

**An Evaluation of NGO-Led Development Interventions and their
Sustainable Management in the Savelugu-Nantong District**

By

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Declaration

I, JALIL ZAKARIA, hereby declare that this work is the result of my own investigations towards the award of Commonwealth Executive Master in Public Administration (CEMPA) and no previous submission of it for any degree has been made here or elsewhere. However, references found relevant to the study have been duly acknowledged.

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Abstract

Within the arena of development, sustainability is increasingly becoming a central issue. A developing intervention is considered sustainable when the beneficial impacts of an intervention endures beyond the original time frame of the project, and that may be diffused beyond the original spatial limits of the project as interventions will independently be adopted or adapted by local people. The sustainability of NGO led interventions has been challenged. Their activities within the study area have been noted for not living up to expectation. The prevailing circumstances in the study area reveals that these organizations, like the governments institutions they come to collaborate with, have had no significant impact on sustainability. It is this growing trend that takes center stage in this study. The study was qualitative in nature. Questionnaires were administered, focus group discussions were held. Along with these, respondents were observed and engaged in open discussions for further insights for inferences to be made from their statements and conclusions drawn. The study revealed how the work environment of NGOs impact on the delivery of interventions. The attitude of political regimes and socio-cultural values were not hostile to NGO led interventions. Rather prevailing economic conditions, donor commitment and the manner in which NGOs form groups were not seen as supportive to ensure sustainable interventions. Key findings have been presented and analyzed from a qualitative view point. Analyses have been made of intervention areas of NGOs, factors affecting sustainability, management approaches of interventions and areas of intervention that need emphasis.

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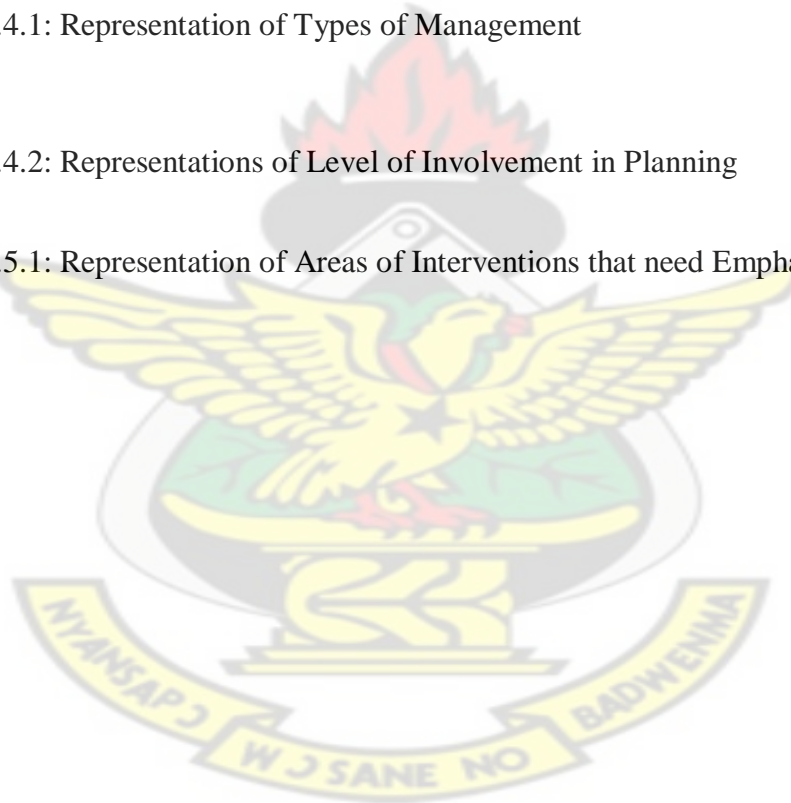
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List of Abbreviations

AIDS-Acquired Immune Deficiency Syndrome

FBO-Farmer Base Organization

FGDs-Focus Group Discussions

HIV-Human Immune Virus

MDGs-Millennium Development Goals

NGO-Non-Governmental Organization

ODA-Official Development Assistance

OECD-Organization of Economic Cooperation and Development

SAP-Structural Adjustment Program

SPSS-Statistical Package for Social Sciences

USAID-United State Agency for International Development

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CHAPTER ONE

INTRODUCTION

1.1 Background

This section of the report presents: the research problem; objectives of the study; research questions; the scope of work; the significance of the study; the limitations regarding the study and the organization of the study report.

Non-Governmental Organizations (NGOs) have increasingly been recognized today as vital development partners in aid delivery. This recognition is grounded on the fact that they have been able to position themselves before the donor community as credible institutions that seek the interest of vulnerable people in their quest to gain a voice in the social, political, and economic discourse of a nation. NGOs are pronounced in local, national and international scenes where they are engaged in activities as diverse as grassroots mobilization, community empowerment, micro-finance, humanitarian relief and emergency assistance.

During the 1980s, the number of NGOs across the globe grew significantly marking a new dimension in international development cooperation. The growth in the number of NGOs was a direct response to the negative impacts of certain government policies or issues that have not received wide governmental attention. In Africa for instance, the growth in the number of NGOs was to mitigate the social impacts of the Structural

Adjustment Program (SAP) that was been implemented by governments. It was believe that as advocates for the vulnerable in society, they were better placed to address the social impact of SAP that was adopted by countries in Africa.

Lewis and Kanji (2009) reported there are about 1 million NGO's working all over the world. It is however instructive to note that their existence are not only pronounce in developing countries but those that cuts across developed and developing nations where they adopt varying degrees of strategies, objectives and missions to fulfill their developmental agenda.

NGO's as facilitators in the field of development acts as providers of basic services to vulnerable individuals and communities in response to inadequacies in the public delivery of such services. In this vain they invariably complement the roles of governments and the collective efforts of individuals towards human development. In an attempt by NGOs to complement the activities of governments in basic service delivery, they come in the form of charities, foundations, associations, nonprofit corporations, and voluntary organizations.

Asamoah (2003) notes that NGOs are particularly critical in circumstances where state funds are limited, political situations are fluid, natural disasters resulting from both predictable and unpredictable environmental circumstances occur, ethnic strife is rampant, and the level of per capita income severely restricts the ability to purchase needed goods and services – social, educational and economic.

In the last few years, Africa can be viewed as a home of increasing numbers of NGOs. There is almost nowhere in Africa that does not have some kind of contact with NGOs as they have found favor in bodies like United Nations, European Union, International Monetary Fund and the World Bank and other bilateral and multilateral organizations who believe they are an important part to put African governments in check on issues of mal-administration and human rights.

In Ghana, there is considerable NGO activity especially in northern Ghana where they are engaged in varying interventions aimed to better the lot of beneficiaries who are generally considered in the country as deprived. The USAID (2009) asserts there are 4,463 registered NGOs in Ghana and an increasing number is registered every year. The Savelugu Nanton District in the Northern region alone is home to twenty (21) NGOs both local and international serving various purposes to promote the good wellbeing of the human kind. The considerable growth and influence of NGOs in the district has prompted renewed interest in their developmental role to ensure sustainable development in the Savelugu Nanton District.

1.2 Problem Statement

NGO led development interventions in the Savelugu Nanton District are offered on a temporary basis. The interventions come in the form of projects which typically have definite life span but their impacts are expected to be lasting. Recent developments in the district have brought this perception to scrutiny. Many have asked whether NGO led development interventions are progressive to ensure sustainable development.

A close look at the prevailing circumstances in the Savelugu Nanton District in the Northern Region, reveals that these organizations, like the governments institutions they come to collaborate with, have not significantly impacted on sustainable development of the District. The preoccupation of development practitioners in the district therefore is to examine the work of NGOs and make them appropriate institutions for sustainable development. This preoccupation is well founded because every year, many millions of dollars are invested by national governments and international donor agencies alike in project implementation for the good of beneficiaries. Yet many still fail to ensure the sustainability of their projects within the district. It is against this backdrop that this research is conducted to evaluate the sustainability of NGO-led interventions in the Savelugu Nanton District.

1.3 Study Objectives

The research sought to realize the following objectives.

1.3.1 General Objective

The overall objective of the study was to Evaluate NGO Led Development Interventions and their Sustainable Management in the Savelugu Nanton District.

1.3.2 Specific Objectives

To realize the general objectives, the following specific objectives were studied.

- i. To determine the areas of intervention by NGO's.
- ii. To assess factors that affect the sustainability of NGO led development interventions.
- iii. To Determine the Management Approach used by NGOs to Deliver Sustainable Development Interventions
- iv. To evaluate relevant areas of NGO led interventions that need to be emphasized in the District.

1.4 Research Questions

Within the framework of the study, certain questions needed to be addressed. These questions during the study aided to define the limits of the study to giving it overall direction. The following questions were posed during the course of the study.

- i. What are the areas of intervention by NGOs in the Savelugu-Nanton District?
- ii. Are they factors that affect the sustainability of NGO led development interventions in the Savelugu-Nanton District?

- iii. Are there appropriate management strategies adopted to engender sustainable management of NGO led development interventions in the Savelugu-Nantong District?
- iv. What are the relevant areas of NGO led Development Interventions that need to be emphasized in the Savelugu-Nantong District?

1.5 Scope

The study centered on NGO led development interventions and their sustainable management in the Savelugu Nantong District. Mainly, the intervention areas of NGOs and their challenges to ensure the sustainability of their interventions, and areas of NGOs activities that need to be emphasized to improve on the living standards of their beneficiaries were studied.

The units of enquiry that were considered during the course of the study included NGO interventions, beneficiaries of NGO led development projects, and staff of NGOs. It took four months to conduct the study.

Geographically, Savelugu Nantong District in the Northern Region was covered. It is bounded to the East to the Karaga District, West to the Tolon-Kumbugu District, South to the West Mamprusi District and North to the Tamale Metropolis.

1.6 Significance of the Study

The significance of this study cannot be underestimated. Its relevance to development practitioners such as the district assembly, government, bilateral and multi-lateral donors, beneficiary communities and NGOs themselves is invaluable. In the sense that it will bring out factors that affect project sustainability to be addressed by all concerned in the various intervention areas to meet the Millennium Development Goals (MDGs).

The study will serve as a guide to development practitioners to design and implement sustainable development interventions in the area under study to improve on the life and livelihood of beneficiary communities. Further findings of the study will help donors to determine which areas of intervention need to be emphasized to bring about the necessary growth and development which is the import of Official Development Assistance (ODA).

Significantly, it will help inform development practitioners on areas of collaboration among stakeholders in the development discourse. This will forestall duplication of interventions in communities among NGOs and government agencies to offer an opportunity to bring about equity and meaningfully social and economic development of beneficiaries within the study area.

1.7 Limitation of the Study

NGOs within the study area are heterogeneous in nature. Each NGO is unique in strategy, structure, projects, program and mission with its development initiatives. This posed a problem in selecting which NGO is most suited for the study.

Critical of the limitations was the poor road network within the district. This hampered movement to beneficiary communities though it was just one district. Limited resource in terms of time and funds to facilitate the study was a major challenge that delayed the study especially data collection.

Further, the study was conducted during the time beneficiaries were busily preparing for the farming season. It was therefore difficult to organize Focus Group Discussions (FDGs). Notwithstanding these limitations, the research was conducted to guarantee the internal validity of the findings made.

1.8 Organization of Study Report

The study report is organized under five chapters. Chapter one comprised the background, problem statement, objectives, research questions, scope of the study and limitations of the study. Chapter two reviewed literature related to the study. It focuses on the definition of terms, NGO intervention areas, relevance of NGOs, and factors affecting sustainable development. Chapter three reflects the procedure used to carry out the entire study. It reveals units of enquiry, the experimental design, and methods of

sampling, data collection and analysis. Chapter four presents the results, analysis and discussions of the study. While chapter five equally summarizes findings, draws conclusions and make recommendations based on the findings of the study.

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter literature of relevance to the study was reviewed. Key areas of literature that took center stage in this section include the definition of terms that are widely used in the study. The study further put in context the conceptual and theoretical frame work of the study. Literature of immense value to the objectives of the study were equally reviewed.

2.1 Definition of Terms

Within the context of the study, certain relevant terminologies were used. They include NGO, Development, and Sustainable Development. These terminologies within the literature were reviewed to give meaning to the terms in the study.

2.1.1 Non-Governmental Organizations (NGOs)

NGOs are professionally-staffed organizations aiming at contributing to the reduction of human suffering and to the development of poor countries (Streeten, 1997). They do this in various ways, e.g. by funding projects, engaging in service provision and capacity building, contributing to awareness, and promoting the self-organization of various groups (Baccaro, 2001). To this end, Lewis and Kanji (2009) contend that

NGOs are organizations concerned with the promotion of social, political or economic change to bring development at local, national and international levels.

Sunkin et al. (1993) posit that NGOs as privately constituted organizations – be they companies, professional, trade and voluntary organizations, or charities – that may or may not make a profit. Vakil (1997) expanded Sunkin et al. (1993) view point by stating that NGOs are self-governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people.

These definitions of an NGO are linked to the observable characteristics of NGOs. These characteristics are usually on the activities, source of their resources and their legal status. NGOs for that matter could be noted to be independent organizations with the main aim of reaching out to and giving voice to under privileged in society to better their living conditions.

2.1.2 Sustainable Development

According to Eckman (1993) the concept of sustainability has come to be regarded both as a goal in development programs and as an approach to policy and programming. It was further espoused that there are many definitions of sustainability in literature, as well as in empirical use among development workers because; the term is strongly dependent upon the context in which it is used. On this basis Brown et al. (1987)

maintained that a meaningful definition must specify explicitly the context as well as the temporal and spatial scales being considered.

