

UNIVERSITY FOR DEVELOPMENT STUDIES

**ROLE OF PLAN GHANA INTERNATIONAL IN THE SOCIO-ECONOMIC
DEVELOPMENT OF THE SISSALA WEST DISTRICT OF THE UPPER WEST
REGION**

JOACHIM BONSEU

2014



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DEVELOPMENT OF THE SISSALA WEST DISTRICT OF THE UPPER WEST
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JOACHIM BONSEU
(UDS/MDM/0071/09)

**A THESIS SUBMITTED TO THE DEPARTMENT OF PLANNING AND
MANAGEMENT, FACULTY OF PLANNING AND LAND MANAGEMENT,
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THE REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE DEGREE
IN DEVELOPMENT MANAGEMENT**

2014

DECLARATION



CANDIDATE’S DECLARATION

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere:

Name of Student: Bonseu Joachim

Signature of Student:Date.....

SUPERVISOR’S DECLARATION

I hereby declare that the preparation and presentation of this thesis was supervised in accordance with the guidelines on the supervision of thesis laid down by the University for Development Studies.

Supervisor’s Signature:Date:

Name:



ABSTRACT

Non-governmental Organisations (NGOs) are important allies in the socio-economic development agenda of countries across the globe. This study therefore sought to identify the roles played by one NGO called Plan Ghana International to enhancing the livelihood patterns in the socio-economic development of people. The objectives of the study were first of all to identify the focus and coverage of the activities of Plan Ghana and the laws governing the operations of NGOs in the study area. Again the study sought to identify the stakeholders and their roles in promoting the activities of NGOs as well as the challenges that are faced by Plan Ghana in undertaking its day to day operations.

The case study approach was adopted in undertaking the study because it gives more insight about the phenomenon under study. Both primary and secondary sources of data were sourced in undertaking this study. Major stakeholders were purposively selected due to the knowledge they are assumed to have about the topic while community members who are the beneficiaries of the programmes of the NGO were randomly selected.

The study revealed that Plan Ghana has undertaken many development activities including the building of schools, institution of savings and loans schemes which gives loans to the respondents including training on how to expand their businesses. So far about 4,000 men and women have benefited from this scheme. However, Plan Ghana is challenged in many ways including inadequate staff, finance and delay in release of funds. This greatly impacts negatively on the activities of the organization.

It is recommended that Plan Ghana should incorporate management structure which in this case is non-existence in order to attract funding from corporations internally. Again, there should be enhanced participation in the activities of Plan Ghana. This will go a long way to ensure acceptance and sustainability of the projects of Plan Ghana in the study area.



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DEDICATION

This thesis is dedicated to my late lovely mother, Madam Elizabeth Abena Ba-ee-bu Bonseu and my father, Mr Michael Bonseu-nuba, my wife, Flavia Bonseu who inspired and encouraged me throughout the whole exercise



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LIST OF ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
CBOs	Community Based Organizations
DA	District Assemblies
DFIs	Development Financial Institutions
KG	Kindergarten
KVIP	Kumasi Ventilated Improved Pits
MLGR&D	Ministry of Local Government and Rural Development
MSF	Me´decins Sans Frontie`res
NGOs	Non-governmental organizations
PAF	Poverty Alleviation Fund
STWSSP	Small Town Water Supply and Sanitation Project
S W A	Sissala West District
UNDP	United Nations Development Programme
UWR	Upper West Region



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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1.Introduction

All over the globe, there is an upsurge in the establishment of private, non-profit or non-governmental organizations. There is an unprecedented global associational revolution that is likely to prove significant in the twenty first century, as was the rise of the nation-state in the late nineteenth century. The role of development aid in this upsurge has been phenomenal, aside from the fact that such developments have been adversely affected by the absence of a generally accepted transnational or trans-historical definition of these organizations (Chimanikire, 2003).

Today, economic stagnation and poverty are on the rise, and African nations, especially Ghana, are still searching for new models of development. Given the fact that the colonial governments neglected the rural areas, it became the concern of the new nations to expand development to the rural areas that are most in need of development. This is because the majority of the people in Africa live in the rural areas. Most importantly, agriculture, which remains the economic strength of Africa, is principally undertaken by the rural masses (Badu and Parker, 1994). This situation has necessitated the increasing role of NGOs in developing countries. NGOs are private, self-governing, non-profit organisations promoting people-centered development. They are responsible to their donors and to the communities they work for (Davids et al., 2005). Their primary objective is to render assistance to individuals or developing communities in order to promote sustainable development at grassroots as well as promoting sustainable community development through activities that promote capacity building and self-reliance.

Ghana is a developing country with increasing population growth and an underdeveloped economy most especially in its young Regions like the Upper West Region. According to



the Ghana Living Standard Survey (2010), the Upper West Region is the second poorest region in the country. Mostly, young regions are characterized by underdevelopment which is mainly reflected in their rapidly growing population, low level of education, public health and other basic social services. As a result of their impoverished economies and inadequate educational facilities, a great number of school-age children are unable to go to school, resulting in high illiteracy rates among the young and middle-aged groups (Jianxiu, 2006).

No discussion of poverty, equality or development today is complete without considering the role of NGOs. NGOs are a visible, respected and entrenched part of many societies. NGOs are an effective development agent in bridging developmental gaps. Non-Governmental Organizations play an important role in developing societies because they help citizens participate and influence the decision making process as well as the management of public affairs (Lekorwe, 2007). Today, NGOs in Ghana are key players in local development; they are major contributors to the development processes within individual regions in the country irrespective of their inherent challenges. This research work is a critical analysis of the roles these NGOs play in advancing the socio-economic development of their operational areas. In furtherance, the research is specifically focused on the activities of *Plana Ghana International* in one of its operational zones in Ghana, the Upper West area, specifically Sissala West District.

Plan International is a Non-Governmental Organization (NGO) that advocates for the rights of children. It was established thirty years ago in the United Kingdom but it started its operations in Ghana as Plan Ghana about twenty years ago. As of 2012, Plan had worked with some 84 million children in over 90 million communities across its catchment areas, worldwide. This figure is estimated to go up this year 2014. With offices in 12 African countries including Liberia, Cameroon, Kenya, Ghana, and Ethiopia among others, Plan International is one of the leading NGOs in Africa. In all, it operates in some 50 countries globally. It is positioned to promote child rights. It prides itself as one of the oldest and largest children's development organizations in the world. Plan Ghana has a



well-grounded development plan and it is not affiliated to any religious, political or government body, and is able to tackle cases in health, economic security, education, water and sanitation, sexual health and child participation among other core duties. Plan vision is “of a world in which all children realize their full potential in societies that respect people’s rights and dignity.

Plan Ghana Wa Programme Unit is located in the Upper West Region and was established in July 2004. However, Plan Ghana started its operations in the Sissala West District in the year 2005. Plan Ghana International main focus in the study area has to do with empowering the people socio-economically especially women and advocating for the rights of children amongst others. The impact of Plan Ghana International is strong in the contexts of the activities and services it provides in the Upper West Region and the Sissala West District in particular, Plan Ghana International provided an umbrella of services including the promotion of equality and human rights, legal services, education and training programs, socio-economic and political empowerment as well as employment creation schemes that touch many people in the study area, (PHC, 2010) of the Upper West Region.

The Sissala West District is located in the North Eastern part of Ghana. It covers a total Land area of 4,11289km, which is about 25% of the total landmass of the Upper West Region (Sissala West District Assembly, 2008). The Sissala West District is also located in the Guinea Savanna vegetation belt and this vegetation consists of grass with scattered drought resistant trees such as the Shea, the baobab, dawadawa and nim trees. The 2010 population and housing census pegs the district population at 49,573 with an average growth rate 1.7% as against 2.7% for national. The district has two major indigenous tribes namely the Sissala and the Dagaabas. The agricultural sector is characterised by crop farming and livestock production amongst others.



1.2. Problem Statement

Globalization has brought so many unexpected changes to the functioning of governments. This has led to the rise of NGOs which have grown in number and power such that they now provide services which governments are sometimes unable to fulfil (Nzimakwe, 2008). During the last decade, non-governmental organizations (NGOs) have been increasingly tapped to implement development programs. From the 1980s, growing amounts of development resources have been channelled to, and through NGOs in all sectors (Miller-Grandvaux and Welmond, 2002). For instance, it is estimated that in 1987, international NGOs transferred about US\$ 5.5 billion from the industrial to the developing countries - nearly US\$ 1 billion more than the International Development Association (United Nation Development Programme, 1990: 136).

The emergence of NGOs is a consequence of limited political accountability, inefficient allocation of resources, inefficiencies in public-sector organization, over-politicization and bureaucracy, lack of proper skills, massive corruption characterised by dysfunction in public administration in developing countries. The capacity of NGOs to reach rural poor in remote areas and empowerment of rural dwellers; NGOs tend to be good ‘substitutes’ of central governments’ role in undertaking pro – poor projects in many rural communities (Jianxiu, 2006).

The role of NGOs in development in particular has attracted attention. Greenstein (2003) contends that, broadly NGOs refer to a large number of associations and networks, which play an important role in community organization, service provision and policy advocacy activities. These organizations exist and operate independently of the state though sometimes in alliance with some structures of the state. This gives them the advantage to promote development. Activities of NGOs serve to mitigate the cost of developing countries' institutional weaknesses (*which often include administrative shortcomings and an inability to efficiently carry out essential development tasks*), such as providing social services or protecting the environment. NGOs may be described, *inter alia*, as organs of voluntary action for the purpose of achieving social goals.



Generally, NGOs are development oriented organisations. They exist to complement central government's efforts to bring development to rural areas and peri-urban poverty endemic areas. However, recent adoption of western style of governance in African countries, and especially Ghana has threatened the existence and survival of most NGOs. This in part is attributed to the redirection of funds to central government – funds that hitherto were given to NGOs for the implementation of their development programmes and projects. This redirection of development funds from the NGOs have culminated in the folding up of some NGOs in Ghana. Some others have had to scale down their operations – either in terms of geographic coverage or their sectorial interventions. Plan Ghana International has persevered in the face of these challenges by maintaining its original geographical and sectorial coverage's with some slight modifications.

NGO led development interventions in the Sissala West District of the Upper West Region 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. 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 Sissala West district. It is against this backdrop that this research is conducted to evaluate the sustainability of NGO-led interventions in the Sissala West District.

A close look at the prevailing circumstances in the Sissala West District of the Upper West Region reveals that these organizations, like governments institutions they come to collaborate with, have not significantly impacted on sustainable development of the District. The preoccupation of this research is therefore to do an analysis of the work of Plan Ghana International in the socio-economic development of the Sissala West District (SWD).



1.3. Research Questions

In understanding issues and activities of Plan Ghana International in the development agenda of communities in the Upper West Region, this study, intends answering, among others, the following questions;

1. How effective are the laws, regulations and guidelines governing the activities of NGOs in Sissala West District;
2. Who are the stakeholders involved in the activities of NGOs in the Upper West Region particularly Sissala West District?
3. What are the activity focus and coverage areas of Plan Ghana International in improving the livelihood pattern of the people in the Sissala West District?
4. What are the effects of Plan Ghana's activities on the people of Sissala West District?
5. What are the challenges inhibiting Plan Ghana's activities in the Sissala West District?

1.4. Research Objectives

Stemming from the above, the study has the general objective of investigating into the roles being played by Plan Ghana International in the development process of Ghana in general and the Sissala West District in particular. In this vein, the study seeks to achieve the following specific objectives;

1. To assess the effectiveness of laws, regulations and guidelines governing the activities of NGOs in Sissala West District;
2. To examine major stakeholders and their roles in improving the activities of NGOs in the Upper West Region;
3. To examine the contextual and spatial scope of Plan Ghana International in enhancing the livelihood of people in Sissala West District;
4. To find out the effect of Plan Ghana's activities on the livelihood of people of Sissala West District



5. To critically analyse the challenges impeding the activities of Plan Ghana International in improving the livelihoods of the people of Sissala West District

1.5. Scope of the Study

The study centres on the Sissala West District in the Upper West Region of Ghana. The area was chosen because of the evidence of the increasing activities of Plan Ghana International in the district. Again, the selection of the district was influenced by the phenomenon of poverty: low education, poor health facilities, increasing inequality in employment opportunities and insanitary conditions are clearly manifested in the district.

