In other words, the way the major social institutions distribute fundamental rights and duties to determine the division of advantages (Rawls, 1971, p. 6). Rawl argues that each person should have equal rights to the most extensive liberties similar to those that other people in society enjoy. The theory is also concerned with equal distribution of resources like income and wealth such that the least advantaged in society receive a greater number of benefits (CFI, 2020). The theory is relevant to the contemplated research since it advocates for the least advantaged to be allocated a more significant share of resources. To gain further insight, the following authors works will be reviewed: John Rawls, Bjorn Hallerod, Jan Garrett, and Miller.

### 6.2 Theories on Poverty Alleviation

According to the World Bank, poverty is described as the significant deprivation in well-being across multiple dimensions including low incomes and the inability to obtain essential goods and services necessary for dignified survival. Poverty also includes poor health and education, insufficient access to clean water and sanitation, inadequate physical security, absence of political voice, and insufficient chance and capacity to better one's life (World Bank, 2014). Adam Smith, the pioneer of modern economics, described poverty as "the inability to purchase necessities demanded by nature or habit" (1776). The social/psychological status aspect of poverty (custom) is given the same weight in this definition as the material, purely economic status (nature). Given the complexity of poverty, a comprehensive analysis of its theories is

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paramount and should be central to any poverty alleviation efforts (Blank, 2010).

Three critical theories on poverty that will inform the contemplated research are; Human Capital Theory, The Political and Institutional Theory of Poverty, and The Theory of Cultural Belief Systems that Support Sub-Cultures of Poverty.

### *6.2.1 Human Capital Theory*

The human capital theory originated in the mid-20th century work of Mincer (1958), Schultz (1961), and Becker (1962); it explains both people's decisions to invest in human capital (education and training) and the pattern of people's lifetime wages. The differing levels of investment in education and training by individuals are explained in terms of projected returns. Education and training investments incur costs in the form of direct expenses, e.g., tuition and lost wages during the investment period. Therefore, only individuals with higher expected lifetime earnings will opt to invest (Becker, 1975).

According to the human capital theory, younger people are more willing to invest in human capital than older individuals since they have a longer remaining work-life to profit from their investment and foregone wages. Earnings then rise dramatically with age as new talents are learned. Finally, as people get older the rate of human capital investment and productivity declines, resulting in slower earnings growth. This depreciation contributes to the decline in average earnings towards retirement age (Ehrenberg & Smith, 1991). The theory is relevant to the contemplated research as it focuses on earnings, a critical driving force of poverty reduction that must be part of all poverty alleviation struggles. Seminal authors to be covered are; Adam Smith,

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Theodore Schultz, Gary Becker, Mary Jo Bane, David Ellwood, Ronal Ehrenberg, Robert Smith, Lyndall H, Machin, and Pemberton.

### *6.2.2 The Political and Institutional Theory of Poverty*

The theory maintains that poverty is a political consequence caused by power dynamics and collective decisions on how to allocate resources. According to the theory, power and institutions influence policy, creating poverty and moderating the behaviour-poverty linkage (Brady, 2018). Power and institutions reinforce one another, and institutions also influence poverty directly and mitigate the behaviour-poverty linkage. The theory emphasizes how institutions, such as regulations and laws, determine economic resource distribution (Brady et al. 2016; Pernia & Deolalikar 2003). The theory holds that poverty rates are stable and slow-moving, and they do not respond fast to elections or changes in power.

The theory also postulates that institutions reflect the residual power of collective historical actors, and institutions continue to be relevant even when collective actors do not actively maintain them. Slavery (O'Connell, 2012) and federalism (Allard, 2017; Michener 2018), for example, are historic structures that contribute to the continuation of racial inequalities in poverty. Strong institutionalism holds that historically established institutions dominate contemporary politics in order to keep poverty in place. Weaker institutionalism asserts that historically existing institutions determine how and when politics can alter poverty (Huber & Stephens, 2001). The theory applies to the contemplated research whereby Uganda is a democratic country where politics and institutions play an integral role in development and

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resource allocation. To gain further insight, the works of the following authors will be reviewed: David Brady, Watkins Hayes, Huber, Stephens, Korpi, Sen, Acemoglu, Robinson, and De Jovenel.

### *6.2.3 Cultural Belief Systems and Sub-Cultures of Poverty Theory*

The theory is based on the assumption that poverty is caused by the transmission through generations of a set of socially formed but individually preconceived stereotypes, values, beliefs, and skills (Bradshaw, 2006). Bradshaw (2006) asserts that individuals are to blame since they are victims of their dysfunctional subculture or culture. The theory is rooted in the "Culture of Poverty," the conceptions of a culture of poverty and social isolation or exclusion provide frameworks for explaining how poverty is created and deep-rooted in various neighbourhoods or among specific demographics. The cultural and environmental variables are related to the influence of people's home environment which tends to shape poverty or wealth (Korankye, 2019).

This theory is founded on the premise that the poor and rich have distinct values, beliefs, and behavioural norms. The theory maintains that the poor remain in poverty because they learn specific psychological behaviours linked with poverty. According to Lewis (1966), the poor do not learn to study or work hard, prepare for the future, have protected sex, or spend money responsibly (Sameti et al., 2012). Poverty is passed down from generation to generation, according to Lewis (1966), since children are socialized with values and aspirations linked with poverty. According to McIntyre (2002), the culture of poverty is a subculture of poor individuals

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in ghettos, destitute regions, or social situations where an established shared set of ideas, values, and behavioural standards are distinct from the culture of the larger society (Korankye, 2019). The theory applies to the contemplated research whereby Uganda as a multi-cultural country may have its poverty levels influenced by endogenous cultural or subcultural factors like norms, beliefs, and values. The following seminal authors will be evaluated: Bradshaw Ted, Oscar Lewis, Koranky Alex, McIntyre, Blank Rebecca, Townsend, and Smith Jung.