Sustainable Development according to the Brundtland Commission (1987) is development that meets the needs of present without compromising the ability of the future generations to meet their own needs.

It was for this reason Nikkhan and Redzuan (2010) concluded that sustainable development has emerged over the past few decades as an important paradigm for community development. However, Bradshaw and Winn (2000) assert that, sustainability has been rooted largely in an environmental approach, particularly in the industrialized countries. But, the goal of sustainable development is to find a balance between three pillars - social, economic and environmental aspects of communities (Sneddon, 2000).

Hibbard and Tang (2004) contended that sustainable community development is process-oriented, and it requires extensive community participation and relies on network to share resources, knowledge and expertise. The concept of sustainability in sustainable development therefore implies balancing environmental protection with the generation of increased opportunities for employment and improved livelihoods (Serageldin, 1996).

As the focus of this study is at the operational NGO project level, sustainable development projects are defined by Eckman (1993) as those with beneficial impacts enduring beyond the original time frame of the project, and that may be diffused beyond the original spatial limits of the project. Such activities acquire a life of their own, and are independently adopted or adapted by local people without significant inputs from external sources as the “official” project ends.

Further Hossain (2001) opines a development initiative is considered sustainable when it is economically and financially able to maintain growth, capital maintenance, and efficient use of resources and investments. Such a program should be able to deliver appropriate level of benefits for an extended period after the exit of development assistance.

From these definitions, it is realized that there is now a reorientation of sustainability as primarily an ecological concern to one that emphasizes the economic, social and political aspects of development.

2.1.3 Development

Development has been viewed as a slippery concept which has no single agreed meaning. It has however been used to denote positive changes in a social, economic or political system. Used as a verb, Gardner and Lewis (1996) noted ‘developing’, refers to the activities which are required to bring about such positive change; while as an

adjective, ‘developed’ implies a value judgment, a standard against which things can be compared. They reiterate the fact that emphasis on development was on economic growth rather than distribution, and often on statistics rather than people.

Edwards (1999) puts it that, development is ‘the reduction of material want and the enhancement of people’s ability to live a life they consider good across the broadest range possible in a population. Thomas (1996) however indicates development can refer either to deliberate attempts at progress through outside intervention, or to the people’s own efforts to improve their quality of life within unfolding processes of change.

From this definitions it is observed that development is viewed as a change process that brings about advancement or growth within the social, economic and political lives of individuals whether planned or unplanned within a population.

2.2 Conceptual Framework

The declining economic potential of developing nations resulting in an increase in the number of weak and poor states during the period of Structural Adjustment Program (SAP) fuelled the proliferation of NGOs (Lekorwe and Mpabanga 2007). Even in recent times, the failure of states especially the developing nations to increasingly deliver appropriate social, economic and political development has further make NGOs to rise to prominence as preferred choices to deliver grass root development (Fowler, 1991).

Development oriented NGOs are not only facilitating market access but have emerged as a critical sector that fosters development for marginalized groups. NGOs are flexible, adaptive, cost effective and quick to respond to issues of need than their government counterparts. These features make them link process to outcomes and energize the commitment of beneficiaries for development (Lekorwe and Mpabanga 2007). It is therefore imperative to put development interventions of NGOs in perspective for the purpose of this study.

The concept of sustainable development interventions in this study refers specifically to NGO led development projects and programs. For purpose of conceptualizing the analytical frame work of the study, three factors were identified to affect the sustainability of NGO led development projects. They include; the project environment, the management capabilities of NGOs, and the overall donor conditions regarding projects.

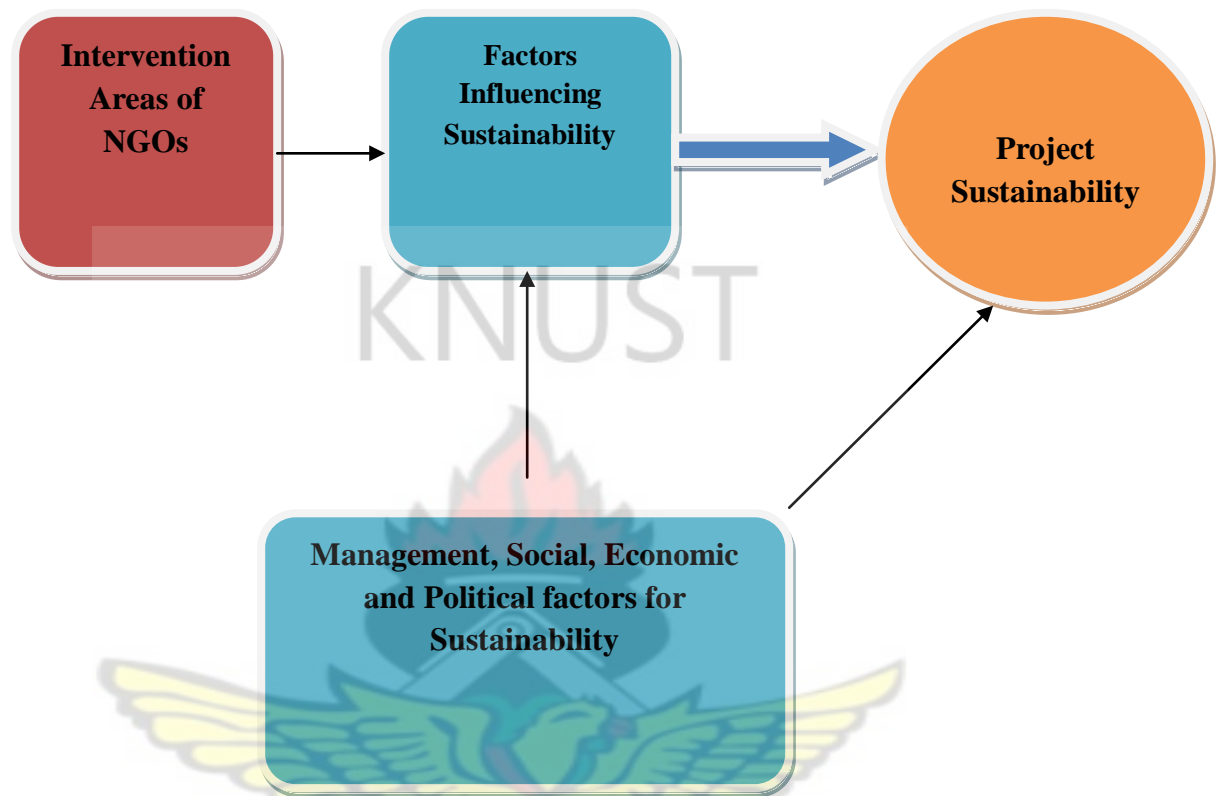
The working environment of development interventions constitutes the social, economic and political atmosphere of which NGOs are operating. The study looked at how development interventions are affected by traditional and social values. The social certain of development interventions in the Savelugu Nantong District were studied to find out how they affect sustainable development.

The economic and political dispensations have been conceptualized to draw inferences as to how economic indicators such as inflation can affect budgeting and planning of projects. Nonetheless political regimes have equally been conceptualize to study trends on how NGOs have developed under different regimes and how these regimes democratic or military have responded to development interventions by NGOs in the Savelugu Nantong District.

Official Development Assistance (ODA) policies of donors to NGOs in the Savelugu Nantong District for the purposes of this study have been conceptualized. Their policies and commitment to assist NGOs to ensure sustainability of development intervention in Ghana and for that matter Savelugu Nantong District has been observed.

To assess sustainability, examinations and analysis have been made of NGOs in the Savelugu Nantong District. Their management capacities were assessed by studying their organizational, local participation, managerial leadership and implementation styles. However, the conceptual analysis was based on the notion of sustainability in their development interventions in the Savelugu Nantong District.

Figure: 2.2.1 Diagrammatic Representation of Conceptual Framework



Source: Author's Construct, June 2011

2.3 Theoretical Framework

The sustainability of NGO led development interventions is been put to scrutiny by development practitioners. NGOs are facing repeated challenges in ensuring the sustainability of their interventions. Irrespective of the challenges NGOs encounter working within the Savelugu Nanton District, they are looking forward to meaningful collaborative relationships between the state, beneficiaries and other development partners to redefine their role in development interventions to bring about meaningful social and economic development.

Certainly, the sustainability of NGO led development interventions will go a long way to improve on the lives and livelihoods of beneficiaries to foster these collaborative relationships. Thus the study will advance the concept of sustainability and sustainable development to meet the demands of target groups.

Sustainability and Sustainable Development in contemporary development work can be described as the most used, over used and abused concept. During the course of the study however, the theoretical concept of sustainability was put within the context of the Brundtland Commission's (1987) definition. Fundamentally though, Eckman (1993) operational definition of the sustainability of development projects was seen to be relevant as a basis for theoretical frame for this study. Nonetheless, Thomas (1996) definition of development will further be used within the context of the study.

Thus, the working definition for Sustainable Development within the study will be the Brundtland Commission's (1987) definition which states that Sustainable Development is development that meets the needs of present without compromising the ability of the future generations to meet their own needs.

As the focus of this study is at the operational NGO project level, sustainable development projects are defined by Eckman (1993) as those with beneficial impacts enduring beyond the original time frame of the project, and that may be diffused beyond the original spatial limits of the project. Such activities acquire a life of their own, and

are independently adopted or adapted by local people without significant inputs from external sources as the “official” project ends.

The theoretical perspective of development in the study was founded on Thomas (1996) assertion of development which points out that development can refer either to deliberate attempts at progress through outside intervention, or to the people’s own efforts to improve their quality of life within unfolding processes of change.

These definitions are specific to the study which takes a closer look at NGO interventions, beneficiaries of NGO interventions as well as the larger organizational structure of NGOs.

2.4 Interventions of Non-Governmental Organizations (NGOs)

Alternative development has emerged considerably with an increase emphasis on the role of NGOs in contemporary development practice. Lewis and Kanji (2009) intimated the role of NGOs can be characterized as three main clusters: service delivery, catalyst and partnership. It is maintained that these distinct roles may be combined within the activities of one organization.

Stromquist (2002) also outlines three major functions for NGOs such as: service delivery (e.g. relief, welfare, basic skills); educational provision (e.g. basic skills and often critical analysis of social environments); and public policy advocacy.

2.4.1 NGOs and Service Delivery

Carroll (1992) posits that the implementation of service delivery by NGOs is important simply because many people in developing countries face a situation in which a wide range of vital basic services are unavailable or of poor quality. This has prompted a rapid growth in NGO service provision, as neoliberal development policies have emphasized a decreasing role for governments as direct service providers as a result in many parts of the developing world, government service has been withdrawn under conditions dictated by the World Bank and other donors leaving NGOs of varying types and capacities to fill the gap (Lewis and Kanji, 2009).

USAID (2009) reports among areas NGOs are active includes water and sanitation, education and training, health, agriculture and food security, and energy. Eckman (1993) asserts that NGO activities equally encompass community development, humanitarian relief and emergency assistance, natural resources and conservation projects, and many other sectoral programs.

NGOs are professionally-staffed organizations aiming at contributing to the reduction of human suffering and to the development of poor countries (Streeten, 1997). They do this in various ways, e.g. by funding projects, engaging in service provision and capacity building, contributing to awareness, and promoting the self-organization of various groups (Baccaro, 2001). Related to that is Desai (2005) assertion that NGOs have an important role to play in supporting women, men and households, and expected

that they can meet their welfare. In addition the role and functions of NGOs include counseling and support service, awareness raising and advocacy, legal aid and microfinance.

Ezeoha (2006) gives a more elaborate role of NGOs in service delivery by indicating that in the event of natural disaster, they are there to render helpful/emergency relief services without invitation nor expectation of economic gains; in times of war, the essential areas of NGOs is to provide relief and help protect women and children from war crimes and other adverse effects; in times of epidemic, they also arise to the challenges of providing for the health needs of the people, offering technical advices on the prevention and cure of diseases, and helping governments search for permanent solutions against further spread; and under normal circumstances, they search for and take care of the poor and the marginalized.

Fowler (1991) notes that most community-oriented projects in Africa funded by the World Bank as well as bilateral aid agencies emphasize modernization-type projects such as primary (preventive) health care, family planning and credit. It is observed that in such a scenario, NGOs are steered away from activities of social and political mobilization of the poor towards activities of service delivery (Robinson, 1991). It is also argued that these modernization-type projects whose concern is with economic material improvement do benefit not so much the very poor but the relatively wealthier elements of the Third World communities (Clark, 1991).

2.4.2 Catalyst

A catalyst is an agent which precipitates change and one form of catalyst is an NGO that aims to bring about change through advocacy and seeking influence; another is the NGO that aims to innovate and to apply new solutions to development problems (Lewis and Kanji, 2009).

2.4.2.1 Advocacy

Advocacy is defined as a process where individuals and organizations try to influence public policies—and their practices – through the strategic use of information to democratize unequal power relations (Jordan and Tuijl, 2002). Najam (1999) phrase, NGOs ‘keep policy honest’. This role may include the idea of being a whistle blower if certain policies remain unimplemented or are carried out poorly, as well as scanning the policy horizon for events and activities which could interfere with future policy development and implementation.

Coates and David (2002) opines the fact that NGO advocacy give the poor and disadvantaged groups the tools to influence public policies and their implementation practices, to challenge the status quo by addressing social injustice issues and structural causes of inequality, to defend human rights and to promote democracy.

NGOs are seen as agents of advocacy and contribute immensely to policy dialogue. Through advocacy they oppose the state by acting as watchdogs, lobbying, and overtly

supporting groups that are affected by government policy and holding the state accountable (Thomas 1992). But Bratton (1990) stressed that, it is in the interest of NGOs to gain a 'voice' for the poor in policy making through non-confrontational means as a more useful strategy than empowerment against the power structure.