Issues bordering on the activities of NGOs with regard to activity focus and coverage, the efficiencies of laws, regulations and guidelines governing the activities of NGOs, the identification of stakeholders and their roles in improving the activities of NGOs, the effects of Plan Ghana's activities on the people of the Sissala West District are researched into. Again, the challenges in relation to the operations of NGOs, their collaboration and coordination of efforts, external influence as well as legislative constraints are covered by the study. The attempts made by governments in promoting NGOs activities in the Region are also investigated into.

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-national donors, beneficiary communities and NGOs themselves is invaluable. In the sense that it will bring out factors that affect project sustainability. By this, the study on the role of Plan Ghana International in the socio-economic development of the people of Sissala West District will augment the body of knowledge in a variety of ways. Firstly, the study will put forward the various approaches, laws, regulations, guidelines and strategies that are required in promoting the role of NGOs in the development process by unearthing the challenges and prospects with regard to efforts made in enhancing the activities of NGOs and the benefits



of improved living conditions of the people. This stems from the fact that major stakeholders would be enlightened on the importance and the need to support and improve the activities of NGOs as agents in poverty alleviation and accelerated socio-economic growth.

Secondly, the study findings will help donors to determine which areas of interventions need to be emphasized to bring the necessary growth and development which is the import of official Development Assistance (ODA). Moreso, the study will help development practitioners on the 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. At the regional and national level, an efficient operations and performance of role of NGOs in the Sissala West District would lead to the reduction of incidence of extreme poverty, diseases, illiteracy and negative environmental consequences. This would place the district on a high pedestal to contribute its quota to the attainment of the Millennium Development Goals.

1.7. Organization of Report

The study is distinctively put into six chapters. Chapter one comprised of the background to the study, the problem statement, research questions, study objectives and the scope of the study as well as the organization of the study and end with a summary. Chapter two focuses on the conceptual and theoretical frameworks as well as a review of available literature relevant and related to the research. It examines the different explanations of concepts such as NGOs, Civil Society, the functions of NGOs, types of NGOs, challenges of NGOs and importance, the role of NGOs and the prospects of NGOs with regard to socio-economic development. This chapter thus sets the tone for the subsequent chapters.

Chapter three discusses the profile of the study area; it focuses on location and size, climate and vegetation, geology and soil as well as social and economic characteristics.

Chapter four accentuates on the methodology adopted for the study which includes the research design, data required and sources, sampling techniques and the tools employed in



carrying out the study. Chapter five captures the analysis of the primary data obtained from the field, while the findings, conclusions and recommendations are embodied in chapter six of the study

1.8. Summary

In summary, the chapter covered the introduction to the study, the background, problem statement, research questions, study objectives, scope of the study, significance/relevance of the study, organization of report and a summary. Chapter two takes care of the conceptual and theoretical frameworks, literature review, the definitions and explanations of some concepts such as non-governmental organization, civil society, and history of NGOs, types of NGOs, nature and role of NGOs in accelerating local development, the emergence and growth of NGOs, beneficiaries of NGOs operations and projects, role of non-governmental organization in social development, economic relevance of NGOs, NGOs in human development and human rights, role of NGOs in promoting and enhancing local level development, management of NGOs for socio-economic development, governance issues of NGOs, rationale for government NGOs collaboration in socio-economic development, challenges of NGOs and finally a summary of the chapter and this led us to chapter two of the study.



CHAPTER TWO

CONCEPTUAL AND THEORETICAL FRAMEWORKS

2.1. Introduction

The previous chapter introduced the topic under study. Issues discussed included the study objectives, problem statement, research questions and organization of study. This chapter is designed to examine the various concepts, issues and factors underpinning the activities and operations of NGOs in the socio-economic development particularly in developing countries and by this, the definition of NGOs and Civil Society Organizations (CSOs) as well the historical perspective and characteristics of NGOs are treated. In addition, types of NGOs, the emergence and growth of NGOs, beneficiaries of NGOs operations and projects, the role of NGOs in social development, economic relevance of NGOs, nature and role of NGOs in accelerating local development, management of NGOs for socio-economic development as well as challenges of NGOs are covered in this chapter.

2.2. Definitions and Explanations of Concepts

2.2.1. Non-Governmental Organization

The term NGO is broad and ambiguous. It covers a range of organizations within civil society, from political action groups to sports clubs. Its clear definition still remains contested. However, it can be argued that all NGO's can be regarded as civil society organizations though not all civil society organizations are NGO's (Lekorwe, 2007).

The concept of NGO came into use in 1945 following the establishment of the United Nations Organizations which recognized the need to give a consultative role to organizations which were classified as neither government nor member states (Willett, 2002). NGOs take different forms and play different roles in different continents, with the NGO sector being most developed in Latin America and parts of Asia. The roots of NGOs are different according to the geographical and historical context. They have recently been regarded as part of the “third sector” or not-for-profit organizations.



Although there is contestation of the definition of an NGO, it is widely accepted that these are organizations which pursue activities to relieve the suffering, promote interests of the poor, protect the environment, provide basic social services, and undertake community development (Cleary, 1997).

According to Turner and Hulme (1997) “NGOs are generally registered organizations, community groups, professional associations, trade unions, cooperate charity organizations whose aim is to improve the wellbeing of their members and of those areas in which they exists”.

The World Bank (2001), on the other hand, sees NGO’s as private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, and/or undertake community development. In this paper the terms non-governmental organization and not-for-profit organizations will be used interchangeably under the umbrella of civil society.

According to Jaggernath, 1995, NGOs are defined as “private, self-governing, voluntary, non-profit distributing organizations operating, not for commercial purposes, but in the public interest for the promotion of social welfare and development, religion, charity, education and research. Specifically excluded are organizations that promote the interests of specified individuals”.

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, for instance, by funding projects, engaging in service provision and capacity building, contributing to awareness, and promoting the self-organization of various groups (Baccaro, 2001).

Stemming from the above definitions, NGOs can be defined as a non-profit oriented organization with professional staff who seeks to promote the interest of people especially



the marginalized in society with the sole aim of improving the living standards of the people.

2.2.2. Civil Society Concept

Civil society is a concept with different meanings and approaches. In the institutional fragile states of the international system, civil society is the collection of diverse groups and social organizations that is strong enough to provide autonomy and protection to individuals from the authoritarian and hegemonic tendencies of states. But if on the one hand civil society is regarded as antithetic to the state, on the other it is the state that protects and makes the civil society possible (Krieger, 2001).

Civil society, also referred to as the “third sector” or the “non-profit” sector, is used to broadly describe all aspects of society that extend beyond the realm of the public and the private sectors (Yaziji, 2004). Unlike state-based membership inherent in citizenship, association in civil society is voluntary, and it is characterized by individuals coalescing around common ideas, needs or causes to promote collective gain (Doh and Teegen, 2003). It can be said that once these individuals unite in an organized or semi organized fashion, they are taking collective action.

When individuals or groups within civil society work together to advance a broad common set of interests, and these interests become a significant force in shaping the direction of society, the outcomes of this process are often called social movements. Social movements can be thought of as broad societal initiatives organized around a particular issue, trend or priority (Teegen et al, 2004). Modern examples include the environmental movement and the feminist movement

A modern and comprehensive interpretation of civil society gathers the concepts and sectors of the rule of law, organized forms of social and family life, social movements and civic activists, charities, voluntary associations, third sector and identity groups. At the end of the day, civil society is an arena of social actors that have an open dialogue as part of



social relations, in which they manage the public affairs using reason and Law instead of violence (Kaldor, 2003). A civil society can be described as the section of society that extends beyond the realms of public and private sector with a common set of interests, values and sense of direction, and focuses on the development of the local area.

2.2.3. Historical Perspectives of NGOs

Non-Government Organizations (NGOs) and voluntary action have been part of the historical legacy. In early 20th century, several voluntary efforts were started in the fields of education, health etc. NGOs became prominent after independence, especially after 1970s (State Institute of Rural Development, 2003).

Development practitioners, government officials and foreign donors consider that Non-Governmental organizations by virtue of being small-scale, flexible, innovative and participatory are more successful in reaching the poor and in poverty alleviating. This consideration has resulted in the rapid growth of NGOs involved in initiating and implementing rural development programmes (State Institute of Rural Development, 2003).

The concept of NGOs and Social welfare are not new. India has a glorious tradition of Voluntary Organizations. In the pre-independence days, Rabindranath Tagore in his Santiniketan experiments showed how rural development could be brought about by integration of education and culture. Gandhiji in his Wardha experiment showed how village industries could bring about the development of the poorest sections of the people in this country (Malik-1995 cited in State Institute of Rural Development, 2003).

After independence in Ghana, there was a lot of talk about the role of NGOs and people's participation when planning process began in the early 50s. The British Government in Ghana spent minimum resources on social welfare programmes and so voluntary agencies played an important role in developing programmes for the poor, the destitute, women and children (State Institute of Rural Development, 2003).



2.2.4. Characteristics of NGOs

There are certain features which differentiate NGOs from government agencies, even when they are performing similar roles. NGOs have the capacity to experiment and learn from experience, linking processes to outcomes and are also able to enlist the energies and commitment of intended beneficiaries. Fowler (1988) has identified two key distinctive characteristics of NGOs.

First, the relationship of the NGO with intended beneficiaries is based upon principles of voluntarism rather than those of control which is typical of government. This means that intended beneficiaries are involved in program design and management and if this happens, the programs stand a better chance of success as they are more likely to be relevant and attractive. (Korten et al 1980). Secondly, it is argued that NGOs have a task oriented approach that permits them to achieve appropriate organizational development, which encourages change and diversity rather than control and uniformity, which may hamper progress.

An NGO should be privately set up and sufficiently autonomous in its activity, that is independent of direct governmental control. Secondly, an NGO should also be non-profit, which would clearly define its voluntary character. Thirdly, it cannot be considered a political party with an aim of attaining political power. Fourthly, an NGO should support development which demonstrates its public interest character (Schiavo-Campo et al, 2001). The growth of this third sector is therefore influenced by its comparative advantage over governments. More specifically, the advantages that NGOs or not-for-profit organizations have over governments include some of the following:

- a) achieving the correct relationship between development processes and outcomes;
- b) reaching the poor, targeting their assistance on chosen groups;
- c) obtaining true meaningful participation of the intended beneficiaries;
- d) working with the people and then choosing the correct form of assistance for them, i.e. not being dominated by resources as the basis for the relationship;
- e) being flexible and responsive to their works;



- f) working with and strengthening local institutions;
- g) Achieving outcomes at less cost (Tredt, 1998: 129).

According to Davids et al. (2005), the most common characteristics of development-oriented NGOs can be summarized as follows:

- NGOs are institutionally independent of government. They are privately set up (as opposed to being set up by the state) and are normally under the control of independent board of directors or trustees;
- NGOs do not have a profit motive. Any surplus generated during the course of their activities is ploughed back into the organization;
- NGOs are characterized by their voluntary association. This means that those supporting an NGO's development objectives should have the opportunity to join in its activities as partners in development; and
- NGO activities are financed mainly through grants from donors (domestic and international) based on their fundraising activities, with only limited government funding.