### 6.3 Theories on Sustainability

Sustainability theories urge the establishment of a permanent, globally feasible and future-enabled lifestyle and economy (Enders, 2014). Sustainability is a condition in which the utilization of resources, the course of investment, the orientation of technical innovation and structural reform harmoniously maximise both present and future potential to meet human needs and ambitions (Emas, 2015). "Sustainable development" is linked to beneficial long-term circumstances (Bartlett, 2006) and addresses the needs of today without undermining the potential of future generations to meet their own needs (UNGA, 1987). The relevant theories that will inform the contemplated research will include: The Economic Theory of Sustainability and Social Theory of Sustainability.

#### *6.3.1 Economic Theory of Sustainability*

The theory argues that a sustainable system must produce goods and services economically and continuously while maintaining manageable government and external debt levels and avoid extreme sectoral imbalances that damage agricultural and industrial production (Daly, 1996). The theory also requires that the various types

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of capital which make economic production possible should be maintained, including capital produced, natural capital, human capital and social capital (Durning, 1992).

The Economic Theory of Sustainability is relevant to the contemplated research since rural poverty alleviation calls for a fair and rational allocation of resources to all people, a prerequisite for the theory. Without poverty alleviation, sustainable development remains a myth (Brinkmann, 2019). To gain further insight, the works of the following authors will be reviewed: Brinkmann, Khavul & Bruton, Nyssen and Maertens.

### *6.3.2 Social Theory of Sustainability*

According to this theory, sustainability is an opportunity to meet certain human needs resulting from quantitative economic principles and an opportunity to meet certain social needs, traditions, cultures and other social values and characteristics (Ulhoi & Madsen, 1999). The theory acknowledges the need to guarantee the basic human needs of present and future generations. Thus, this theory emphasizes the intergenerational viewpoint of equality and future-oriented growth (Ulhoi & Madsen, 1999).

This theory is particularly relevant to the contemplated research since rural people in Uganda who suffer absolute poverty do not have the confidence to meet basic human needs, thus, requiring sustainable rural poverty alleviation programs to foster equitable growth. The work of seminal authors who have made significant contributions to social sustainability theory will be evaluated. These are the scholarly



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works by: Christian Fuchs, Andi Widok, Mariella Nocenzi, Alessandra Sannella and Enrico Giovannini.

### 7.0 RESEARCH PLAN

The field research interview process will be completed over 3 months from July 2022 to September 2022 for Step 5 and from December 2022 to January 2023 for Step 7. The data will be analyzed, and the manuscript will be completed. Each face-to-face or telephone interview will last a maximum of thirty (30) minutes at a location and time that is amenable to participants. Interviews will be conducted in Karamoja and Bukedi districts. Participants will be selected through clustered and snowball sampling.

### 8.0 RESEARCH TIMELINE

The contemplated research is expected to be concluded over 36 months. Table 8.0 illustrates the duration of each task anticipated within the research process. Although every effort will be made to implement the steps within the research timeline, variation in the plan may be encountered due to variables beyond the control of the researcher. Variables that may have a significant effect on the research timeline which are beyond the researcher's control, are resource availability and accessibility and availability of participants. These variables could result in a modification of travel schedules and prolongation of the field research stages.

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**TABLE 8.0**  
**Research Timeline**

		Year 1				Year 2				Year 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Initial Literature Search												
	Main Literature Search - Part 1												
	Research Plan												
	Section 1 – Background												
	Section 2 – Supporting Literature												
	Content Analysis												
	Official Submission of Chapters 1, 2, 3 and Slide Presentation To Obtain Authorization To Continue On To Field Research												
	Interviews Part 1												
	Main Literature Search - Part 2												
	Interviews Part 2												
	Section 3 – Synthesis												
	Section 4 - Recommendations												
	Manuscript Perfecting &												
	Submission												
Source: UGSM-Monarch Business School Switzerland													

## 9.0 RESEARCH BUDGET

The research will be privately funded. No additional resources or funding will be requested from UGSM-Monarch Business School Switzerland. No funds will be received from any public body in carrying out the contemplated research. The total

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budget of the research is approximately \$13,750 US Dollars. The budget is presently fully funded, and research may begin immediately upon approval.

<b>TABLE 9.0 Research Budget</b>	
<b>Item</b>	<b>In US Dollars</b>
Interviews and Questionnaire production	150
Data bundles and Software Purchases	600
Digital recorder, Books, Articles and stationery	1000
Travel and accommodation expenses	4,500
Conferences, workshops & webinars	3000
Article and Manuscript publications	2500
Miscellaneous	2000
<b>TOTAL</b>	<b>13,750</b>

## 10.0 RESEARCH PROPOSAL APPROVAL

The contemplated research has been approved by the Administration, and the Candidate may commence the research immediately. The Candidate is not to deviate from the proposed research plan unless expressly confirmed by both the Supervisor and the Administration in written form.

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Approved by The Administration on  
29-August-2021 in Zug-Switzerland  
By: Dr. Jeffrey Henderson, Ph.D.

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