Van Rooy (1997) found that NGOs have achieved more influence shaping what was termed 'low salience' policy issues such as environment, gender and poverty at UN (United Nations) global summits, but far less in relation to 'high salience' policy issues such as military spending, human rights and economic reform.

Edwards (1999) further asserts that NGOs have had more success with campaigns dealing with issues such as sex tourism and landmines because it has proved easier to frame these subjects powerfully to the public and to governments, and to link them to practical solutions. But issues such as trade reform, environmental change and rights have proved more difficult.

It is worth noting that, a catalytic role by NGOs through advocacy has aided the speedy development of programs and policies by state agencies which otherwise could have been stalled by the usually bureaucratic tendencies that characterizes state institutions especially in developing nations. This lends credence to the fact that NGOs have diverse roles and can be very important complements to government policy initiatives.

2.4.2.2 Innovation

A second example of the NGO catalyst role is that of innovation. An ability to innovate is often claimed as a special quality, or even as an area of comparative advantage, of NGOs over other kinds of organization, especially government agencies as innovation claims are one of the key justifications of NGOs as purveyors of development alternatives (Bebbington et al., 2008).

Clark (1991) argues that NGOs are able to innovate because they are less constrained by orthodox ideas and structures than mainstream aid agencies and governments. In an influential review of NGO activity around the world, he found evidence that their staff have considerable flexibility to experiment, adapt and try out new approaches to problem solving.

NGOs have been very innovative in grass root orientation, commercial goal orientation, and humanitarian relief (Ezeoha, 2006). Cleary (1997) noted NGOs are widely accepted for their innovations in pursuing activities to relieve the suffering, promote interest of the poor, protect the environment, provided basic services, and undertake community development.

They do this usually through advocacy where they oppose the state by acting as watchdogs, lobbying, and overtly supporting groups that are affected by government policy and holding the state accountable (Thomas, 1992). As innovators it requires that

NGOs have to appraise carefully their intended and unintended consequences of their initiatives on beneficiaries.

2.4.3 NGO State Partnership

There is no doubt that with increasing demands on the state by the citizens the state can no longer be the sole provider of goods and services. This has resulted in the growth of NGOs to deliver services. Thus, the state and NGOs need each other (Lekorwe and Mpabanga 2007). In terms of NGO relationship with state, Clark (1991) provides a liberalist view in terms of three options; they can complement, reform, and/or oppose the state. In their role to complement the state, they act as implementers of development activities (Lekorwe and Mpabanga 2007).

They are particularly critical in circumstances where state funds are limited, political situations are fluid, natural disasters resulting from both predictable and unpredictable environmental circumstances occur, ethnic strife is rampant, and the level of per capita income severely restricts the ability to purchase needed goods and services – social, educational and economic (Asamoah, 2003).

The relationship between NGOs and state are affected by the specific contextual factors which may include the nature of NGOs objectives and strategies, the area of operation of an NGO, the behavior of the donor and the nature and character of the regime (Turner and Hulme 1997).

Lekorwe and Mpabanga (2007) expressed a strong view by noting that a healthy state and NGO is conceivable if both parties share the same objectives. If the government commitment to poverty is weak, then NGOs are likely to view collaborating with government as counter-productive. In the same vein, dictatorial governments will be wary of NGOs which tend to be sympathetic to the poor. Further, in cases where the government has a positive social agenda which resonates with the NGOs there is potential for a strong collaborative relationship.

Irrespective of the complementary role NGOs play in ensuring growth among the human kind, they have been viewed vulnerably to be instrumental as agents who have been enlisted simply to work to the agenda of others as 'reluctant partners' (Farrington and Bebbington 1993). In a study of partnerships within an aquaculture project, Lewis (1998) found that so-called partnerships described in the project documents to be occurring between NGOs and government agencies were more a product of opportunities for gaining access to external resources than any kind of complementarity or functional logic.

2.5 Factors of Sustainability in Development Interventions

The challenge to ensure sustainable development has engineered studies under what could affect the sustainability of development interventions. Sustainability holds the key to ensure continuous benefits of interventions after their exit. Factors such as government policy, management capacity of NGOs, donor influence, and social factors have been noted by research to affect the sustainability of development interventions.

2.5.1 Government Policy

Development projects operate within the context of national policies. Therefore government commitment and policies that support project objectives are critical to the sustainability of development programs (Hosain, 2001). OECD (1989) contends that government commitment to a program is one of the most commonly identified factors affecting sustainability. Mistrust between governments and NGOs are deep rooted as government always have fear that NGOs will erode their political power and NGOs also mistrust the motivations of government officials (Fowler, 1992).

If government and NGO activities do not co-exist the tendency to achieve sustainable development is very much challenged. Turner and Hulme (1997) maintained that relationships between NGOs and government are affected by the specific contextual factors which may include; the nature of NGOs objectives and strategies, the area of operation by NGO, the behavior of the donor, and the nature and character of the regime. Nonetheless, Lekorwe (1999) argues that civil society and interest groups for instance, are manipulated through state funding and they cannot openly criticize and challenge government in the quest for sustainable development because of their dependency on state funding.

2.5.2 Management Capacity of NGOs

Managerial leadership is key in developing sustainable programs. When projects are well matched with an organizations administrative capability-existing or expanding

over time- sustainability is enhanced (OECD, 1989). Molomo and Somolekae (1999) however noted the key weakness of NGOs in African is the inappropriate organizational structures which impact the manner in which NGOs carry out their core business.

Hosain (2001) points out that management, organization and local participation include administrative systems and the involvement of beneficiaries. (Keese, 2001) noted that participatory development is grounded in the believe that poor people despite their poverty, when they possess substantial resources, knowledge and understanding of their circumstances, they will persistent to make things better.

According to Schiavo-Campo and Sundaram (2001), some NGOs do not have the time and expertise to manage all of the funded programs, or even to ensure full involvement by all of the communities as is normally claimed. This was noted to affect the efficiency of NGOs in delivering sustainable development. For many programs which the benefits are directly associated with local populations, participation becomes critical to sustainability. Local participation in planning and implementation therefore becomes invaluable to ensure the sustainability of development interventions.

2.5.3 Donor Influence

One of the major factors impacting on the effective management of NGOs is the nature of their dependability on donor funding. The common impact of financial dependence on donor funding is that, once donors pull their financial support, NGOs collapse (Lokorwe and Mpabanga, 2007).

Ditshwanelo (2004) equally notes the major threats to NGO existence and the carrying out of their mandates is the reduced funding which may force them to scale down their activities.

In many instances, NGOs go where funds are available-for HIV/AIDS, climate change or other issues that are fashionable among donors and this has led to a lack of specialization among NGOs where they either change their areas of focus or simply add on, based on areas of available funding (USAID, 2009). These emerging NGOs, which are created in response to little more than the opportunity to pursue the available resources, have a questionable agenda and integrity as they largely depend on funds from donors sources, their programs do not conform to the needs of beneficiaries as they mainly subscribe to the interests of the donors (Lokorwe and Mpabanga, 2007).

Further, greater competition for funds among these NGOs has arisen thereby encouraging secrecy and even hostilities instead of co-operation for sustainable development (Matenga, 2001). (Fowler 1991) argued, therefore, that these 'supply-driven' NGOs are eroding the reputation of the NGO sector regarding sustainable development.

Viravaidya and Hayssen (2001) reported that lack of funds limits the quantity and quality of NGO work hence, dependence on grants and donations from donors are accepted. This donor funds were noted to carry restrictions which inhibit the autonomy

of NGOs to choose which program activities to undertake and to select the most effective intervention strategies to achieve sustainable program goals.

2.5.4 Socio-Cultural Factors

According to Hosain (2001) the integration of a program with the social and cultural settings of its beneficiaries and operating circumstances becomes specially important if the activity is not to be rejected after assistance ends. Further, programs which attempt to function in ways inconsistent with local traditions or assume changes in behavior patterns, have a high risk of failure.

The involvement of local communities can promote sustainability by building a base of support and fostering a sense of local ownership of programs as working through local communities makes it easier to take advantage of traditional organizations and indigenous practitioners and benefit from their knowledge of what may work or not work in a society (OECD, 1987).

One of the factors contributing to the weaknesses of civil society is that the concept of non-governmental organizations was imported from outside by donor agencies in response to the African states, therefore inward looking and less engaging when it comes to policy issues to aid development (Lekorwe and Mpabanga, 2007).

The system has been imposed unilaterally without negotiation with any African government (Duffield, 1992). As the system evolves donors shift from channeling funds

through governments towards NGOs and roles previously played by governments are now being taken over by NGOs who implement programs inconsistent with the community settings (Lekorwe and Mpabanga, 2007).

2.6 NGOs and Management of Development Interventions for Sustainability

Non-Governmental Organizations (NGOs) are now increasingly important in international development as a result, greater attention is being paid to the management of NGOs, which is often, claimed to be 'participatory' in character (Sheehan, 1998). Holcombe (1995), for example, points out that many NGOs now speak of an 'empowering' or 'participatory' style of management, in which staff are seen as a source of skills and capacities, and are encouraged to take the initiative in solving problems.

Chambers (1995) argues that the institutional challenge for all development agencies is to flatten and soften hierarchy, to develop a culture of participatory management, to recruit a gender and disciplinary mix of staff committed to people, to adopt and promote procedures, norms and rewards which permit and encourage more participation at all levels.

Several researchers and consultants have applied themselves to the question of which theories and models NGO practitioners can use in the design and management of their agencies (Brown and Covey, 1989). MacKeith, (1993), noted the tentative emergence of the study of NGO management has provided the focus for a wide ranging debate about

how NGOs can be more effectively organized. Indeed, there is at present, no consensus regarding the nature of NGO management principles and practices, although the importance of management is generally accepted (Campbell, 1987). Campbell (1987) outlined schools of thought to form what was described as the 'NGO management debate'.

The perspectives presented argue that NGOs require a distinctive management style. The first school of thought insists that the critical issue is that NGOs are voluntary organizations and should draw on voluntary sector principles (Billis and MacKeith, 1993). A second view is that NGO contexts are critical in determining the type of management they need, and that the principles of development management should therefore strongly influence NGO management (Korten, 1980).

To these schools of thought can be added a cultural perspective which questions the applicability of western management models, as it discusses the need for 'indigenous' approaches, and argues that the cultural environment in which the NGO operates must determine the nature of NGO management (Bjur and Zomorrodian, 1986; Zadek and Szabo, 1994).

The arguments for a distinctive approach to NGO management, however, are not unanimously accepted. Dichter (1989), for example, argues that the distinction between the management of non-profit and commercial organizations is largely irrelevant as management principles should apply to all organizations whatever their nature and

function. Such a view is echoed by De Graaf (1987) who, explains that the nature of the development task does shape NGO management, and to say NGOs should adopt a specific management style because it is important in development is over-simplistic.

2.6.1 Managing Development, Power and Discourse

International development has historically been based upon interventions crafted by external organizations, which often ignored the input of the local community. Arguably, the top-down nature of these approaches accounts for the failure by many developing communities to achieve sustainable development (Bleckley, 2008). More and more voices have been speaking out against these practices, calling instead for more inclusive development practices (Earle and Simonelli, 2000). Inclusion in the development process is, perhaps, better understood as power-balance (Smith-Nonini, 1997). Power is integral to sustainable development efforts in any community (Alinsky, 1971).

Externally-imposed projects are inherently imbalanced, as power is held by the development organization rather than by the community (Bleckley, 2008). Such one-sided power maintenance prevents the community from being able to make decisions and to act on its own behalf, thereby precluding sustainability, which depends upon community action. As a result, power must be balanced for parties involved in a community's development to participate in a dialog (Chambers, 1997). Freire (1970) indicated, oppression (imbalanced power) occurs when there is no discourse between two parties, and liberation (balanced power) takes place through dialog further

assuming that for development to be a liberating process, it must also be a dialogical one.

Participation should result in freedom, exercised in an environment where differing views find a common platform (Makuwira, 2004). (Racevskis, 1983) explains that balanced development discourse allows for the sharing and synthesis of knowledge, building a body of knowledge surrounding the development effort. The knowledge building that occurs in the development discourse process is an indication that the dialog is inclusive and the power created in the context of development informs the entire development effort and is, therefore, vital to its sustainability (Sanderson and Kindon, 2004).

2.6.2 Participatory Development and Management

Participatory development is a multi-faceted approach that places local people at the centre of development by building their capacity to control their future (Kemp, 2003). Bleckley (2008) on the other hand indicated participatory development is the practice of involving all stakeholders (local populace, development professionals, and funders) in every stage of the development process, from project design to implementation and review. Again, Bleckley (2008) asserts that participatory development methods are becoming more widely practiced and are seen by some as being the remedy to the sustainability and power-balance problems associated with externally-imposed development efforts

Several authors have reported that a participatory approach to management is particularly suitable for NGOs whose work involves the promotion of participation and the empowerment of beneficiaries (Campbell, 1987; Chambers, 1995). Chambers (1983), for example, insists that such a management style is more in keeping with 'bottom-up development' or a participatory development approach. NGOs require a 'new professionalism' based on fundamental 'reversals' in the values, attitudes and behavior of NGO staff, so that the people whom the NGO aims to support are truly empowered (Sheehan, 1998). Carroll (1992) demonstrates that an open, collegial management style builds confidence and trust among beneficiaries and support organizations, and is, therefore, a key organizational quality for promoting popular participation.

Similarly, culture, management structure, goals and sources of funding, all influence the manner and extent to which an aid agency can enhance the participation of other stakeholders (Eyben, 1994).