2.2.5. Types of NGOs

Over time, private sectors have expanded while public sectors have eroded, allowing for NGO sectors to subsequently grow and evolve with the surrounding environment. Strategic decisions have since brought to light a second dimension distinguishing NGO activities, which can be divided into “advocacy” and “service” sector NGOs (Yaziji and Doh, 2008). Yaziji and Doh (2008) outlined the following to be the major typologies of NGOs;

i) Advocacy NGOs

Advocacy NGOs work to shape the social, economic or political system to promote a given set of interests or ideology. They engage in lobbying, serve as representatives and advisory experts to decision makers, conduct research, hold conferences, stage citizen tribunals, monitor and expose actions (and inactions) of others, disseminate information to key constituencies, set/define agendas, develop and promote codes of conduct and organize boycotts or investor



actions. In these ways, advocacy NGOs give voice and provide access to institutions to promote social gain and/or mitigate negative spill overs from other economic activity. A finer distinction between two types of advocacy NGOs – “watchdog” and “social movement” NGOs – is worth highlighting.

In brief, watchdog NGOs are less ideologically radical, relative to the communities in which they operate, and are generally satisfied with the broader economic, legislative, political and social institutions. Thus, the role of watchdog NGOs is not to radically change the system but ensure that the requirements of the system are actually being met by various other organizations, such as firms and regulatory and legislative bodies.

By contrast, social movement NGOs are not trying to support the existing system, but to change or undermine it. The more radical the social movement organization, the more radical the change they are pursuing.

ii) *Service NGOs*

Service-oriented NGOs provide goods and services to clients with unmet needs. NGOs have long stepped in to serve as critical “safety nets” where politically challenged, indebted or corrupt states are unable or unwilling to provide for societal needs, and where global problems defy the conception of nation-state responsibilities. Examples of such service activities include relief efforts provided by the Red Cross/Red Crescent, natural resources monitoring and the distribution of medicinal drugs by Doctors without Borders.

iii) *Hybrid and evolving NGOs*

As noted above, although some NGOs focus primarily on advocacy or service delivery, many others pursue both sets of activities simultaneously, or evolve from one to the other. For example, Oxfam, the global development and poverty relief organization, advocates for changes in public policy that would provide greater support to its efforts while also contributing directly to health, education and food security in the developing countries in which it operates.



Similarly, Doctors without Borders and World Wildlife Fund are active on the ground, delivering services in their respective domains, but they also simultaneously lobby in the legislative arenas. The following brief example on environmental conservation illustrates the relationship among civil society, social movements and the emergence (and convergence) of different types of NGOs. Environmental conservation has long been of concern to civil society in North America.

This movement gained momentum after the publication of Rachel Carson's *Silent Spring*, which exposed the hazards of the pesticide DDT, eloquently questioned humanity's faith in technological progress and helped set the stage for the environmental movement. In turn, this paved the way for the creation of a number of environmental advocacy organizations, such as the Environmental Defence Fund (founded in 1967) and the National Resources Defence Council (founded in 1970). Over time, many environmental advocacy organizations developed more of a service focus, and many service NGOs began to take positions on environmental policy issues, creating some convergence in these organizations and their missions.

2.3. Nature and Role of NGOs in Accelerating Local Development

2.3.1. The Emergence and Growth of NGOs

There is an argument that NGOs are today still seen as possible alternatives to government in addressing the needs of communities which are not reached by official development programmes. According to Stephenson (Burgess and Burgess, 2005) in the early 1990s there began to be recognition of the importance of NGOs. NGOs were found to have closer ties to on-the-ground realities in developing countries and, more importantly, to be able to deliver development aid more cheaply than states.



Brown and Korten (Davids et al., 2005) and Maharaj and Jaggernath (Reddy, 1996), identify various reasons for the rapid development of NGOs:

1. Growing interest among international donors and national governments in increasing the development capacities of institutions functioning outside the formal public sector;
2. NGOs being more capable than government and private sector agencies of reaching the poor;
3. Governments being forced to seek more cost-effective alternatives to generally accepted state development programmes because of a rapid decrease in government resources;
4. NGOs displaying an ability to mobilize large sums of money for development projects;
5. Recognition that some NGOs have shown an ability to advocate and start projects on a national level and influence central government policies and institutions; and
6. Expectations that the non-profit sector will continue to grow as government acknowledges the important role of NGOs in development and the democratic process.

There was a spate of new NGOs around the time of independence in most African countries. These organizations continued to grow in the post-colonial era. Since the 1980s NGOs have grown in their numbers in most countries. Another reason for the growth in NGO numbers can also be found in the advantages they have over the bureaucracy. Some of the more important advantages include the following (De Beer and Swanepoel, 2005):

1. They are more cost-effective in their work among the poor. That means that they spend less money on administration and more on actual help;
2. For this and other reasons they are able to operate on fairly low costs;
3. They tend to focus on and to reach the poorer and needier. They are therefore less prone to elitism;
4. They are able to promote popular participation through facilitating resource mobilization;



5. They have the capacity to innovate and adapt;
6. They help to increase diversity of opportunity in society; and
7. They broaden channels through which resources and benefits can reach groups which otherwise be bypassed.

The number of NGOs and their involvement in national and international policy-making has increased remarkably over the last half century and over the last decades. This highlights a significant emergence of NGOs and indicates the important role they are playing in development (Nzimakwe, 2008).

2.3.2. Beneficiaries of NGOs Operations and Projects

The first dimension concerns that the NGO is intended to benefit. NGOs have multiple sets of stakeholders, often including financial contributors, board members, executives, staff and beneficiaries. Obviously, each of these groups of stakeholders can be composed of different types of individuals or organizations and the structure can vary enormously. For example, financial donors could include individuals, private foundations, governments and multilateral institutions; the staff might be comprised of paid workers or volunteers and the board could be executive or non-executive (Yaziji and Doh, 2008). They identify the following to be those who benefits from the operations of NGOs.

i) Self-benefiting NGOs

Self-benefiting NGOs are often membership associations designed primarily to provide a benefit to their members, generally as a result of pooling interests. They are distinguishable by the fact that the financial and/or labor contributors to the NGO are themselves members of the group of intended beneficiaries. Examples of self-serving NGOs are unions, business associations, church groups, community patrol groups, Alcoholics Anonymous and amateur sports clubs.

ii) Other-benefiting NGOs

By contrast, other-benefiting NGOs are organizations in which the capital and labor contributors are not themselves members of the primary intended beneficiary group; or the pool of beneficiaries is so broad that the public good produced will be shared by a wide swath of society. In other words, the



supporters are not donating to gain excludable private goods for themselves or their self-identified group. The World Wildlife Fund (WWF), Greenpeace, Amnesty International, CARE, the Open Society and Doctors without Borders/Médecins Sans Frontières (MSF) are examples of other-benefiting NGOs.

2.3.3. Role of Non- Governmental Organizations in Social Development

Non-Governmental Organizations manifest a new political reality in the global realm. Traditionally, NGOs have come to mobilize, articulate and represent people's interests or concerns at different levels of decision-making: locally, nationally and internationally. NGO Sector is the fastest emerging sector in the world that addresses the poverty alleviation through non-conventional ways and strategies and therefore NGOs are supposed to help government efforts to reduce the agony of the marginalized communities in a country where they operate (World Bank, 1988).

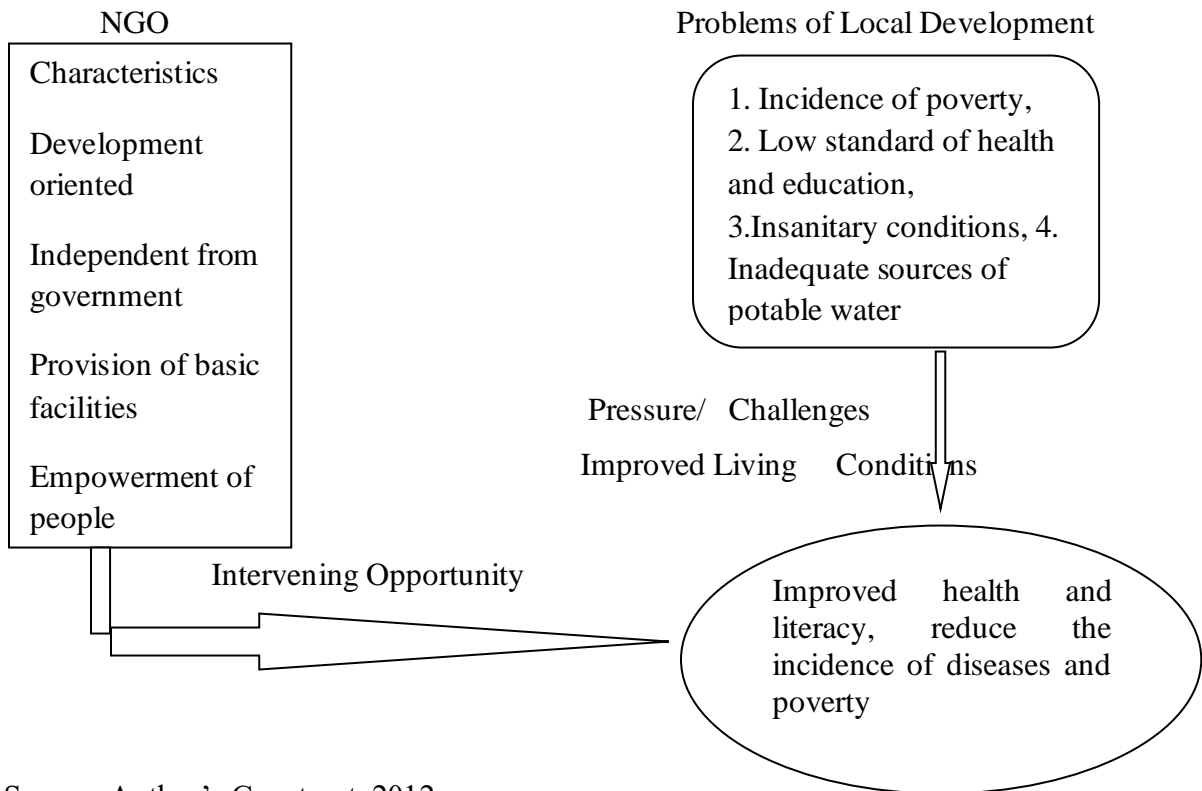
In the past twenty-five years or so, the role of NGOs and community based organizations (CBOs) has met discernible success in assuring the incorporation of social consideration in the development process. In most of the recent development projects funded by Development Financial Institutions (DFIs), the role of NGOs has been incorporated in the nexus to articulate peoples' interest and promote peoples' participation in development process. The international DFIs especially, the World Bank, with recent tilt towards greening the Bank (World Bank, 1998) works closely with the national governments in addressing the concerns of the civil society with a top down approach. The similar policy shift is also observed with Asian Development Bank (ADB, 1998).

Therefore, over the past three decades, the NGO sector in both developed and developing countries has experienced exponential growth. From 1970 to 1985 total development aid disbursed by international NGOs increased ten-fold. In 1992 international NGOs channelled over \$7.6 billion of aid to developing countries. It is now estimated that over 15 percent of total overseas development aid is channelled through NGOs (Saeed, 2002).



Worldwide the role of NGOs is contestant. The political responsibility and role of NGOs are to act as an intermediary (Lisa and Tuijl, 1998) between different groups aspiring different perceived goals, the DFIs generally define them as deliverers of social services and recognize their role as operational intermediary. In effect the NGOs' role in the development process is seen as more of a mechanism of service delivery in line with top-down objectives. Therefore, the duality of role in terms of combining the functions of advocacy and participatory development or given agenda may lead to conflict of interest. The danger is that NGOs once sucked into an intermediary role, with a given mandate and finances, may distance themselves from the grassroots and draw themselves closer to the role of pseudo-government or donor (Saeed, 2002).

Figure 2.1: Conceptual Framework of the Relationship between NGOs and Development



Source: Author's Construct, 2012

2.3.4. Economic Relevance of NGOs



NGOs are indispensable because of the fact that there is a limit to what governments are willing and able to do for their respective citizens. Generally, their roles range from providing relief services, conserving the environment, contributing to development projects or simply battling with governments over human rights issues (BBC News World Edition, 2004).

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).

NGOs serve as partners and facilitators in development (Muchena, 2004). They serve as media for intermediation between international institutions and poor communities, especially in an era of face-offs in home countries. In crisis-infested societies, they are the voices of the weak and suppressed. They take initiative and provide voice for unheard interests, play monitoring role by improving accountability and reducing incentives for corruption in governments, and promote environmentally sound strategies (The World Bank, 2003:41). Most importantly, they have come to be recognized as veritable sources/channels of foreign aid to poverty-infested communities. It has along this line, been argued that: Countries around the world are seeking to encourage the growth of an independent, voluntary not-for-profit sector -- sometimes known as civil society -- to serve as a partner -- with the government and for-profit sectors -- for social and economic development. NGOs are moving beyond charity and self-help activities, and are increasingly being asked to perform important services once the exclusive province of the government. They are being encouraged to seek funding for their expanded activities not only from charitable contributions and volunteer services, but, increasingly, from government grants and contracts and by encouraging business sponsorship and cooperation in new social and development-oriented activities (Karla, 1999 cited in Ezeoha, 2005).



The support for this group of organizations also arises more from their impressed efficiency and less bureaucratic characteristics in service delivery, especially when compared with government agencies and departments. According to Karla (1999 cited by Ezeoha, 2005), NGOs are often more efficient than government agencies because; (1) they can attract volunteers and monetary donations, which lowers their costs vis-à-vis the government; (2) they compete among themselves for grants, donations, and, in some cases, contracts, which often leads to cost savings; and (3) small, local NGOs have better information as to the needs, and how best to meet those needs, of the people to be served, than a large and often distant bureaucracy.

Most NGOs, being not-for-profit oriented need enough goodwill and pool of resources to be able to effectively carry out their primary duties. At the same time, there are humanitarian/philanthropic donor agencies whose core objective is to advance the welfare of humanity. The meeting point between these agencies and the NGOs is 'funding'. The agencies provide the needed funds and technical assistance, while the NGOs carry out the jobs required. Often times, the two parties are seen working in partnership. More than any other institutional structure, for instance, the donor agencies favour the involvement of NGOs in poverty and community development programmes for several reasons. As explained by the World Bank (1996), NGOs and community-based organizations (CBOs) often have closest contact with the poor, are best able to help them directly, and are well suited to helping them identify their most pressing concerns and needs.

2.3.5. NGOs in Human Development and Human Rights

Throughout the last several decades, NGOs originating have grown from a small number of post-war relief organizations to a major industry of large, multi-national organizations with relief and development mandates both at home and abroad. Many of these NGOs are operational, meaning that they run their own development projects nationally and internationally. Such groups, originating in the North, but with mandates throughout the South, will be called international NGOs. This subset includes some of the best-known NGOs at work today. Such NGOs have made a major contribution to human development across the developing world, particularly in the fields of health and nutrition, education and



the environment. They have also played a crucial role in ensuring human security for millions of people during emergency relief situations (Michael, 2002).

Until the 1980s, majority of NGOs at work in the developing world were international NGOs. More recently, however, local NGOs originating in developing communities have become a prominent force in development. In countries like India and Brazil, local NGOs now rival their international counterparts in terms of their size, impact and resources. While indigenous NGOs and the forms of organization on which they are based have existed throughout the developing world since before colonialism, their global rise to prominence has been relatively recent. Changed international approaches to development shifted focus from economic to social development and placed increased importance on the participation of local people in development initiatives. As agents of development, local NGOs with their relative small size, flexibility and access to local expertise, came to be perceived as possessing a comparative advantage over their often inefficient and increasingly bureaucratic governments. These trends opened the doors for a global increase in the number and range of local NGOs active in the developing world (Michael, 2002).

The importance of NGOs is likely to continue to grow given the increasing prominence afforded to these groups in donor funding plans. Flows of official development assistance from the developed countries to the developing world have declined over recent years, but the proportion being channelled through NGOs is increasing steadily. Consider the current state of aid to Africa, for instance. While total aid receipts on the continent have fallen by more than 20% since 1994, NGOs are increasingly the recipients of the donor funding that does arrive on the continent (OECD, 2000). In 1999, both the American and Dutch governments decided to channel an increasing proportion of their development aid in Africa away from governments and towards NGOs. In the case of the United States, this policy will result in the greatest proportion of their 700 million dollars of funding for Africa being given to NGOs (Chege, 1999).



As these examples illustrate, both local and international NGOs have come to be experienced, renowned and resourced actors, and key to development processes and planning. These NGOs are instruments of human development and human rights counted on by governments, donor agencies, international financial institutions and millions of people worldwide. In many development sectors they are the main or only providers of regular services. They have also become positioned as among the best-suited actors for ensuring human security for the people they serve (Michael, 2002).

2.3.6. Role of NGOs in Promoting and Enhancing Local Level Development

NGOs play a major role in the development of Ghana and its people and in most countries in the world. This is because NGOs have features that make them more appropriate than public and private sector institutions for the promotion of micro-level development. According to David's (David's et al., 2005: 70) these features give them a comparative advantage that justifies the increasing assistance being given to them by international donor agencies and national governments.

De Beer and Swanepoel (2005) maintain that currently an international movement, receiving its impetus from the People-Centred Development Forum in Philippines, is actively promoting NGOs as an appropriate vehicle to "bring development to the people". In reaction to the dominant approach to development, and also through their own learning process, Stewart (Wessels and Pauw,1999) contends that by the end of the 1980s significant sectors of the NGO community and various other groupings and individuals involved in development moved their vision to putting people first, or 'people-centred development'.

Merrington, quoted by David's (David's et al., 2005), has identified a number of other claimed advantages of NGOs as agents of micro-level development, as follows:

1. They are good at communicating with and mobilizing the poor;
2. They employ participatory bottom-up approaches in project planning, implementation, monitoring and evaluation. They are effective in assisting the poor to participate in matters affecting them and as a result thus gain more control over



the quality of their lives. This ability of the NGOs to promote public participation is due to their partnership relations with the communities they serve;

3. They work well with, and strengthen, ineffective local institutions;
4. They are innovative, flexible and experimental. This means that they can transfer technologies developed elsewhere and adapt them to local conditions, as well as formulate innovative responses to local needs, i.e. they are able to adopt a social learning process approach; and
5. They undertake projects at no or minimal cost to government and at lower costs than comparative public sector projects because of their commitment to using low cost technologies.

Supporters of alternative development believe that NGOs rather than governments or international institutions are the primary agents who will carry development forward (Stewart in Wessels and Pauw, 1999).

Liebenberg (De Beer and Swanepoel, 2000) maintains that the fact that an NGO has to function as a catalyst of the development process does not give such an organization the mandate to control and manipulate this process, especially in terms of the primary importance of participation, empowerment and sustainability. Therefore the catalysing functions of an NGO should aim at producing participation, empowerment and sustainability in terms of the development process.

NGOs as institutions that promote development consist of a wide range of functional, geographic, membership and organizational groupings which make it difficult to develop a uniform definition. Despite all this, NGOs still manage to function as effective agents of development in areas where government is not so effective. Therefore NGOs in general have a very important role to play in the process of development.

Greenstein (2003) concludes that NGOs provide qualitative benefits for the state through their roles and relationships in service delivery for development. In addition they provide financial benefits, though these are not always easy to define and measure.



2.4. Management of NGOs for Socio-economic Development

2.4.1. Governance Issues of NGOs

The issue of good governance is the key to the functioning of NGOs. It implies that the effective management of an NGO's resources is done in a manner which is transparent, accountable, equitable and responsive to the needs of the people. Since NGOs aim at becoming sustainable, then good governance is critical to their existence. In many developing countries NGOs often lack the institutional capacity and resources to operate. Also, funds from donors are sometimes poorly managed. Thus, in order to ensure effective and proper management of resources, good governance becomes an important aspect of every NGO. One of the key requirements for good governance is accountability. The issue this creates is to whom are NGOs accountable? At first this question may appear to have an easy answer. Obviously they are expected to account for the use of resources to the funders (Lekorwe, 2007).

However, the ability to ensure that accountability exists, among the NGOs and to all those concerned, remains debatable. NGO staff members are not elected and ordinary people have no mechanisms for bringing them to account for their actions. Unlike governments, who have to get elected and can only avoid accountability through violence or coercion and in business where consumers can decide where to spend their money, NGOs have no obvious accountability structures. NGOs themselves see the need to take this issue seriously as there is a growing emphasis on the need for proper monitoring (Lekorwe, 2007).

According to Lekorwe (2007) there are a number of ways in which NGOs can improve on their governance and management operations. These include the following:

1. Stating their mission, values and objectives clearly and ensuring that these strategies are followed;
2. Better human resources development and training for their managers and staff including board members and volunteers;



3. Better management processes as well as financial management, accounting, and budget systems.

Nevertheless, in order for these systems to be implemented, committed staff and leadership within the NGOs themselves are required. The expanded role of NGOs in the delivery of public services is likely to affect the potential of these organizations. The work of NGOs is much more difficult and demanding now as they are expected to deliver quality with such limited resources. Problems arise where governments shift major responsibilities to the NGO sector (Lekorwe, 2007).

According to Schiavo-Campo (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. In some cases, where there are many departments trying to deal with the NGOs, the problems may be created by the governments themselves. Also, staff at the local level may not be familiar with government policies and this affects efficiency of the NGOs because of tensions which may arise (Lekorwe, 2007).

2.4.2. Rationale for Government -NGO Collaboration in Socio-economic Development

The enormous roles played by NGOs in the development of developing countries call for an effective and stronger collaboration between the government and the NGOs. Behera (2002) outlined the following as the major rationale for a stronger collaboration of government and NGOs in efforts of overcoming the predicament of poverty bedevilling many developing countries:

- i)* Replicating micro-level initiatives. The community-focused approach, which is the main strength of NGOs, can be a limitation without conscious efforts to replicate successful micro-level initiatives for wider impact. This can be achieved only through continuous dialogue and engagement between state and NGOs, which would create greater understanding amongst them and facilitate policy changes for replication of micro-level experiments.
- ii)* Optimal use of resources. In African countries, where limited resources, logistic and infrastructure facilities cause many problems, optimal use of



available financial and human resources, organizational energies and support systems is a must for timely disaster response and effective disaster reduction measures. This cannot be achieved without effective Government-NGO partnership.

- iii)* Check Overlapping, Duplication, and Confusion. Timely response to development problems and natural disasters remains a difficult task in Africa and other developing countries, where a majority of people live in dispersed rural settlements with inadequate communication facilities. Involvement of multiple actors, especially NGOs, makes it possible to reach humanitarian aid to marooned victims and initiating restoration work in cut-off zones. However, without coordination, such engagement of multiple actors could result in duplication, over lapping, and confusion. Adequate coordination of efforts made by government and NGOs can only ensure proper sharing of responsibility in the development response programmes.
- iv)* Supplement Governments Response with Sector-focused Initiatives. Experience in Africa and in other developing countries shows that NGO focus on sector-specific issues such as livelihood, community organization, community asset creation, women group formation, among others. Accelerates social and economic recovery after disasters. Such initiatives meaningfully supplement larger infrastructure reconstruction initiatives of the government. Similarly, while the state follows a universalistic approach in supporting victims, NGOs could adopt a community-oriented approach and cater to needs of vulnerable groups who otherwise find it hard to cope with the impact of increasing development programmes.
- v)* Strengthen Community-Based Disaster Preparedness. In developing countries, poverty and low awareness explain higher human casualty and deeper adverse impact of disasters. Techno-intensive solutions for disaster response and reduction are hard to adopt in view of higher economic costs and uncertainties surrounding their adaptability to local socio-cultural situations. Success of disaster preparedness in such contexts depends more



on effective community-based approaches to risk reduction and management, in which NGOs have a bigger role to play.