Indeed, Roche (1992) argues experience suggests that a decentralized structure with semi autonomous, self-managed federated units, coupled with information and cooperative learning, is perhaps the most appropriate organizational design for supporting micro-development.

Worth mentioning is the fact that NGOs need to develop decentralized and participatory decision-making structures, and adopt a problem solving rather than a predictive blue-

print approach to management, to ensure flexibility and maintain the ability to adapt to constantly changing realities (Fowler, 1987).

In particular, participatory planning processes are important as it is the field staff that normally has closest contact with beneficiaries (Sahley, 1995). This ‘effectiveness’ argument is also taken up, for example, by Brodhead and Herbert-Copley (1988), who suggest that NGOs must adopt a participatory approach in order to have wider impact. Clark (1991), states that NGO staff are generally highly committed to their work because of widely shared values and a belief in the social change mission inherent in their work. This generates a sense of ownership which, when combined with the widespread expectation that organizations promoting democracy and participation should themselves be democratic (Billis and MacKeith, 1993).

An autocratic style simply wouldn’t work to ensure sustainability of interventions (Clark, 1991). To Hodson (1992), NGOs in growing decentralized, consensual forms of decision-making’ are of particular importance ‘if decisions are to be seen by beneficiaries as legitimate.

In addition, there is an assumption that respect for workers and beneficiaries leads to improved organizational functioning and sustainable interventions (Sheehan, 1998). Clark (1991) affirmed that an organization of principled and committed workers will function best if staff feel respected, and listened to in the delivery of interventions.

According to Bessette (2004), participatory development consists of four multi-faceted processes, which interact in a cyclical nature:

i. Diagnosis involves the initiation of discourse between development practitioners and a community. This may be informal or structured, depending upon the circumstances and the cultural norms of the community. Once rapport is built, the stakeholders discuss the assets and needs of the community and identify possible actions for addressing those needs. This discourse must be inclusive or participation is ineffective, meaning that if groups marginalized by age, gender, or class are excluded, the issues emphasized in future work may lead to an exacerbation of the community's internal inequalities. Thus can undermine project sustainability.

ii. Planning occurs when stakeholders have identified the most urgent needs and the most plausible means to address them. The discourse then shifts to creating a pragmatic plan incorporating these actions by specifically describing the methods, resources, and timelines to be used in the project. Included in the planning phase of participatory development is the determination of the manner, in which communication will continue through the implementation of the plan.

This aspect of planning is crucial to the ongoing discourse of participatory development because the third process is not as naturally dialogical as the other three.

iii. Intervention/Experimentation is the implementation of the planned actions for addressing the needs of the community. It bears a two-dimensional title because

development efforts may be undertaken on a broad, permanent basis or in a more reserved, trial-like fashion. The discourse continues in this stage as the process is monitored and discussed and traditional and technical practices are synthesized.

iv. Assessment can occur at different points during participatory development, depending upon the extensiveness of the intervention. Formal assessment may occur at designated times throughout the effort or simply at the end, but ideally, constant evaluation and adjustment should take place to ensure the most effective intervention possible.

The assessment process can be the greatest opportunity in the entire participatory discourse to build knowledge because it affords stakeholders the opportunity to retrospectively critique and admire their efforts and to think of creative and innovative improvements for the future (Sanderson and Kondon, 2004).

The outcomes drawn from the assessment process lead stakeholders back to the diagnosis phase and the cycle continues. One of the ultimate goals in implementing these processes is the external facilitators' exit strategy, allowing for the sustainability of development efforts by phasing out non local stakeholders (Bessette, 2004). Thus, there is often a gap that has not been addressed in many areas of project intervention and the sustainability of these projects become illusive.

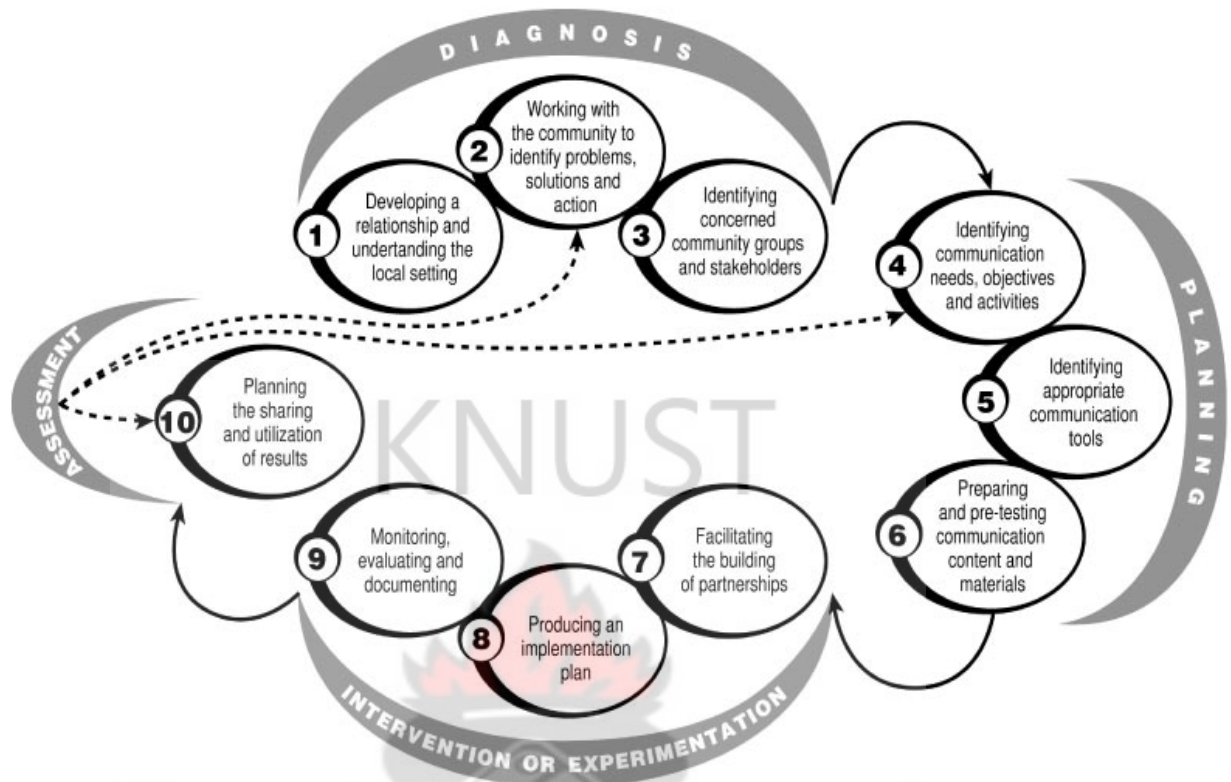


Figure 2.6.1: Bessette's (2004) Model outlining Participatory Development Communication (p.37).

2.6.3 Critiquing NGOs as Facilitators of Participatory Development

Whether or not the concept of participation can or has been fully embraced by development NGOs as an instrument of sustainability to enhance social change is highly contended (Makuwira, 2004). Yamamori et al., 1996 notes that the politics of participation on who participates, what they participate in, how they participate and for what reason may vary from nominal or "tokenistic display" to "transformative participation".

According to Lewis (2001), in "transformative" participation, "people find ways to make decisions and take action, without outsider involvement and on their own terms". White (2000) regards this form of participation as highly empowering as decisions stem from the actual recipients.

Bessette's (2004) model portrays an ideal framework for the manner in which participatory development should occur. These efforts are not always completely inclusive in practice, thereby failing to address the diversity and knowledge of a community (Sanderson and Kindon, 2004). Even more debilitating is the tokenism, with which participation is sometimes utilized to quell opposition to development (Makuwira, 2004).

Democratic language is sometimes co-opted, and that discourse can be used as a way of forcing local groups to align their perceived needs with pre-existing, externally-developed plans (Cooke and Kothari, 2001). While these may occur in isolated cases, some development scholars and practitioners have voiced the opinion that these problems are common—that participatory development is “tyranny” (Cleaver, 2003; Cooke and Kothari, 2001).

Drawing inferences from the criticisms it seems that imbalanced power, ineffective discourse, and insufficient knowledge building are at the root of the problems prompting each of the above critiques and concerns. These entire criticisms stem from a disparity between the ideals comprising participatory development's theoretical

foundation and the negative experiences associated with its practical implementation. Whatever the issues are participatory development has truly emerged and has been viewed largely as a key development management tool to increase the sustainability of development interventions irrespective of its short comings. For sustainable development projects are suppose to be participatory to the extent that they are determined and executed by the people, of the people and for the people.

2.7 Areas of Emphasis for NGO Led Development Interventions

NGOs in their quest to alleviate human suffering have instituted concrete programs that have identifiable socio-economic benefits to their beneficiaries. The focus of these programs is to empower and build the capacity of the poor and disadvantaged in society to be responsive to their own needs.

2.7.1 Community Empowerment for Sustainable Development

Empowerment is the ability of individuals to gain control socially, politically, economically and psychologically through access to information, knowledge and skills; decision making; and individual self-efficacy, community participation, and perceived control (Rappaport 1987).

Baccaro (2001) shows how particular NGOs can promote the organization and “empowerment” of the poor, particularly poor women, through a combination of micro-credit, awareness-raising, training for group members, and other social services. In the

long term, the aim of NGOs is to promote sustainable community development through activities that promote capacity building and self reliance (Nikkhah and Redzuan, 2010).

Langran (2002) has put it that NGOs through capacity building help to sustain community development. NGOs are often created in order to expand the capacities of people. Furthermore, they are praised for promoting community self-reliance and empowerment through supporting community-based groups and relying on participatory processes (Korten 1990).

The provision of microfinance, initiation of community capacity building and self reliance through “bottom-up approach” in community development would likely bring about empowerment to the community and finally sustainable community development (Nikkhah and Redzuan, 2010).

According to Finger (1994), the bottom-up approach emphasizes community participation, grassroots movements and local decision making. It was further argued that community participation and grassroots initiatives promote participatory decision making and local self-reliance. Panda (2007) reiterate the point that in bottom-up approach, people are able to define their own problems and having the ability and capacity to solve it through organizing and participating themselves.

2.7.2 NGOs and Microfinance Empowerment for Sustainable Development

Microfinance is defined as efforts to improve access to loans and to saving services for poor people (Shreiner 2001). Micro-finance has increasingly been referred to as an effective means of poverty reduction (Rekha, 1995). Cheston and Khan (2002) have pointed out the importance of microfinance in empowerment, particularly women empowerment is been acknowledged in developing countries. Micro-finance is currently being promoted as a key development strategy for promoting poverty eradication and economic empowerment. It was further observed to have a potential to effectively address material poverty, the physical deprivation of goods and services and the income to attain them by granting financial services to households who are not supported by the formal banking sector (Sheraton 2004).

Nikkhah and Redzuan, (2010) contend microcredit programs provide small loans and savings opportunities to those who have traditionally been excluded from commercial financial services. As a development inclusion strategy, microfinance programs emphasize women's economic contribution as a way to increase overall financial efficiency within national economies. According to Cheston and Khan (2002), one of the most popular forms of economic empowerment for women is microfinance, which provides credit for poor women who are usually excluded from formal credit institutions.

2.7.3 NGOs and Community Self Reliance for Sustainable Development

According to Kelly (1992), self-reliance means that the people rely on their own resources and are independent of funds sourced outside the community. He further notes that self-reliant strategy relies on the willingness and ability of the local people to depend on their own available resources and technology which they can control and manage. A self-reliant strategy requires the optional use of all available human, natural and technological resources (Agere 1982).

Nikkhah and Redzuan (2010) express the opinion that dependence on the state maybe desirable in the short term, it should not be a long term objective, because the aim of community development must ultimately be self-reliance. Moreso, reliance on external resources will lead to the loss of autonomy and independence of the community. On the other hand, autonomous communities can flourish only in the absence of such external dependency. Ife and Tesoriero (2006), concur to this by asserting that to attain self-reliance, community workers (e.g. NGOs) and community groups must discover their own potential and look for ways to innovatively develop such discovered potential to use as sources of wealth for the development of the community.

2.7.4 NGOs and Beneficiary Capacity Building for Sustainable Development

Capacity building is an approach to development that builds communities independence for sustainable development. It can be: (i). A ‘means to an end’, where the purpose is for others to take on programs. (ii). An ‘end’ in itself, where the intent is to enable

others, from individuals through to government departments, to have greater capacity to work together to solve problems; and (iii). A process, where capacity building strategies are routinely incorporated as an important element of effective practice (NSW, 2001).

Frankish (2003) outlines a number of dimensions for community capacity building which included financial capacity (resources, opportunities and knowledge), human resources (skills, motivations, confidence, and relational abilities and trust) and social resources (networks, participation structures, shared trust and bonding). UNDP (1997) has introduced capacity building as the process by which individuals, groups, and organizations increase their abilities to perform core functions, solve problems, define and achieve objectives; and understand and deal with their development needs in a broad context and in a sustainable manner.

Furthermore, in terms of NGOs' functions, Langran (2002) defines capacity building as the ability of one group (NGOs) to strengthen the development abilities of another group (local communities) through education, skill training and organizational support. Additionally, capacity building is an approach to development not a set of pre-determined activities. NGOs, through the provision of education, skill and knowledge, develop the capacity of community towards achieving sustainable development.

A link to empowerment is frequently cited as one of the reasons for and outcomes of community capacity building. Empowerment is discussed at the level of individual empowerment (changes in skills, knowledge, consciousness and awareness, hope,

action and beliefs in abilities to affect change) and changes in wider social structures and processes that result in increased resources and opportunities (Verity, 2007).

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter details the process that was used to conduct the study. The study was largely qualitative which incorporated a variety of methods to produce the expected output.

3.1 Research Design

Several research designs are available. But within the context of the study a survey was found to be more appropriate because the units under study were far apart. The survey was further narrowed to a case study of a particular geographical location and specifically on NGO's in the Savelugu Nanton District.

3.2 Data Sources

Both Primary and Secondary Data were sourced. The primary data were those gathered from the units under consideration in the study through the various data gathering tools. The primary data was more qualitative in relation to the quantitative data that was also collected. Secondary data found relevant to the objectives of the study were obtained from other researches that were earlier conduct in relations to this work.

3.3 Information Gathering

Through a reconnaissance walk, interviews and observations were used to collect the necessary information about NGOs working in the District. This revealed the number of NGOs that are working in the district and their respective beneficiary communities. Information about these NGOs was used to determine the population and sample size to aid the data gathering process.

3.4 Unit of Enquiry

The units of enquiry were beneficiaries of NGO interventions. The following were the units from which information was gathered for the study. Water and Sanitation Committees, Farmer Base Organizations (FBO), Seamstress Trainees, Staff of NGOs and Water users Associations.

3.5 Data Gathering Techniques

Focus Group Discussions (FGD) were conducted using interview guide to gather relevant data from beneficiaries at the community level. To reach every beneficiary of an NGO at the household was going to be cost intensive and times consuming hence the choice of FDGs. Structured questionnaires were used to equally gather data from NGO staff because of their literacy rate as they could independently respond to the questionnaires.

3.5.1 Sampling and Sample Techniques

Non probability sampling techniques was found relevant to the study hence purposive sampling and quota sampling methods were used to select NGOs and their beneficiaries. This was because the study targeted some beneficiaries that had worked with the selected NGOs for a number of years not less than three (3). It was also observed that some groups of beneficiaries and NGO staff were found to wield enormous information that could provide credible data for the study hence were specifically targeted during data gathering.

Purposive sampling was used to select sample NGOs who have been working in the district for not less than four years or NGOs who have exited some interventions. This was because they will have been better informed about interventions and how sustainable they have being. Purposive sampling was used to select the number of beneficiary communities. Because not every beneficiary could be interviewed and further the study was directed to beneficiaries who have had interventions running in their communities for not less than three years.

3.5.2 Sample Size

Using purposive sampling, ten (10) NGOs out of twenty-one (21) registered with the Assembly were selected for the study. This was based on the number of years each NGO had implemented interventions in the District. This enabled the selection of two (2) independent groups of NGO beneficiaries who were used as respondents in Focus

Group Discussions (FGD's). Each group constituted an average of eighteen (18) members who responded to the FDGs. Purposive sampling was used to identify staff who have aided NGOs selected, to implement their development interventions. Those selected have worked with the NGO for not less than three (3) years. They were selected as institutional respondents to give an institutional account on the objectives of the study.

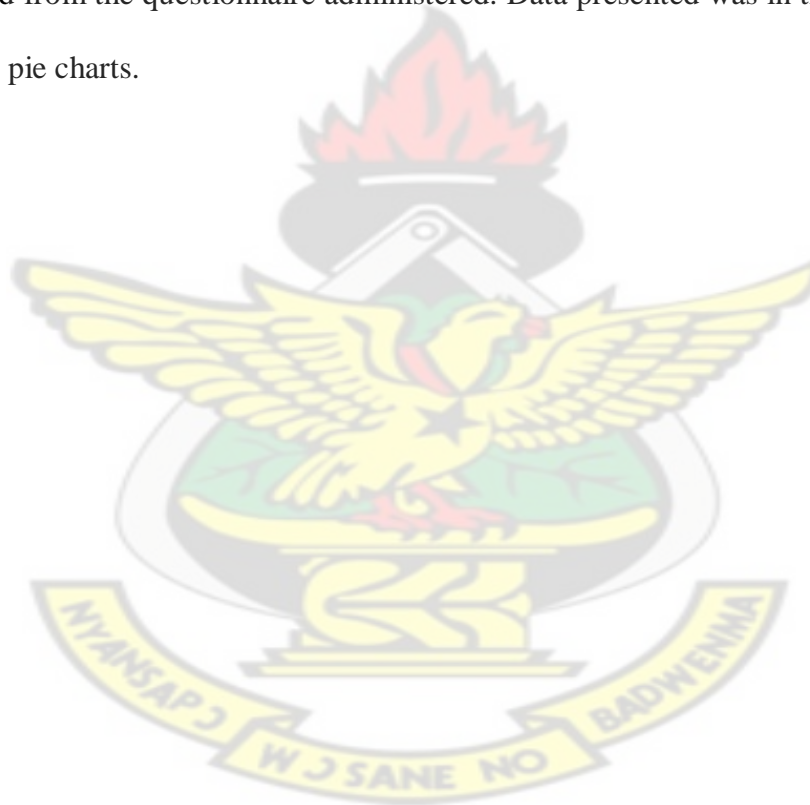
3.5.3 Data Quality Assurance

The following steps were used to ensure that data gathered were accurate and reliable. Sampled groups were primed on the essence of the FDGs for them to give accurate and valuable information, codes were assigned to respondents and questionnaire enumerators for traceability, data was edited and the questionnaire designed was easy to understand by respondents.

3.6 Data Collection and Analysis

Data was collected by enumerators through participatory focus group discussions and questionnaire administered with the target groups selected as respondents. An interview guide was used as a guide during the participatory focus group discussions (FDG's) at the community level. The participatory focus group discussions were held with beneficiaries of NGO led development interventions.

The Statistical Package for Social Sciences (SPSS) was used to statistically analyze data obtained from the NGO staff. Responses from the various units of enquiry was edited, organized and coded according to the objectives of the study. Using formulated codes, the responses were entered analyzed using SPSS to obtain frequencies and their corresponding percentages for the various variables. Variables were tabulated in order to establish and assess relationships. Qualitative data obtained from FDG's were summarized into statements and used to compare and clarify some of the results obtained from the questionnaire administered. Data presented was in the form of tables, bar and pie charts.



CHAPTER FOUR

PRESENTATION OF RESULTS, ANALYSIS AND DISCUSSION

4.0 Introduction

This section presents the results, analysis and discussion of the study report. This part of the study covers: intervention areas of NGOs; factors that affect project sustainability that could potential drawback the relevance of NGOs; the management of NGO interventions; and areas of their interventions that need to be emphasized.

4.1 Background of Respondents

Table 4.1.1 : Age Distribution of Respondents

Interval	Frequency	Percentage (%)
25-30	30	30
31-35	28	28
36-40	20	20
41-45	12	12
46-50	7	7
51-55	3	3
Total	100	100

Field Source: Field Survey, June 2011.

The respondents were sampled from ten (10) institutions working in the Savelugu Nanton District. From Table 4.1.1 majority of respondents were within the youthful age group representing fifty-eight percent of the total respondents. That is within the ages of 25-35. This group performs the core operational function of NGOs as they are the staff who are assigned to meet beneficiaries on a regular basis to implement project objectives. Additionally, the respondents were largely males representing seventy-two percent (72%) of respondents while females constitute twenty-eight percent (28%). While males dominate the NGO work force, women dominated the beneficiary category.

Table 4.1.2: Sex Distribution of Respondents

Sex	Frequency	Percentage (%) NGO Respondents
MALE	72	72
FEMALE	28	28
Total	100	100

Source: Field Survey, June 2011

A total of twenty (20) FGDs were held in ten (10) communities where three hundred and sixty (360) people participated in the FDGs with two hundred and twenty-three (223) being women while men constitute one hundred and thirty-seven (137). The beneficiaries had an average age of thirty-three (33)

4.2 Intervention Areas of NGOs

Figure 4.2.1 represents intervention areas of NGOs in the study area. The study revealed that NGOs in the study area are primarily engaged in interventions that will meet the immediate and long term needs of beneficiaries. These interventions are largely viewed as basic services that are very vital for human survival.

The interventions were service related and their delivery embodies a very wide range of activities as diverse as water and sanitation, education, agriculture, health, child support, skills training environmental management and microfinance. Education however featured prominently as the area of intervention that has seen much attention from NGOs. This confirms what USAID (2009) reported where it was noticed that among areas NGOs are active in Ghana include water and sanitation, education and training, health, agriculture and food security, and energy.

NGOs within the study area are engaged in community mobilization, grassroots organizing and group formation. This facilitates easy reach to beneficiaries where capacity building, technology transfer, empowerment and business development activities are tailored towards improved livelihoods.

The activities of NGOs are geared towards inspiring, generating enthusiasm and building the capabilities of beneficiaries and state institutions to promote change among individuals or groups in local communities. By this, NGOs have been able to build an atmosphere of enhanced mutual relationships with communities and institutions that have become effective and non- dependant.

Further, it was adduced that among factors that have increasingly prompted NGO interventions in communities in the study area were falling educational standards, poor health conditions (incidence of guinea worm), poor agricultural productivity, women marginalization and the availability of funds from donors.

In another breath, beneficiaries echoed the fact that NGOs working in their localities are largely into service delivery in the areas of water and sanitation, education, agriculture, health, child support, skills training, environmental management and microfinance where they receive capacity building trainings and technology transfer that empower them to be responsive to their needs.

The beneficiaries however differ in thought as to what could be the motivation for NGO interventions in service delivery. They observed that:

The inability of government and local authorities to satisfy their needs has prompted NGOs to come to their aid so that they complement the effort of the state to fend for its citizens.

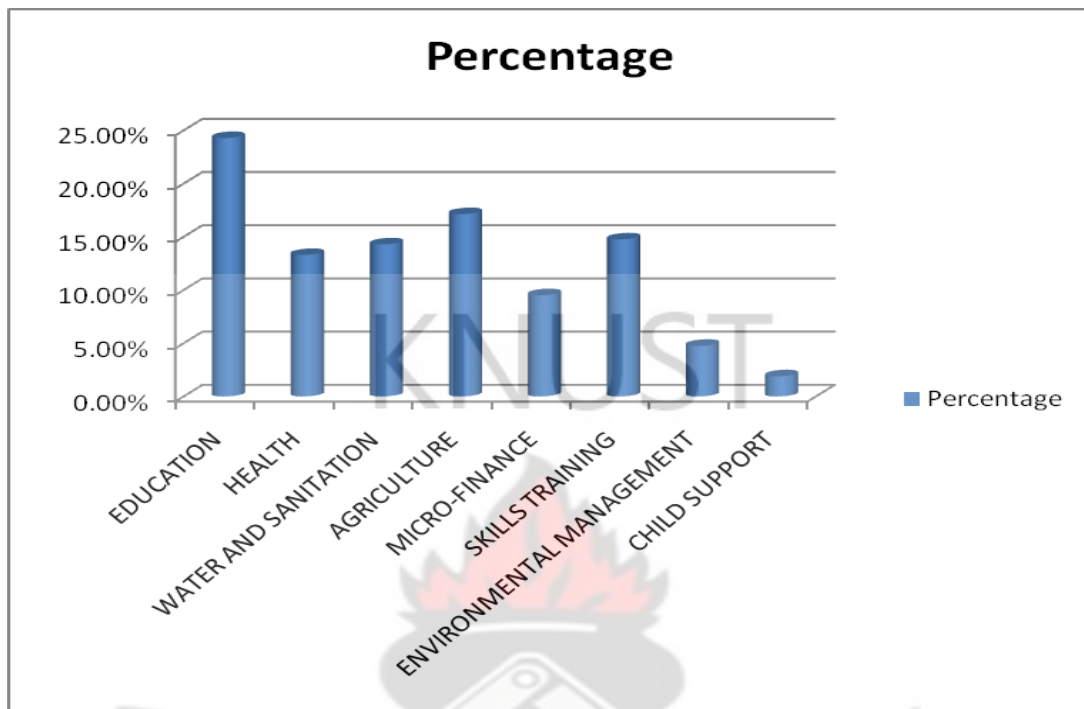
This firms Carroll (1992) and Lewis and Kanji (2009) assertion that the implementation of service delivery by NGOs is important simply because many people in developing

countries face a situation in which a wide range of vital basic services are unavailable or of poor quality. This has prompted a rapid growth in NGO service provision, as neoliberal development policies have emphasized a decreasing role for governments as direct service providers as a result, in many parts of the developing world, government service has been withdrawn under conditions dictated by the World Bank and other donors leaving NGOs of varying types and capacities to fill the gap.

It was observed during the FDGs that NGOs in the study area are not restricted to a single role or intervention. They combine series of interventions though are not drifted away from their core mandate. These occasional shifts are done over time to meet the complexities of the development challenge and to take advantage of opportunities that will bring about meaningful change in communities.



Figure 4.2.1: Percentage Distribution of Interventions



Source: Field Survey, June 2011

4.3 Factors Affecting the Sustainability of NGO Interventions

Figure 4.3.1 details the percentage representation of factors affecting sustainability in the study area. The data presented in figure 4.3.1 outlines the various factors and their corresponding percentage representation of respondents thought of what affects the sustainability of NGO development projects.

4.3.1 Socio-Cultural Environment

Data from Figure 4 reveals that NGOs have been very sensitive to local needs. Hence no specific conflict has been experienced between traditional values and intervention

adoptability that potentially could erode future benefits of interventions. As a result it was observed during the study that social values do not affect sustainability of interventions as indicated by respondents in Figure 4.3.1 which represents 0.0%. NGOs within the study area rather than replacing indigenous social values try to build their interventions within the local context thereby their ability to by-pass the conflict between traditional values and sustainable development.