In brief, without proper collaboration between Government and NGOs, initiatives in meeting the development needs, mitigation, and reduction in poverty will not bear any fruit. There is always a strong co-relationship between successful project implementation and effective Government-NGO collaboration (ANGOC study, 1988, cited in Behera, 2002).

2.5. Challenges of NGOs

In developing countries like Ghana it is extremely hard to start up a non-governmental organization (NGO) without a background in government. The difficulties are due to restrictive government policies, monopolization of resources by NGOs with government background, a lack of trust throughout the overall society, the lack of capabilities among the grassroots' organizations, and unrealistic expectations from funders (Fangqiang, 2009). Fangqiang (2009) identified the following as the major challenges confronting NGOs;

2.5.1. Restrictive Government Policies

The Constitution of the Republic of Ghana requires that all its citizens have the rights of freedom of speech, freedom of the press, and freedom to peaceably assemble, organize, demonstrate and petition. However, in order to organize in Ghana (that is, to establish an NGO), one has to register the organization. If the organization does not do this it is not protected under the law. It is criminal for such an organization to publicly accept outside donations without a legal status. In addition, to establish such an NGO, they must have a regular business location, full-time staff, a registration capital of more than ten thousand dollars and official documents with a stamp of approval from the governmental agencies, which have been designated as "supervising offices."

The fact that one non-governmental organization will be co-administered by a civil affairs governmental office and another public administration office represents the unique "Chinese way" of double administration. However, in reality what happens is that few



public administration offices actually are interested in bearing the "troubles" of being a "supervising office." However provisions of the legislation Act, enacted in nearly twenty countries in developing countries across the globe, are expected to still be discouraging.

2.5.2. Monopoly of Resources by NGOs with Government Background

Because of the rigorous administration of NGOs, only those with government background are able to register. Some NGOs - such as Disabled Persons' Federation, Women's Federation, and National Labour Union, among others - all have governmental background. These organizations are called "GONGO" in China. Some of the staff of these NGOs are even on the government payroll. These NGOs have long monopolized the philanthropic resources of China, including their funding, human resources, social trust, and others.

2.5.3. Lack of Trust within Society

Since the emergence of NGOs, Ghana has seen tremendous social changes both politically and economically. The towns have grown completely due to the rapid urbanization process. In addition, the traditional social values were devoured by the "money first" principle driven by self-interests. In this context a grassroots NGO with no legal status faces harsh and even irrational doubts and a long road to societal acceptance. In general, the public does not believe that one person, with no government affiliation, would do something beneficial for society without a self-interested motive. Also because of this lack of trust, enterprise sponsorships prefer funding causes or organizations that the government has endorsed.

2.5.4. Lack of Capabilities among Grassroots Organizations

Admittedly, many people involved with NGOs are idealists who want to realize their dreams for society. They might not be all that great in dealing with finances, administration and external communication. However, many NGO managers in Ghana are people who were 'failures' in society - they are abandoned by the old system and are forced to this whole new world of NGOs, with enormous limitations in both their capability and their visions. "Administration crises" can easily arise in their organizations because of non-



transparent financial records, loss of talent, and an eroding sense of mission. Once these difficulties become public, they are almost always unable to be resolved.

2.5.5. Unrealistic Expectations from Funders

Today, there are already many grassroots NGOs in Ghana. Most of them are unregistered; others are registered as business organizations. Fewer are registered at a civil affairs office. There are increasingly more foundations that support these NGOs, such as the Global Fund, The Asia Foundation, Ford Foundation, and Gates Foundation. Even though these agencies have made tremendous contributions to the growth of NGOs in developing countries like China, their negative impact can be just as profound. They tend to see these NGOs as tools to accomplish their local projects, so they only fund their own specific activities and ignore the broader reality, which is that these NGOs also need to pay bills, salaries, administration costs, office supplies, rent, etc. Consequently, grassroots NGOs sometimes resort to manipulating their books in order to survive and this leads to very serious financial problems. When this happens, funders tend not to seek better solutions, but instead they severely criticize the NGOs, which create an even more difficult situation.

2.6. Summary

In summary, the chapter dealt with the definitions of some concepts such as NGOs and CSOs, historical perspectives of NGOs and characteristics, types of NGOs, the emergence and growth of NGOs, beneficiaries of NGOs operations and projects, role of NGOs in social development, promoting and enhancing local level development as well as economic relevance of NGOs, NGOs in human development and human rights, relevance of government and NGOs collaborations in socio-economic development, challenges of NGOs and finally, the unrealistic expectations from donors. The next chapter which is chapter three will handle the research methodology as well as the profile of the study area.



CHAPTER THREE

PROFILE OF THE STUDY AREA

3.1. Introduction

Prior to this chapter was the definition of some concepts as used in the study such as NGOs and CSOs, historical perspectives of NGOs and their characteristics, types of NGOs and challenges such as the unrealistic expectations from donors. This chapter discusses the profiles of the study area and that of Plan Ghana International.

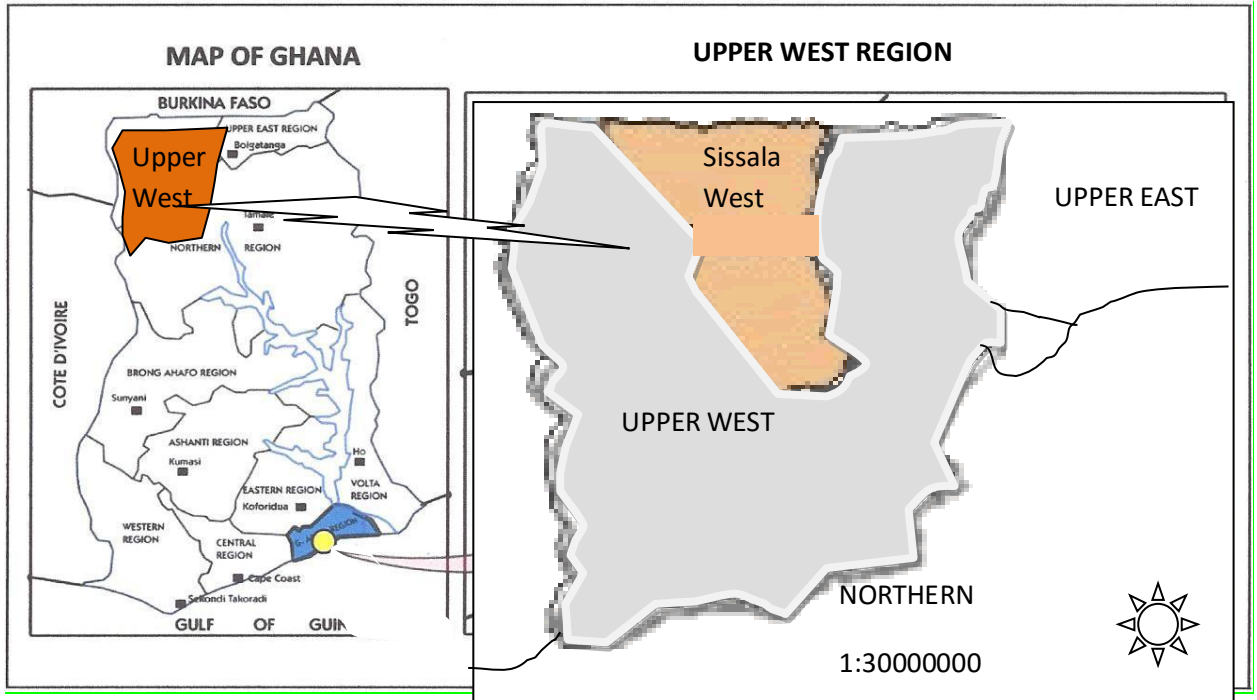
3.1.1. Location and Size

The Sissala West District is located in the North Eastern part of Ghana. It lies approximately between Longitude 213 °W to 2.36 °W and Latitude 10:00N 11:00N. It shares Boundaries with the Jirapa and Lambussie District to the West, Sissala East District to the East and Burkina Faso to the North and Wa East District to the South (Sissala West District Assembly, 2012).

The district, sharing border with Burkina Faso will facilitate cross border socio-economic activities. However, this has its own implications for health and crime wave. It covers a total Land area of 4,11289km, which is about 25% of the total Landmass of the Upper West Region (Sissala West District Assembly, 2012).Figure 3.1 shows the location of the Sissala West District within the National and Regional contexts.



Figure 3.1. The Sissala West District in Context



Source: Author's Construct, 2012.

3.1.2. Topography and Drainage

The land forms of the District is low lying but gently undulating at altitudes ranging between 150m and 300m above sea level. However some parts are 600m above sea level. The main river that passes through the district is the Kulpawm and its tributaries (Sissala West District Assembly, 2012).

The relatively low lying nature of the District coupled with a number of streams imply that dams can be constructed along these rivers especially the major ones to supplement the water requirement of farmers especially during the dry season (Sissala West District Assembly, 2012).

3.1.3. Climate and Vegetation

The Sissala West district is located in Guinea Savanna vegetation belt. This vegetation consists of grass with scattered drought resistant trees such as the Shea, the baobab, dawadawa, and nim trees. The heterogeneous collection of trees provides all domestic



requirements for fuel wood and charcoal, construction of houses, cattle kraals and fencing of gardens (especially dry season farming). Again, the shorter shrubs and grass provide fodder for livestock (Sissala West District Assembly, 2012).

The climate of the district is one that is common to the three northern regions. There are two main seasons, the dry and the wet season. The wet season commences in April and end in October. The dry season, characterized by the cold and hazy harmatan weather, starts from early November and ends in the latter part of March when the hot weather begins (Sissala West District Assembly, 2012).

The long dry season requires the establishment of irrigation facilities. The mean annual rainfall is about 1100mm with its peak in August. Relative humidity is between 70% and 90% in the rainy season but is as low as 20% in the dry season (Sissala West District Assembly, 2012).

3.1.4. Geology and Soil

The types of rock that lie under by the district include the Birimian granite and the basement complex. These rocks hold considerable amount of water, implying that boreholes and hand dug wells can easily be sunk to make water available for domestic and other purposes (Sissala West District Assembly, 2012).

There are various kinds of soils in the district that support plant growth. The main types of soils in the district include the savannahochrosols, the tropical brown earth and the terrace soils. The savannaochrosols are generally poor in organic matter and nutrient (Sissala West District Assembly, 2012).

3.1.5. Social Characteristics

The 2000 population and housing census pegs the district population at 44,440 with an average growth rate of 1.7% as against 2.7% for the national. The District has a Population of about 49,573 (PHC 2010). This low population growth rate in the district should be seen as an asset to be maintained and reinforced through conscious policy, promotional and educational measures. The District has a Population Density of 12 Persons per square



kilometre. This figure is much lower than the Regional Population Density of 31.2 persons per square kilometre. Though the district population density may indicate a low pressure on land, the same cannot be said of socio-economic facilities (Sissala West District Assembly, 2012).

The population of the district is entirely rural. By the national standard for the definition of an urban settlement, none of the settlements in the Sissala West district is urban. This implies that the district is a typical rural one. Only 15 communities in the district have population above 1000. The district has four Area Councils (Sissala West District Assembly, 2012).

The population is dominated by the labour force (15 to 64 years) and small proportion of the elderly persons (above 64). The proportion of population below 15 is about 44.7% while that of the elderly represents about 6.3%. On the other hand, the proportion of the labour force (between 15 and 64 years) stands at 49% of the total population. This pegs the age dependency ratio of the district at 1:0. 96. The sex composition of the population indicates that there are 49.2 % males and 50.8% females in the district. The high proportion of women in the district implies that the needs of women should be considered in any development effort (Sissala West District Assembly, 2012).

3.1.6. Educational Characteristics

For effective implementation of educational programmes, the district is divided into two (2) circuits namely; Gwollu and Fielmuo. Table 3.1 shows the number of educational institutions in the various circuits. As indicated in the table, the district educational institutions range from Nursery (KG) to a Senior High School. There is no Technical or Vocational School in the District in operation currently. This implies that all the SHS graduates who will want to have Technical or Vocational training have to move outside the district for it. This has cost implication for their parents. There is therefore an urgent need for the establishment of a Technical and Vocational School in the District to enhance the technical knowhow for the development of the District (Sissala West District Assembly, 2012).



Table 3.1 Educational Institutions by Circuits

CIRCUIT (AREA)	NURSERY (KG)	PRIMARY	J H S	SHS
Gwollu	15	17	24	1
Fielmuo	19	12	10	0
TOTAL	34	19	34	1

Source: District Directorate of Education, SWD, 2012.

As regard the literacy level in the District, most adults can neither read nor write. It is worth noting that some communities in the district have no educational institution of any level. Even those communities with educational institutions are confronted with issues of furniture and poor structures. These collectively affect the performance of students.

3.1.7. School Enrolment in the Sissala West District, 2011-2012

Table 3.2 shows the enrolment status of schools in the district. From the Table, the enrolment of the district has increased by 13.4% (Sissala West District Assembly, 2010). This is as result of intensive educational campaign and the implementation of the capitation grant. The activities of some NGOs such as the Catholic Relief Service as well as the World Food Programme have also attracted pupils especially the girl-child. The increment in enrolment requires more teachers, furniture and classrooms to be provided in the district. In terms of structures, it is worth noting that out of 37 primary schools, 30 have pre-schools attached. This echoes government intention to open pre-schools attached to every primary school (Sissala West District Assembly, 2012).



Table 3.2: School Enrolment in the Sissala West District, 2011-2012

Level	2010/2011				2011/2012			
	No of schools	Boys	Girls	Total enrolment	No of schools	Boys	Girls	Total enrolment
Pre-School	53	2,184	2,310	4,494	55	2,484	2,643	5,127
Primary	45	5,159	5,099	10,258	47	5,514	5,449	10,963
JHS.	31	1,575	1,562	3,137	34	1,968	1,928	3,896
Total	129	8,918	8,971	17,889	136	9,966	10,020	19,986

Source: District Directorate of Education, SWD, 2012.

3.1.8. Cultural Characteristics

The district has two major indigenous tribes namely the Sissala and the Dagaabas. However there are other relatively smaller tribes mainly of northern and southern origin dotted in the district. In terms of religion, there are three major types of religious groups namely; Muslims, Christians and Traditional worshipers. The main festival celebrated in the district is the KukurBaghr, by the people of Fielmuo. The peaceful ethnic and religious co-existence in the district is a potential for investment in the district (Sissala West District Assembly, 2012).

3.1.9. Economic Characteristics

The agriculture sector is characterised by crop farming and livestock production. Despite efforts to promote the sector, production still remains at subsistence level, as there is no large plantation holding in the district. The agriculture sector employs about 90% of the labour force. The major food crops grown in the district are millet, sorghum (Guinea Corn), Maize, Cowpea and Yam. Cash crops such as cotton, Shea-nut and dawadawa are also found in the district. Cash crops, however, has received little attention due to market uncertainties. Economic trees such as Shea, dawadawa and baobab also contribute substantially to household income in the district. The table below presents the average yield as well as the land area under cultivation of each crop (Sissala West District Assembly, 2012).



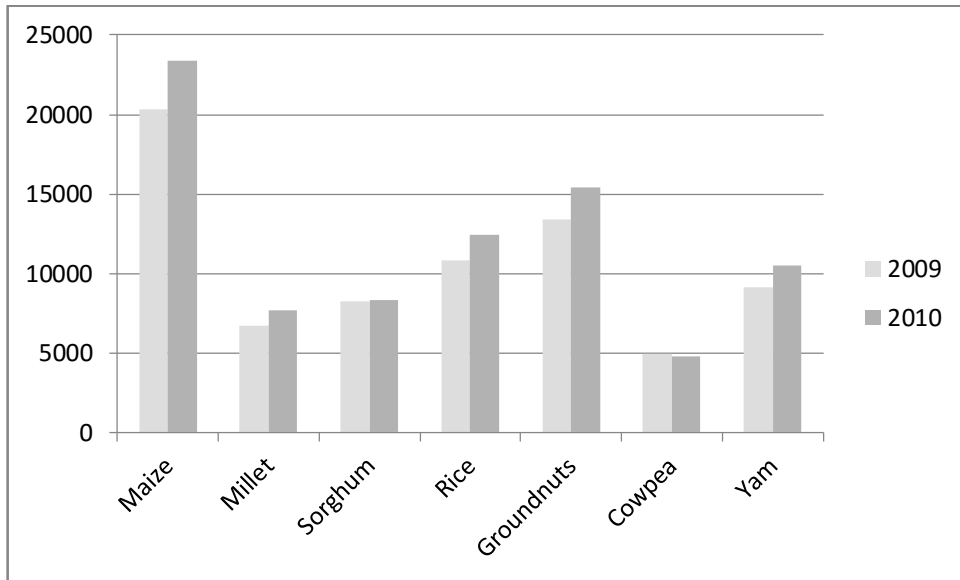
Table 3.3: Average Yields of Major Crops in Sissala West District 2009-2010

N ^o	CROP	2009		2010		2011		2012	
		AREA (HA)	YIELD (T)	AREA (HA)	YIELD (T)	AREA(HA)	YIELD(T)	AREA (HA)	YIELD (T)
1	Maize	11,406.71	20,345.61	13,967.91	23,397.51	14,315.76	23,876.88	14,546.24	24,350.56
2	Millet	6,472.92	6,698.84	8,559.98	7,703.63	8,645.24	7,886.76	7,677.80	9,216.45
3	Sorghum	6,572.58	8,223.55	7,558.92	8,314.65	6,895.71	8,076.10	8,227.20	9,564.09
4	Rice	373.83	10,822.91	429.9	12,445.93	478	12,670.86	510	13,213.44
5	Groundnuts	8,355.08	13,368.49	9,608.31	15,373.77	9,451.15	14,804.20	10,142.46	15,312.60
6	Cowpea	5,956.09	4,950.00	6,849.04	4,772.06	7,362.12	5,156.60	7,834.17	5,578.90
7	Yam	6,494.44	9,149.93	7,468.06	10,521.72	8,106.78	10,749.72	8,357.87	11,218.33

Source: MOFA, Sissala West District, 2012.

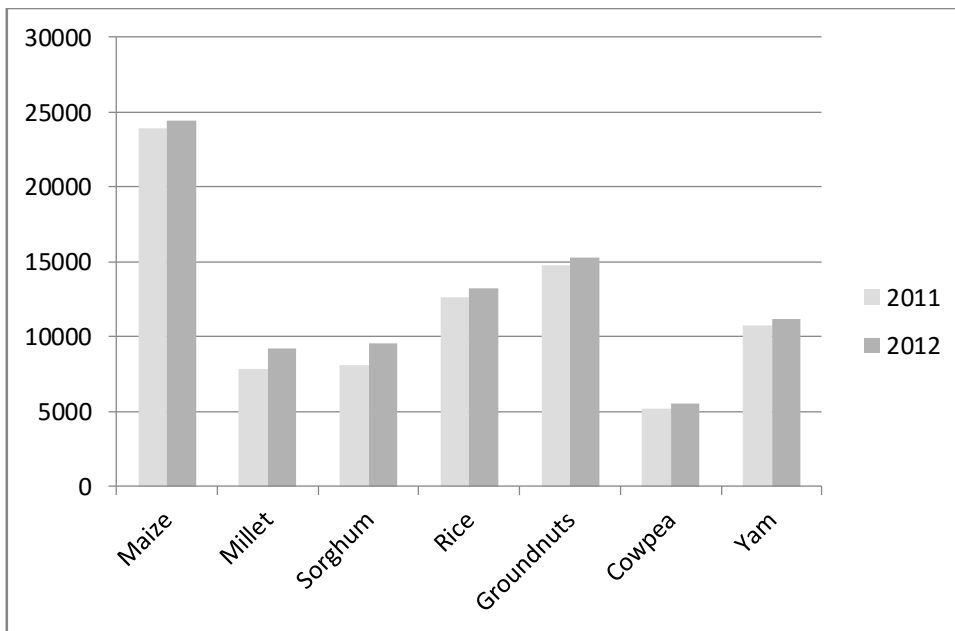


Figure 3.2: Yields of Major Crops in the Sissala West District, 2009-2010



Source: MOFA, Sissala West District, 2012.

Figure 3.3: Yields of Major Crops in the Sissala West District, 2011-2012



Source: MOFA, Sissala West District, 2012



The vegetation of the district promotes animal rearing. However animal rearing is at the subsistence level. The major animals reared in the district are cattle, sheep, goats and then pigs.

Cattle are the major livestock raised in the district. The proximity of the district to Burkina Faso and the presence of fodder could be the responsible factors. Though this could be a source of livelihood, it also results in loss of soil fertility through overgrazing. On the other hand, the dominance of Muslims in the district explains the low level pig's production, though pigs reproduce faster than other livestock (Sissala West District Assembly, 2012).

The service sector of the district economy relates to a number of activities such as integrated marketing system, tourism, as well as restaurants commonly called chop bars. Scattered over the district and are smaller/informal markets where foodstuffs and other manufactured goods are sold. In the district, there are three major markets namely, Gwollu, Fielmua and Jeffisi (Sissala West District Assembly, 2012).

The Gwollu and Fielmua markets serve as international (cross border) markets, serving neighbouring Burkina Faso. This provides ready market for goods and services. This has the potential for increasing the revenue of the District Assembly. The trading activities in the district particularly in the weekly market centres form one of the major sources of revenue to the District Assembly (Sissala West District Assembly, 2012).

3.1.10. Civil Society Organizations (CSO) and NGOs operating in this District

As part of efforts to improve the lives of the people in the district, there are a number of CSOs operating in the district. These organizations are engaged in the provision of social and economic services as well as infrastructure in the district. These organizations include: Plan Ghana, Catholic Relief Service, (CRS), YARO, SNV, TUDREDEP and RAAP.



3.1.11. Health Characteristics

The disease pattern of the Sissala West District is similar to that of many rural districts and the country at large. Table 3.4 shows the Top Ten Diseases of the District for 2011 and 2012. As shown in Table 3.4, malaria continues to be a major disease in the district. The high incidence of water and sanitation-related diseases implies that, when water and sanitation as well as behavioural issues are tackled, then over 60% of the diseases would have been eradicated (Sissala West District Assembly, 2012).

Over the years, access to health service has been low due to far distances between communities as well as poor road network in the district. To overcome these problems, the Ghana Health Service is implementing what is known as Community based Health Planning and Services (CHPS). The district has been zoned into 20 CHPS zones.

Table 3.4: Top Ten Diseases in the Sissala West District.

No.	2011			2012		
	Disease	No.	%	Disease	No.	%
1	Simple Malaria	8945	58.1	Simple malaria	7976	43.9
2	Respiratory	1191	7.73	Respiratory	1339	7.4
3	Skin Diseases	665	4.32	Diarrhoea	519	2.9
4	Diarrhoea	558	3.62	Skin diseases	491	2.7
5	Road accidents	378	2.45	Pneumonia	216	1.2
6	Pneumonia	293	1.9	Malaria in pregnancy	194	1.1
7	Ear infection	251	1.63	Home accidents	190	1.0
8	Eye infection	246	1.6	Road accidents	166	0.9
9	Home accidents	207	1.34	Ear infection	156	0.9
10	Malarial in pregnancy	134	0.87	Eye infection	125	0.7

Source: DHMT, SWD 2012.