This confirms Hosain (2001) assertion that programs which attempt to function in ways inconsistent with local traditions or assume changes in behavior patterns, have a high risk of failure. Nonetheless it disagreed with Lekorwe and Mpabanga (2007) who reported that the concept of non-governmental organizations was imported from outside by donor agencies in response to the African states, therefore it is inward looking and less engaging when it comes to policy issues to aid development.

4.3.2 Political Environment

Further, from Figure 4.3.1, it is realized that NGOs in the study area are immune from political manipulations of governments and their policies changes. NGOs were not motivated by any political consideration revealing that interventions are not pushed to areas of political need where the interventions will be viewed as gift for their political loyalty. Interventions in the name of political loyalty was viewed as a recipe for delivering interventions that will not be sustainable because, intervention either do not meet the needs of beneficiaries or are seen as gift for their political loyalty hence beneficiaries will not see the need to continue interventions after the exit of projects.

Additionally, any form of confrontation between NGOs and the political authority that potentially could derail the efforts of NGOs was not noticed. This can be attributed to the fact that NGOs are not engaged in interventions that tend to make political authorities in the study area unpopular. Their interventions do not erode the political fortunes of political regimes making them better placed to deliver interventions devoid of any form of friction in the study area. An earlier study by Fowler (1992) reveals that mistrust between governments and NGOs are deep rooted as government always have fear that NGOs will erode their political power and NGOs also mistrust the motivations of government officials.

This mistrust often results in frustrating funding sources of NGOs which scales down or often curtail interventions suddenly without a proper exit strategy that will ensure the continuity of interventions. The continuous involvement of NGOs in interventions that challenge gains made by governments in their developmental quest in the long run witness the power of the state heavily descending on them to make sure they are incapacitated to erode their political influence.

Most of the beneficiaries from all the communities agreed with the thought of NGOs which indicated political considerations and social values are not in any way affecting the manner in which they will continue interventions to draw the expected benefits.

They noted:

NGOs do not align themselves to any political grouping or class therefore their activities embrace all manner of persons irrespective of their traditional values

or political lineage. If beneficiaries are willing to take charge of their lives for better livelihoods, NGOs are always ready to work with such beneficiaries.

This could be a good recipe for project sustainability.

4.3.3 Economic Conditions

NGO interventions operate within the context of economic conditions which is determined by the fiscal policy of the political regime. Though beyond their control, they are heavily affected by the prevailing economic circumstances. High inflationary rates and uncompetitive foreign exchange rates were thought to undermine the length of interventions required to reach sustainability. Such conditions reduce funds and the operational ability of institutions to effectively engaged beneficiaries on issues laid out in project conception to ensure sustainability.

The rising cost of goods and services within the economy as a result of poor economic performance deeply reduces the quality of service delivered by altering or scaling down the intensity of activities that will generate interest and allow beneficiaries take ownership of interventions to continue to draw on the needed benefits after interventions exit. About fifty-eight percent (58%) of respondents noted economic conditions are the result of poor sustainability of development interventions in the study area. The dynamic project environment may be affected by cost over runs and all can affect the quality of work and they can as well influence project sustainability.

Beneficiaries also asserts that:

high inflation rates adversely reduces their chances of adopting, maintaining and running interventions that require monetary investments such as the repair of bore holes, storage facilities, processing equipment and buildings handed over to beneficiaries.

Hence most of these capital investments by NGO are more likely to be abandoned as a result of high maintenance cost and the purpose for which the facility was provided and its expected benefits will be short lived.

4.3.4 Donor Conditions

NGOs in the study area work with a high degree of uncertainty because the commitment and support in terms of funding are not stable. It was noted that this uncertainty decrease the extent to which staff engage beneficiaries for fear of change in donor policy that will not allow resources to cover areas where interventions had been initiated.

Though NGOs accept donor funds in relation to their core mandate, they are often challenged by the rigid nature of donor requirements that do not allow flexibility in the implementation of interventions. When circumstances during implementation challenge the degree to which beneficiaries will adapt to the intervention that is being implemented, it breeds conflict with donor policy which in most cases is non-negotiable. For this reason, beneficiaries only accommodate projects implemented and when they exit they are more likely not to adopt the intervention thereby challenging sustainability.

Further, beneficiaries indicated that:

We were not aware of any donor conditionality that impact on the rate to which we will continue interventions.

Though donor conditions are usually beyond the control of NGOs, beneficiaries see them as their making. It is therefore imperative for NGOs to make clear their reasons for remaining adamant to changes in interventions suggested by beneficiaries during implementation.

4.3.5 Group Formation

NGOs in the delivery of interventions engage in grassroots mobilization to form formidable groups and individuals. These groups are primarily formed to receive intervention being brought by the NGO. For this reason many groups are formed with the sole aim of receiving interventions and when interventions ends the groups disband as interventions are no longer forth coming. Interventions that therefore require collective efforts are abandoned and the expected benefit after project exit eludes beneficiaries. NGOs lead role in facilitating group formation makes beneficiaries feel the group belongs to the NGO and when their assistance ends the group should equally go with them.

This phenomenon was reiterated by beneficiaries where they noted that:

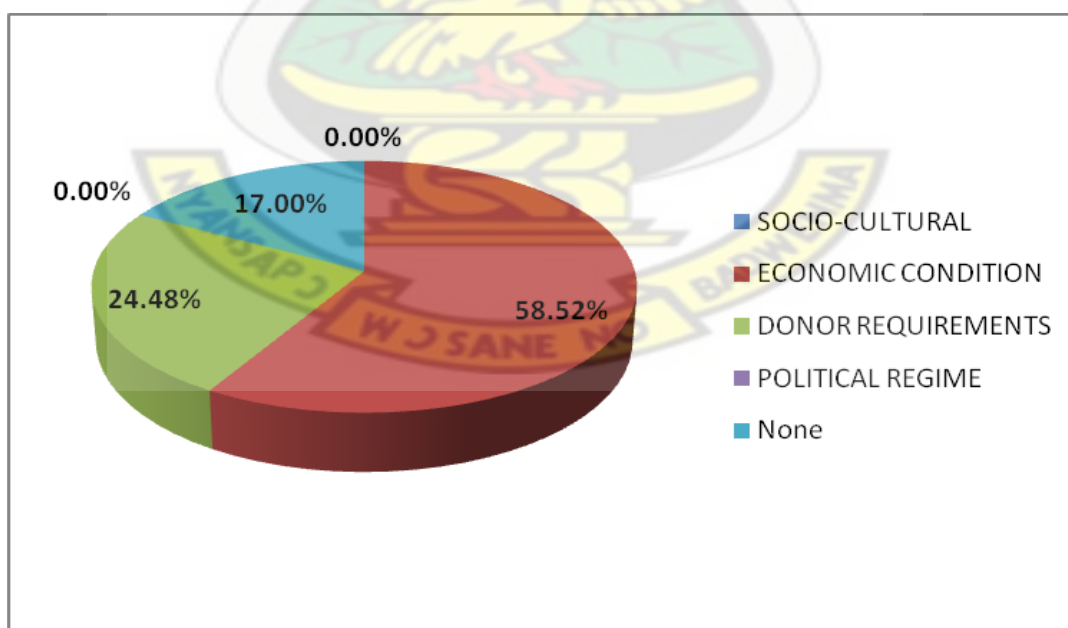
*The lead role by NGOs in group formation does not help in the sustenance of intervention as beneficiaries do not feel ownership of the group and the interventions being delivered. As a result of this individuals have constituted themselves into '**Intervention entrepreneurs**' who shifting and looking for the next available intervention in the community.*

Groups formed before NGO interventions have been observed to function with or without external assistance because they had already primed themselves to initiate their own way of self help and therefore their sustenance will continue with or without NGOs. Beneficiaries noted that:

Disbanded groups usually have a high male membership. But those with high female membership often remain solid and continue to perform after the exit of interventions.

This serves as a wakeup call to NGOs to be mindful of the extent to which they get involved in group formation to ensure that their activities are sustained after their exit. They should focus on beneficiaries who on their own have come together to change their living conditions through self help activities and channel assistance as they are more likely to sustain interventions.

Figure 4.3.1: Diagrammatic Representation of factors affecting Sustainability



Source: Field Survey, June 2011

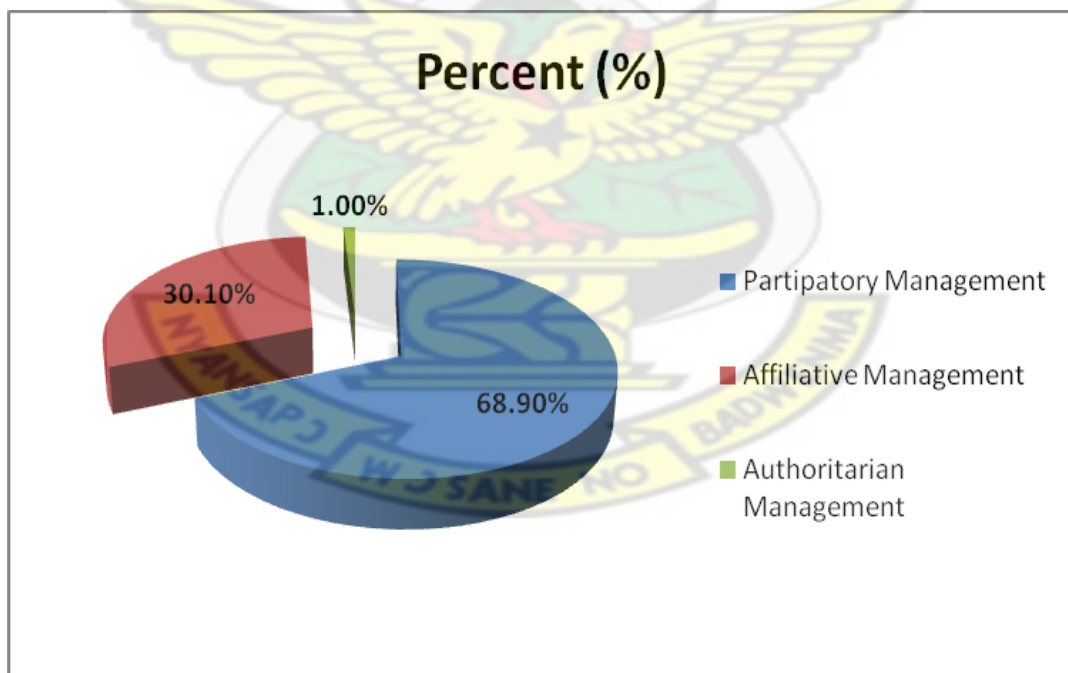
4.4 Management of Interventions

Non-Governmental Organizations in the study area as much as possible avoid the emergence of a management structure that is tall and hierarchical in character. This was viewed to ensure flexibility, and innovation in decision making to ensure the sustainability of interventions.

4.4.1 Styles in Managing Interventions

This section presents management styles adopted by NGOs in the study area to appropriately deliver sustainable interventions.

Figure 4.4.1: Percentage Representation of Styles of Management



Source: Field Survey, June 2011

Figure 4.4.1 represents respondents' thoughts of the management styles that are employed by NGOs in the study area. The management approach of NGOs in the study area places emphasis on administering development that ensures greater participation to inspire staff and beneficiaries by introducing measures that give managerial discretion a free rein. But remaining fundamentally directive when the need be. This is in tandem with Campbell (1987) and Chambers (1995) assertion that participatory approach to management is particularly suitable for NGOs whose work involves the promotion of participation and the empowerment of beneficiaries.

It emerged that the style of management among NGOs in the study area were participatory in nature as it represents about sixty-eight (68%) percent of the respondent's thoughts. Rather than forming a unitary authoritarian approach to manage staff, beneficiaries and interventions, participatory management systems were seen to be ideal management styles to ensure project sustainability. This approach was observed to provide a bundle of real choices, opportunities and different ideas to NGOs to improve their effectiveness and efficiency in the delivery of interventions.

In another development, Clark (1991) emphasized an autocratic style simply would not work to ensure sustainability. This system of management does not create ownership of decisions and creates staff apathy towards decisions they were not part of. Rather, NGOs need to develop decentralized and participatory decision-making structures, and adopt a problem solving rather than a predictive blue-print approach to management, to

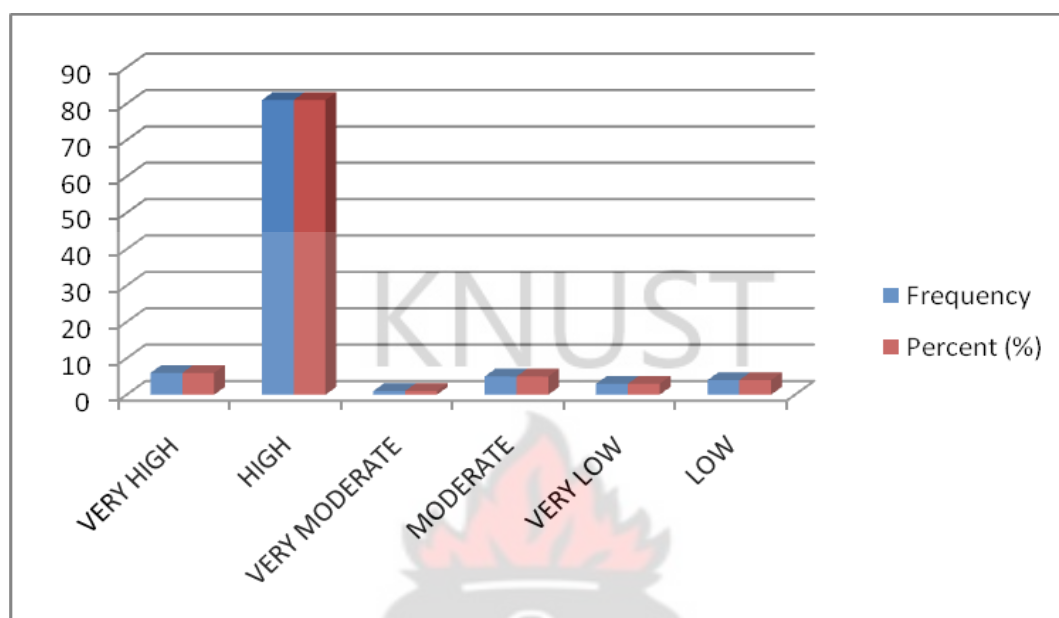
ensure flexibility and maintain the ability to adapt to constantly changing realities (Campbell, 1987; Fowler, 1987).