3.1.12. The Vulnerable and Excluded

This section looks at section of the population that is incapable of coping and preventing the incidence of certain types of shocks when they do occur. They constitute rural women, children, physically challenged, the aged as well as people living with HIV/AIDS. Though there is no adequate information on the number and category of the vulnerable and excluded in the district, the issue of vulnerability and exclusion do exist in the district. The absence of information on the vulnerable and the exclusion is partially due to lack of institutions responsible for them. Several efforts are being made to protect this category of people. Plan Ghana for example is carrying out campaign on the rights and responsibilities of children. Priority is also given to women in the disbursement of District Assembly Poverty Alleviation Fund (PAF). Women are also encouraged to take active part in district assemble election. The concerns of the vulnerable and exclusion should be integrated in the development efforts of the district. Moreover, nurseries (KG) should be established to many communities as possible to safeguard the future of the children (Sissala West District Assembly, 2012).

3.1.13. Water and Sanitation

On the average, 81 % of the population have access to potable water in the district. The district has 174 functional boreholes, the district capital, Gwollu has also benefited from 1 No. wind pump from the then VIP. Besides this, Gwollu has also been selected for the implementation of the Small Town Water Supply and Sanitation Project (STWSSP) (Sissala West District Assembly, 2012).

In the district, good sanitation practices have been relegated to the background. About 5% of the population in the district has access to sanitation facilities. Currently, the district has about 52 KVIPs and 156 household latrines. The DA has also received 6 No. refuse containers from MLGR&D to improve sanitation management in the district. As there is low coverage of sanitation facilities, especially toilets, the major method of human excreta disposal is bush, free- range. This has adverse health implications (Sissala West District Assembly, 2012).



The main problem with the water and sanitation sector is limited access to potable water and good sanitation practices. This has manifested itself in high incidence of water and sanitation-related diseases. Thus providing potable water and good sanitation facilities is required to reduce its related diseases in the district (Sissala West District Assembly, 2012).

3.2. Profile of Plan Ghana International

This section analysis the profile of Plan Ghana in relation to the year of establishment, educational level of staff, management structure, objectives, coverage and their role in promoting socio-economic development in the area.

3.2.1. Year of Establishment

Plan Ghana International is a Non-Governmental Organization (NGO) that advocates for the rights of children. It was established thirty years ago in the United Kingdom but it started its operations in Ghana in 1992. Plan Ghana's Wa Programme Unit is located in the Upper West Region and was established in July 2004. Wa is made up of three districts: Wa West, Wa East and Wa Municipality. Children make up about 47% of the population. However, Plan Ghana started its operations in the Sissala West District in the year 2005.

3.2.2. Objectives and Strategies of Plan Ghana

The objectives of Plan Ghana as identified from the survey are:

1. Advocates for the rights of children
2. Empower rural women economically
3. Provide children with education, health, food and economic aid in the form of scholarship.

3.2.3. Plan Ghana Strategies

Plan's strategy works to ensure that all children, especially those from rural and impoverished parts of the district, access their rights and have a say in their own development according to the survey. The crucial issue affecting the development of children in the study area is poor quality education. In order to tackle this, the underlying causes need to be addressed, including childhood diseases, prevalence of HIV and AIDS,



poor water and sanitation, food insecurity, low income for families and child rights abuse. As a result, Plan Ghana has identified four strategic priorities to improve children's lives:

1. Quality basic education for all children
2. Better health for all children
3. Food security for all children
4. Awareness of children's rights and responsibilities.

3.2.4. Programmes of Plan Ghana

Plan Ghana is basically into water and sanitation, health, economics and human rights. This is basically to advocate for the empowerment of vulnerable groups such as women and children. These programmes are geared towards reducing poverty in children and with the ultimate goal of promoting socio-economic development of the area. From the survey, it was found out that Plan Ghana's activities are concentrated in some selected communities in the Sissala West District and some of these selected communities are Gwollu, Ziini, Jefisi and Du-West. These communities were selected due to their deprived nature. The high levels of poverty; lack of infrastructure such quality health, water and sanitation and health infrastructure and the need to promote the rights of children.

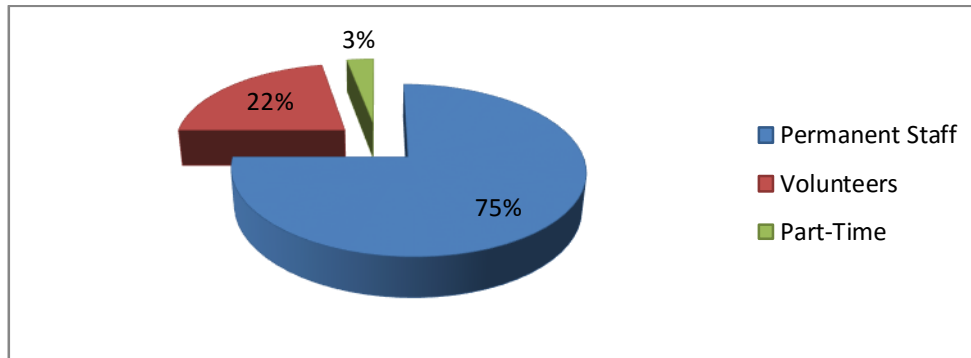
3.2.5. Staff Composition

The staff composition of the Plan Ghana is important as it informs the category of staff, their qualifications and experiences. This gives an indication of their capacity to manage programmes and funds. The staff in Plan Ghana would be generally group into permanent, volunteers and part-time staffs. From the study, A total of 78 staff employed by Plan Ghana and they were made up of 75 percent of permanent staff, 22 percent volunteers and 3 percent part-time workers. From Figure 3.4, it can be seen that 75 percent of the staff members were permanently employed whereas 22 percent were volunteers' mostly young school graduates looking for employment. The 3 percent voluntary workers were employed mostly due the fact that they have shown their desire to serve and help promote the welfare of others and as a result they are not paid but rather they are given some allowance such as transportation and lunch. Again, the communities where Plan Ghana is



located also volunteer with programmes of the NGO. The volunteers are often either national service personnel or Senior High School graduates.

Figure 3.4: Staff Composition of Plan Ghana



Source: Field Survey, 2012.

3.2.6. Educational Qualifications of Staff of Plan Ghana

All the staffs of Plan Ghana have had some form of formal education. About 2 percent of the employees of Plan Ghana sampled had Master's Degree while 17.1 percent had First Degree, 18.9 had Higher National Diploma certificates. The majority of the employees (52.2 percent) were Senior High School graduates, whilst 5.7 percent were Junior High School graduates, and 4.3 percent had National Vocation and Technical Institute Certificate. Figure 3.5 presents the details of the results.

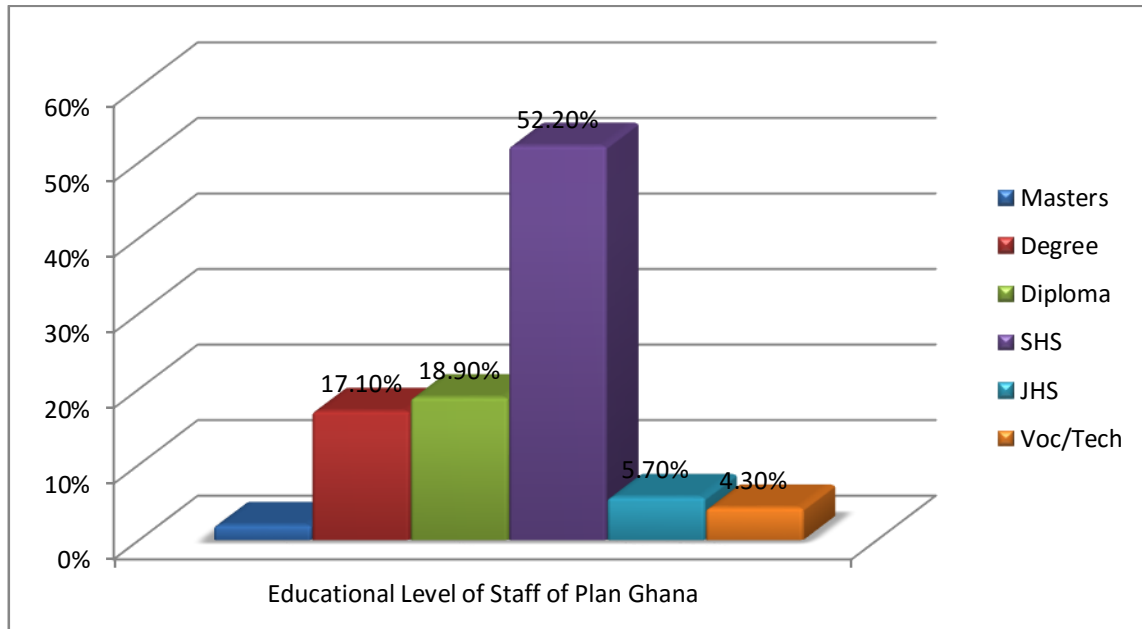
From Figure 3.5, it can be seen that about 62.2 percent of Plan Ghana workers have academic qualification below Higher National Diploma. This means that majority of the NGOs workers are in the lower level management. This, according to the research had adverse effects on the effective implementation and management of programmes, projects and funds. The staff of Plan Ghana were further grouped into managerial, field workers and supporting staff. The managerial staffs were composed of personnel with a minimum of Higher National Diploma.

The field workers were staff who had a minimum qualification of WASSCE and undertook direct community work like community sensitisation, peer education, identification of



project beneficiaries etc. Supporting staff included the secretaries, cleaners and security men. However, there was no minimum qualification for cleaners and security men.

Figure 3.5: Educational Level of Staff of Plan Ghana



Source: Field Survey, 2012.

3.2.7. Major Sources of Funding for Plan Ghana

The sources of funds for Plan Ghana are from both external and internal sources. The Plan Ghana funding from external sources includes international donor agencies and NGOs like Ibis West Africa, Concerned Universal, and external governments through their embassies and agencies. The internal source of funding for Plan Ghana in the area is from Ghana AIDS Commission under the MSHAP Fund, District Assemblies and self-generated or earned income. The self-generated income includes income from consultancy services, commercial ventures like internet services and secretariat services. The survey revealed that 90.7 percent of the Plan Ghana depends solely on the international donor agencies and NGOs and Ghana AIDS Commission (MSHAP Funds) for funds to implement all year round programmes and projects. Only 9.3 percent are able to obtain funds from all the three sources indicated above



3.3. Summary

In summary, the chapter discussed the profile and location of the study area, topography and drainage, climate and vegetation, geology and soil, social, health, economic, culture and educational characteristics and Civil Society Organization and NGOs operating in the District. Furthermore, the profile of Plan Ghana is also discussed in the chapter, year of establishment, objectives and strategies of Plan Ghana, programmes of Plan Ghana, staff composition and educational qualification as well as major sources of funding for Plan Ghana are treated in the chapter. The next chapter which is chapter four discussed the research methodology used for the study.



CHAPTER FOUR

RESEARCH METHODOLOGY

4.1. Introduction

Prior to this chapter was the profile of the study area and Plan Ghana. This chapter is therefore centred on the research methodology. The chapter outlines the research design, data required and sources, data collection tools and techniques as well as the study variables. Again, the sampling techniques, unit of analysis and data processing are all captured in this chapter.

4.2. Research Design

The research design employed for the study is the case study approach. A case study research design according to Bromley (1990) is a systematic inquiry into an event or a set of related events which aim to describe and explain the phenomenon of interest. It was further emphasized by Haggett (1977) that a case study is an empirical enquiry that allows for an investigation of the dynamics of a particular system.

The case study method was used in undertaking the study because the issue being investigated into is a current phenomenon which has a major developmental consequence on the cultural, social and economic wellbeing of individuals and communities of the Region particularly the people of the Sissala West District. The research is thus focused on a real life situation. This creates a platform and an environment for deeper understanding of the situation and enhances the monitoring of the responses of the activities of Plan Ghana to questions and concerns that emerged during the study. Also, the understanding of the field study relationships connected to the case study approach was the greatest gain. The advantage with the case study research method which the researcher used was that it allows statistical inferences to a broader population so that results obtained were extrapolated to increases external validity through generalization.