From Figure 4.4.1 it is noted that affiliative management style is being used by management to create unity and harmony in the organization and communities by seeking to build an emotional bond among staff and beneficiaries. By this staff were equally encouraged to build on indigenous knowledge of beneficiaries and feel a part and appreciate the circumstances under which the beneficiaries live rather than undermine them. This bond between management, staff and beneficiaries was observed to create an atmosphere of friendliness, unity and trust in the delivery of intervention. In addition, respect for workers and beneficiaries leads to improved organizational functioning and sustainable interventions (Sheehan, 1998).

4.4.2 Level of Involvement in Implementation of Interventions

This section seeks to evaluate the level involvement of staff and beneficiaries in planning the implementation of interventions.

Figure 4.4.2 Representation of Level of Involvement in the Implementation of Interventions



Source: Field Survey, June 2011

Figure 4.4.2 illustrates there was high involvement of staff and beneficiary in decision-making during implementation. This was viewed to help improve the sustainability of intervention. The greater involvement of staff and beneficiaries in project implementation resulted in staff ability to deliver interventions that meet the needs of beneficiaries.

The participatory management of interventions shifts from a task oriented authoritarian approach of management to an employee and beneficiary centered or participative style. This gave greater autonomy to staff to innovate and beneficiaries to voice concerns as to the needed activities to address the gap that is being filled through the intervention.

Beneficiaries recognized the participatory manner in which NGOs sought their consent during implementation of interventions. They indicated:

Field staff take enormous time to interact with them such that they feel ownership of the decisions taken in relation to an activity.

This they believe make NGOs endear their interventions to them which gives high prospects for sustainability.

It emerged that the participatory manner in which interventions are delivered results in increase income through the transfer of appropriate technologies that increase productivity and employable skills. This primarily was because the technologies met their needs. It was further noted that the participatory approaches led to increase access to information about health care and education.

Beneficiaries further shared an opinion that:

The only time they have to contribute to what they need in an intervention is when the interventions are being implemented.

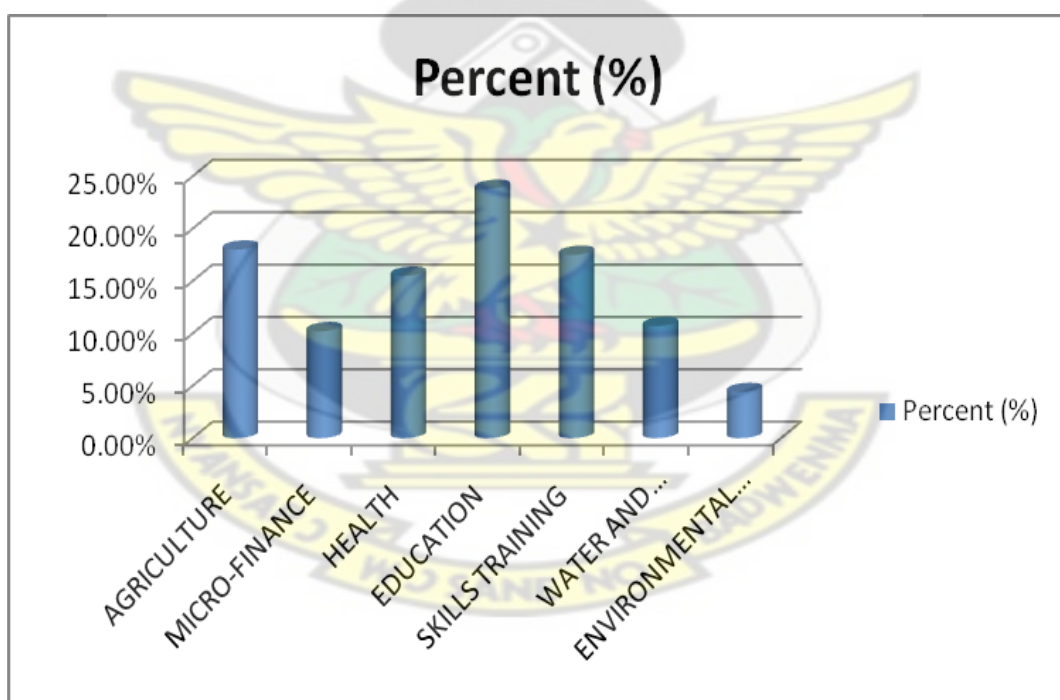
In effect the inputs of communities are ignored in the design of intervention before they are handed down on them. In such cases communities do not wield enough authority as to what is contained in the blue print of the intervention. This top-down approach leaves out what they would have very much preferred in the intervention. This confirms Bleckley (2008) assertion that the top-down nature of these approaches accounts for the failure by many developing communities to achieve sustainable development. Such one-sided power maintenance prevents the community from being able to make

decisions and to act on its own behalf, thereby precluding sustainability, which depends upon community action as a result, power must be balanced for parties involved in a community's development to participate in a dialogue (Chambers, 1997).

4.5 Emphasis on Areas of Interventions

This section of the report specifically presents the core areas of interventions by NGOs that NGO respondents feel should be emphasized to bring about meaningful and sustainable development.

Figure 4.5.1: Representation of Areas of Interventions that need Emphasis



Source: Field Survey, June 2011

From Figure 4.5.1 education both formal and non-formal in the view of NGO respondents should be the area where much attention should be focused representing twenty-five percent (25%) of the thought of NGO respondents. This in their view will improve on the falling standards of education at the basic level, improve access to information through awareness creation and bring women up on the ladder of education to nib in the bud, their continues marginalization in the study area. Emphasis, they noted, should be placed on giving incentives to teachers, building the capacity of teachers in supervision and improving educational and economic infrastructure development.

Nonetheless, most NGO respondents will not have preferred areas of intervention different from what their NGOs are currently delivering because they primarily meet the immediate and long term needs of beneficiaries. It was noted agriculture, health, education, skills training, water and sanitation, micro-finance and environmental management were their preferred choices of intervention and efforts must be made to intensify activities to make interventions in these areas sustainable.

In the same vein, beneficiaries did not differ in thought as to which area of intervention is of outmost priority. While lauding the position of NGOs they shared the opinion relishing the fact that interventions should be focused on areas that will increase the income levels of rural households. They indicated that:

Expansion in irrigation facilities for all year farming, availability, affordability and access to production inputs, training in self employed skills and access to finance and information will be preferred. This in their view will increase their I

ndependence to address their educational, health and water needs and contribute meaningfully to the growth of their localities.

It is worth noting that NGOs should recognize that beneficiaries irrespective of their vulnerability are ready to be responsive to their needs with the needed interventions. This should redefine the setting of priorities with greater local participation at the NGO and donor level to aid beneficiary contribution to the design of interventions such that men and women will take advantage of these interventions to create wealth and take care of their needs and that of their dependants.



CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This section of the study presents the summary of findings, conclusions and relevant recommendations on the findings made.

5.1 Summary of Findings

5.1.1 Background of Respondents

The NGO sector in the study area is dominated by males while the beneficiaries are female dominated. The majority of NGO staff were within the youthful age category between 25-35 who perform the core operational functions in the implementation of interventions. Additionally, beneficiaries have an average age of 33 years sampled from twenty (20) FGDs.

5.1.2 Intervention Areas of NGOs

NGOs in the study area were delivering interventions widely considered as basic services. They covered areas such as education, health, agriculture, water and sanitation, micro-finance, skills training, child support, environmental management. It was evident during the FDGs that NGOs were not tied specifically to one of these areas. Depending on the complexity of the development challenge, they combine more than two of these areas of intervention. NGOs were of the view that poor developmental indicators in

these areas of interventions accounted for the wide interest. On the other hand, beneficiaries thought that the inadequacies in the delivery of public goods by local authorities and the state have resulted in the interest of NGOs in these areas of interventions.

5.1.3 Factors Affecting Sustainability of Interventions

Socio-cultural and political factors were found not to impede the sustainability of NGO led interventions. This was because management of interventions were done in a manner that fit in the local context of beneficiaries hence, no conflict between development and socio-cultural values were observed. Equally rift between NGOs and any political regime was not observed. Because their operations do not erode the political fortunes of the regime as they are not engage in interventions that will make political authorities unpopular.

Nonetheless, it emerged that the prevailing economic condition, donor conditionalities, and group formation were factors that affect the sustainability of interventions in the study area. Rising economic cost as a result of inflation stemming from poor economic performance increase cost of adoption, maintenance and the running of interventions after exit. Donor conditions are in most cases non-negotiable therefore do not allow room for flexibility when circumstances during implementation demands that changes be made to fit in the obstacle. This therefore represented a major factor affecting sustainability observed during the study. Further NGOs direct role in group formation does not allow beneficiary ownership of the group. This makes group disband after

NGOs have exit their interventions. Hence activities that require collective efforts of the group are hampered crippling sustainability.

5.1.4 Management of Interventions

Participatory management approaches have been widely reported to be better options to ensure sustainability of interventions. Both NGOs and beneficiaries lauded participatory development management as one approach that creates ownership of interventions and gives power to local communities rather than the institution delivering the intervention. This makes interventions reflect the needs of beneficiaries and enable NGO staff to be innovative and be responsible for their decisions. Affiliative management was equally espoused as one management approach that creates a bond of relationship between management, staff and beneficiaries. This promotes harmony and makes stakeholders identify with each other to avoid apathy towards the implementation of interventions. Authoritarian management styles were not seen as ideal for the management of interventions as it breeds acts that do not create ownership of decisions during implementation.

5.1.5 Emphasis on NGO Interventions

About ninety-six percent of NGO respondents will not have preferred areas of intervention different from what their institutions are currently delivering because they primarily meet the immediate and long term needs of beneficiaries. They covered areas such as education, water and sanitation, health, agriculture, skills training, micro-

finance and environmental management. Beneficiaries on the other hand, did not also differ in opinion with NGOs as which interventions needs emphasis. They stress that interventions should increase opportunities that make beneficiaries independent to fend for themselves.

5.3 Conclusions

The increasing role of NGOs in development and the increasing attention they attract from donors makes them indispensable in the current economic dispensation in Ghana and the study area in particular. The rise in levels of under developmental indicators such as falling educational standards, poor agricultural productivity, poverty, diseases and the decreasing role of the state in services provisions will continue to increase the number of NGOs to fill the development gaps that have been created by the current trend.

There is therefore the urgent need to reexamine the way NGOs generally work in the study area to eliminate all tendencies that stall progress in the delivery of their interventions. Far more important is the increase recognition of the complex web of over bearing environmental factors that are likely to make NGO led interventions succeed or fail.

NGOs can indeed serve as effective agents of sustainable development. For them to remain valid in this developmental discourse participatory development must necessarily be the structure and operational focus to enhance the design and

implementation of interventions at all levels. They should increasingly make their organizational structures flat to ensure flexibility and innovations to address the growing developmental changes in the study area.

5.2 Recommendations

The findings of the study revealed a number of issues that affect the sustainability of NGO led development interventions. In the course of the study the findings also brought out insights that could help improve the sustainability of interventions. The following recommendations are informed by the findings.

Firstly, NGOs should continue to focus on the delivery of interventions that increase access to water, healthcare, agriculture extension, employable skills, and credit due to the inadequate delivery of these services by the local authorities. To enhance the sustainability of these services, there should be Community-NGO-Donor network during the design and implementation of interventions. This should be done by adopting participatory management approaches at the organizational and beneficiary levels to ensure greater local participation such that these interventions widely reflect the needs of beneficiaries to make them sustainable enough to bring about the needed benefits to make beneficiaries non-dependent.

Additionally, NGOs in the study area should cooperate more effectively with each other to avoid the duplication of interventions in communities and encourage the participation of stakeholders at all levels of development. There should be development platforms

(fora) within the District that enhances NGO-NGO and NGO-State interface or partnership that will ensure mutual understanding between partners with a clear understanding on the necessities and ideals of the partnership grounded on the believe that both players are constrained with resources and must pull these scarce resources together for the developmental good of beneficiaries and the District at large.

Significantly, cost effective interventions must be delivered to ensure that maintenance and running cost does not deter beneficiaries from continuing interventions. By this, NGOs should introduces interventions that are consistent with local technology and within the capabilities of local artisans such that maintenance and running cost will be within the reach of beneficiaries to ensure that they continuously derive maximum benefits from interventions.

Further, NGOs should specialize on their core capabilities to functionally position themselves in the delivery of interventions to meets the needs of beneficiaries. These functional capabilities will over time raise the credibility of NGOs to source funds in that intervention area rather than amassing series of interventions without any specialty which potentially could lead to the delivery of unsustainable interventions.

Nonetheless, NGOs should contract independent evaluators that will study specific interventions and their specific sustainability challenges to afford them opportunities to deal with the specific sustainability concerns of each intervention for sustained growth and development.

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APPENDIX A

INSTITUTE OF DISTANCE LEARNING

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COMMONWEALTH EXECUTIVE MASTER IN PUBLIC ADMINISTRATION (CEMPA)

THESIS QUESTIONNAIRE FOR NGO STAFF

Non Governmental Organizations play key roles in development within the Savelugu Nantong District. However the sustainability of their intervention has been a major worry to development practitioners. It is for this reason that this thesis seek to ‘Evaluate Development Interventions by Non-Governmental Organizations and their Sustainable Management in the Savelugu Nantong District’.

Responses for this questionnaire are therefore needed purposely for academic work (Thesis). I therefore wish to state categorically that the anonymity of responses and respondents will be guaranteed. It is my firm believe that you will take time off your schedules to respond to this questionnaire.

Section A: Respondent’s Background Information

Date

Respondent’s Code.....

NGO Code:

Age..... Sex Male (M).....Female (F).....

Enumerator’s Code.....

Section B: Objective 1

To Determine the Intervention areas of NGOs

1. What intervention is the NGO(s) you are working with carrying out in the district? Please tick the appropriate intervention(s). Tick more than one if interventions are more.

A) Education B) Health C) Water and Sanitation
D) Agriculture E) Advocacy F) Micro-finance
G) Others, (please list)

2. Why is your NGO carrying out the intervention(s) as state in (1) above?
a) Falling educational standards c) Poor agriculture productivity
c) Poor health conditions d) Inadequate access to finance
e) Others.....

3. How long has the NGO(s) been implementing their interventions in the district? State the number of years.
a) 1-2yrs b) 3-4yrs c) 5-6yrs
d) 6yrs and above

4. What exact activity is the NGO you working with doing in the interventions chosen in question 2 above? Tick if more than one
a) Capacity Building b) Micro-Enterprise Training
c) Women empowerment d) Technology transfer
e) Others.....

5. Does your NGO seek beneficiary views before activities are implemented?
 - a) Yes
 - b) No

6. If Yes to question (5) above did the views of beneficiaries change the activities of the NGO in the locality?
 - a) Yes
 - b) No

7. If No to question 5 above could you say beneficiaries are responding very well to activities they were not a part of?
 - a) Yes
 - b) No

Section C: Objective 2

To Determine Factors that affect the Sustainability of NGO Led Interventions

8. How long has your NGO been in the district? State in years

9. Do you work with groups?
 - a) Yes
 - b) No

10. Who formed the group?
 - a) NGO
 - b) Community
 - c) Others.....

11. What informed the formation of the group?
 - a) To receive project interventions
 - b) for self help
 - c) For advocacy
 - d) for community accountability
 - e) Others.....

12. Who does the beneficiary (group) feel owns the group?

a) NGO b) Community c) Group

13. Which of the group ownership category in (12) above is making development intervention unsustainable?

a) NGO b) Community c) Group

14. Give reasons for your answer in (13) above.

.....

15. Will the group be able to perform activities of interventions after NGO has exited intervention? Please Tick

a) Yes b) No

16. If Yes to (15) above why will they be able to perform activities of interventions after NGO exit?

- a) Because interventions were participatory
- b) Because interventions meet their needs
- c) Because interventions where building on indigenous initiatives.
- d) Good exit strategy.

17. Does the NGO involve staff and beneficiaries in the planning and implementation of interventions?

a) Yes b) No

18. If yes to (17) above why will you involve staff and beneficiaries in planning and implementation of interventions?

- a) For interventions to reflect their needs b) for donor requirements
- c) For sustainability of interventions
- d) Others.....

19. If No to (17) above why will you not involve staff and beneficiaries in planning and implementation of interventions?
- a) It is cost intensive
 - b) It is time consuming
 - c) It is to fulfill donor requirements
 - d) Beneficiaries cannot prioritize their needs
 - e) Project duration is short.
20. How will you scale the level of involvement between NGO and beneficiaries in planning and implementation of interventions for communities? Tick please only one
- | | | |
|--------------|-------------|------------------|
| a) Very High | b) High | c) Very Moderate |
| d) Moderate | e) Very Low | f) Low |
21. Does your level of involvement in planning intervention with beneficiaries make interventions sustainable? Tick please.
- a) Yes b) No
- Give reasons for your answer.....
22. Will participation by beneficiaries in the planning of interventions result in continuity of interventions after the NGO has exited?
- a) Yes b) No
23. If Yes to (22) why will participation result in the continuity of interventions by beneficiaries?
- a) They feel ownership of intervention
 - b) It highlights hidden concerns of beneficiaries for attention
 - c) It avoids hijacking of interventions by high profile beneficiaries.

24. Which of the following is affecting the sustainability of development interventions by the NGO? Tick more than one if more
- a) Socio-Cultural factors b) Economic condition
c) Donor requirements d) Political regime e) None
25. How does a Socio-Cultural factor in (24) affect sustainability of development interventions?
- a) When interventions are not consistent with traditional values.
b) When interventions touch on the ego of class of beneficiaries.
c) When interventions incites beneficiaries against the dominion of others.
d) Socio-Cultural values do not affect sustainability of development interventions.
e) Others.....
26. How does economic condition affect the sustainability of development interventions of the NGO?
- a) Decrease project life span.
b) Increase in cost of operations scales down consultations with beneficiaries.
c) Reduces the intensity of exit strategies.
d) Others.....
27. How does a Donor requirement affect the sustainability of development intervention?
- a) Supports interventions that are not consistent with the needs of beneficiaries.
b) Impose the culture of others that are not consistent with local conditions.
c) Do not allow flexibility in project implementation.
d) Do not involve stakeholders in project design and implementation.
e) Others.....

28. How does the political regime affect the sustainability of development interventions?
- a) Force interventions to political strong holds.
 - b) Force interventions to suit political agenda.
 - c) Poor governance system shortens project life span by donors.
 - d) Frustrate NGO effort if interventions make government unpopular.
 - e) Others.....

Section D: Objective 3

To determine relevant areas of NGO interventions that needs to be emphasized

29. Which intervention area as mentioned in question (1) will you prefer your NGO focus on? Please list in order of priority
- a)
 - b)
 - c)
 - d)
30. Why will you prefer your choice above?
- a) It meets the needs of beneficiaries
 - b) It meets donor conditions
 - c) It meets global requirements
 - b) It meets political agenda
31. Will you have preferred an intervention different from what the NGO your working with is offering to its beneficiaries? Tick
- a) Yes
 - b) No
32. If yes to question (31) above state the interventions you will have preferred
-

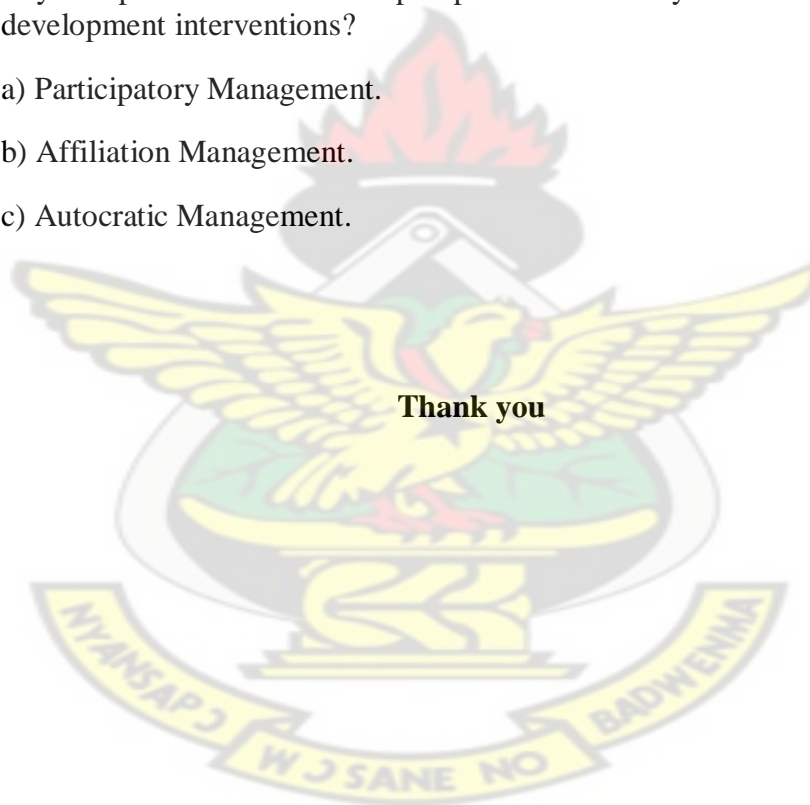
Section E: Objective 4

To Determine the Management Approach used by NGOs to Deliver Sustainable Development Interventions

33. Has the interventions introduced by the NGO you are working with met the expectations of your beneficiaries?
- a) Yes b) No
34. Has the management of interventions by your NGO resulted in improvements in the lives of beneficiaries? Tick (your answer informs 35 and 36)
- a) Yes b) No
35. If Yes to (34) above how did management of interventions helped to improve their lives?
- a) Increase income b) Increase access to health care
- c) Increase access to information d) Increase access to education.
- e) Others.....
36. If No to (34) above how did management of interventions affect improvements in the lives of beneficiaries?
- a) Decrease income b) Decrease access to health care
- c) Decrease access to information d) Decrease access to education.
- e) Others.....
37. Do you think the management of interventions so far will result in continuous improvement on the lives of beneficiaries after the exit of NGO? Tick
- a) Yes b) No
38. If yes to (37) above why? Because
- a) Interventions were participatory
- b) Interventions were imposed
- c) Intervention meets the needs of beneficiaries

- d) Interventions were sustainably delivered.
 - e) Others.....
39. If No to (37) above why? Because
- a) Interventions were not participatory
 - b) Interventions were not imposed
 - c) Interventions did not meet the needs of beneficiaries
 - d) Interventions were not sustainably delivered.
 - e) Others.....
40. In your opinion what could help improve the delivery of sustainable NGO(s) led development interventions?
- a) Participatory Management.
 - b) Affiliation Management.
 - c) Autocratic Management.

Thank you



APPENDIX B

INSTITUTE OF DISTANCE LEARNING

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COMMONWEALTH EXECUTIVE MASTER IN PUBLIC ADMINISTRATION (CEMPA)

THESIS INTERVIEW GUIDE FOR FOCUS GROUP DISCUSSIONS

Non Governmental Organizations play key roles in development within the Savelugu Nantong District. However the sustainability of their intervention has been a major worry to development practitioners. It is for this reason that this thesis seek to ‘Evaluate Development Interventions by Non-Governmental Organizations and their Sustainable Management in the Savelugu Nantong District’.

Responses for this questionnaire are therefore needed purposely for academic work (Thesis). I therefore wish to state categorically that the anonymity of responses and respondents will be guaranteed. It is my firm believe that you will take time off your schedules to respond to this questionnaire.

Section A: Respondent’s Background Information

Date

Community.....

Group Code

NGO Code.....

Number Present.....Sex Male (M).....Female (F).....

Enumerator’s Code.....

Section B: Objective 1

To Determine the Intervention areas of NGOs

1. What intervention is the NGO(s) you are working with carrying out in the district?
2. How long has the NGO(s) been implementing their interventions in your community? State the number of years.
3. What exact activity is the NGO you working with doing in the interventions chosen in question 2 above?
4. Does the NGO seek your views before activities are implemented?
5. If Yes to question 4 did your views change the activities of the NGO in the locality?

Section C: Objective 2

To Determine Factors that affect the Sustainability of NGO Led Interventions

1. Are you working as a group?
2. Who formed the group?
3. What informed the formation of the group?
4. Who do you (group) feel owns your group?
5. Which of the group ownership category in (10) above is making development intervention unsustainable?
6. Give reasons for your answer.
7. Will the group be able to continue activities of interventions after NGO has exited intervention?
8. Why will you be able to or not able to continue activities of interventions after NGO exit?
9. Does the NGO involve you (beneficiaries) in the planning of interventions?
10. Why do they involve you (beneficiaries)?
11. Why will they not involve you in planning interventions?

12. How will you scale the level of involvement between NGO and you in planning interventions for community?
13. Will the level of involvement in planning intervention between you and NGO make you continue interventions?
14. Give reasons for your answer
15. Why will you continue activities initiated by NGOs after they have exited?
16. How will your Socio-Cultural beliefs affect how you will continue interventions of the NGO you are working with?
17. How will economic condition affect the way you will continue development interventions of the NGO you are working with?
18. Do you know the institution sponsoring the NGO implementing development intervention in your community?
19. Do you feel their actions can affect the way you will continue interventions after NGO exit?
20. Does the political regime affect the sustainability of development interventions in your community?
21. How will a political regime affect your response to interventions after NGO exit?

Section D: Objective 3

To determine relevant areas of NGO interventions that need to be emphasized

1. In order of priority which intervention area as mentioned in question (1) will you prefer the NGO you are working with focus on?
2. Why will you prefer your choice?
3. Will you have preferred an intervention different from what the NGO is offering to you (beneficiaries)?
4. What interventions will you prefer?

Section E: Objective 4

To Determine the Management Approach used by NGOs to Deliver Sustainable Development Interventions

1. Has the management of interventions by the NGO you are working with resulted in improvements in your lives?
2. How has the management of interventions helped to improve your lives?
3. How has the management of interventions affect improvements in your lives?
4. Do you think the management of interventions so far will result in continuous improvement in your lives after the exit of the NGO?
5. Why do you think the management of interventions will continue to improve your lives after NGO exit?
6. Why will the management of intervention not result in improvements in your lives?
7. In your opinion what could help improve the delivery of sustainable NGO(s) led development interventions in your community?

Thank you