Though case studies have been criticized by some as lack of scientific rigour and reliability and that they do not address the issues of generalization (Johnson, 1994), there are however



some strengths of case study as was in the case of this study. For example, it enables the researcher to gain a holistic view of a certain phenomenon or series of events and provided a round picture since many sources of evidence were used (Gummesson, 1991). More so, the case study method was useful and convenient for the study because it enables the researcher to analyse the relationship between the variables and also develops useful generalisation, which allows the researcher to make conclusion of the study beyond the sample observed. The design was partly cross-sectional as data collection cut across a number of communities.

4.3. Data Requirements and Sources

The data required for the study includes the activities of the Non-Governmental Organization in the Upper West Region particularly in Sissala West District. Again, data on the coverage of the activities of NGOs especially Plan Ghana International, availability and effectiveness of policies governing the activities of NGOs, the various stakeholders and their role in promoting the socio-economic development of the District, as well as the challenges confronting the activities of NGOs and the various attempts/efforts being made to overcome the challenges of NGOs in the Region particularly in the Sissala West District.

In undertaking the study, both secondary and primary data sources were employed. The secondary data included all data gathered through the review of existing literature on relevant and related NGOs concepts and explanations. The secondary data were gathered from journals, articles, publications, and the internet among others. The literature review set the tone for gaining in-depth understanding into and examining key concepts, explanations of NGOs and their activities and the impacts of the NGO on the socio-economic development of the Region and the NGOs role in promoting local level development in the Upper West Region.

The primary data were collected on the activities of Non-Governmental Organisations in the Sissala West District, and the availability and efficacy of policies geared towards the development of NGOs as well as the challenges of NGOs. In addition, empirical data were



gathered on the various stakeholders and their roles in enhancing the activities of NGOs in promoting socio-economic development of the Region, the challenges impeding the activities of NGO and the various efforts the government and individuals are embarking on to enhance the activities of NGOs in promoting socio-economic development in the Region. These data were collected from the offices of the Sissala West District Assembly and Assembly members, Traditional Authorities and households in selected communities in the District. In addition, the head of the Plan Ghana International NGO in the Sissala West District was contacted to provide data on their activities and operations. Table 4.1 shows the data required and the sources for the study.



Table 4.1: Data Requirements and Sources

Data Required	Source of Data	Mode of Collection
Extent and Coverage of NGOs activities	Plan Ghana International, Sissala West District Assembly, Traditional Authorities, Assembly members and Community Members, Network of NGOs, Soc. Welfare Department	Structured Institutional Questionnaire, Interview Guide and Household Questionnaires Observations, FGDs, Key Informants
Availability and efficacy of policies on NGOs operations	Plan Ghana International and Sissala West District Assembly Community members	Structured Institutional Questionnaire FGDs
Stakeholders and their Roles in promoting socio-economic development	Plan Ghana International, Sissala West District Assembly, Traditional Authorities, Assembly members and Households	Structured Institutional Questionnaire, Interview Guide and Household Questionnaires
Challenges confronting the operations of the NGOs in the socio-economic development	Plan Ghana International, Sissala West District Assembly, Traditional Authorities, Assembly members and Households	Structured Institutional Questionnaire, Interview Guide and Household Questionnaires Key Informants
Various efforts made/ are being made to improve the activities of NGOs	Plan Ghana International, Sissala West District Assembly, Traditional Authorities, Assembly members and Households Community members	Structured Institutional Questionnaire, Interview Guide and Household Questionnaires

Source: Author's Construct, January 2012.

4.4. Data Collection Instruments and Techniques

The data collection techniques that were employed for the study included the use of structured institutional questionnaires, interview guide, household questionnaires, and observation as well as focus group discussions. These techniques enhanced and facilitated the data collection process and were used as and when they were needed.

The collection of the institutional data was undertaken through the use of the structured institutional questionnaires. Different sets of questions were put to be responded to by the heads of the offices of the institutions contacted which included the Sissala West District



Assembly and Plan Ghana International NGO. The collection of data from the selected institutions granted the researcher the opportunity to review some secondary data that were made available. The use of interview guides became important when collecting data from the Traditional Authorities and the Assembly members within the selected communities in the Sissala West District. Questions were asked employing both close and open ended format in order to gather all relevant data regarding the activities of NGOs in the socio-economic development of the region.

The household questionnaires were employed to collect empirical data from the households in the selected communities in the district. With respect to this, purposive sampling technique was employed to select communities, in which the activities of Plan Ghana International NGO are prominent, to provide data on the NGOs activities.

It must however be noted that five communities were purposively selected and interviewed in the Sissala West District. The difficulty encountered was the unwillingness of some respondents in providing information about the activities of the NGOs since they were not abreast with the activities of the NGO. This was overcome as the purpose of the research was explained to them.

4.5. Sampling Techniques

The complexity of investigating the entire population due to resource constraints makes sampling an important constituent in research work. The process of sampling makes it easy and possible to limit a research to a relatively small portion of the population (Agyedu, 1999), which can further be generalised for the whole.

In carrying out the study, a total of 200 respondents were drawn from five communities with a total population of 8,058 and the technique was that of a multi-stage sampling approach. These sampling techniques were the purposive sampling technique (non probability sampling technique) and the simple random sampling method (probability sampling technique). The application of the multi stage sampling technique ensures the combination and usage of different sampling techniques.



The purposive sampling method was used in the identification and selection of the institutions which included the Sissala West District Assembly, Traditional Authorities and the Assembly members. The purposive sampling was again employed in the selection of the five communities and these communities included, Booti, Sangbaka, Nyimeti, Zini and Fielmon. The purposive sampling method was used because the sampling units under consideration satisfied the criteria of interest. These institutions and communities therefore formed the core of the study as they provided detailed information regarding the activities of NGOs in promoting socio-economic development in the Region. The random sampling method was employed in the identification and selection of the households in the selected communities for the study. In employing this method, every tenth house was contacted randomly interviewing one household in each case.

4.6. Determination of Sample Size

The study used the mathematical approach in the determination of the sample size of households in the five selected communities. The approach gives room for margin of error and makes sampling scientific. A mathematical sampling model given by Miller and Brewer (2003) was used to determine the sample as follows:

$$n = \frac{N}{1 + N (\alpha)^2}$$

Where

n	-	sample size
N	-	Sample frame
α	-	margin of error

The sample frame (N) shows the population of each of the five selected communities in the Sissala West District. Employing the above formula with a margin of error of 95%, the details of the sample size are shown in Table 4.2



Table 4.2: Sample Size Determination

Community	Sample Frame (Household)	Sample Size
Booti	92	16
Sangbaka	60	11
Nyimeti	79	10
Zini	104	19
Fielmou	88	14
Total	423	70

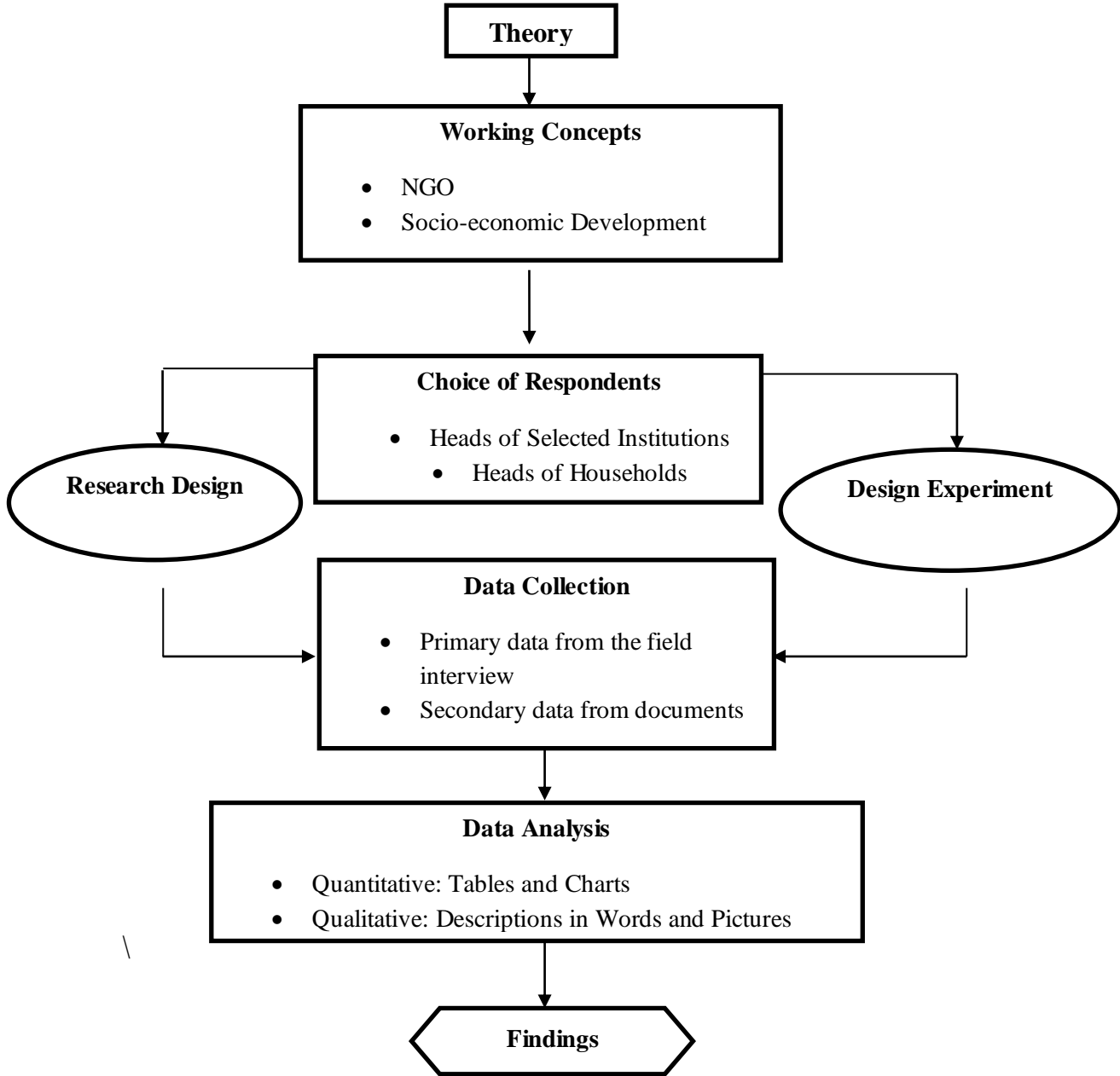
Source: Author's Construct, January 2012, based on 2010 PHC

4.7. Unit of Analysis and Data Processing

Data collected from the field were screened manually to ensure that there was consistency of responses in the various sections and errors committed removed as a quality control measure. The data was then coded and tabulated for analysis. The qualitative and quantitative techniques were used in analysing the data. A qualitative method involves descriptive analysis and it was employed to analyse data obtained from the field in addition to the observations made by the researcher. By this, the data collected was inputted into the Statistical Package for Social Sciences (SPSS) software programmed on the computer for analysis and the responses to the items on the questionnaires and interview guide have been tabulated to give meaning to them. However, the responses have been put into tables, charts; proportions among others to further enhance understanding of opinions of the respondents. The data analysis and processing is shown in Figure 4.1



Figure 4.1 Data Analysis and Reporting Structure



Source: Waugh, 1995.



4.8. Summary

In summary, the chapter dealt with the research methodology and design, data collection and sources, data collection instruments and techniques, population of the study area, sampling techniques and determination of sample size as well as key study variables, unit of analysis and data processing. Chapter five discusses the of data collection from the field as well as findings and observations



CHAPTER FIVE

ANALYSIS OF FINDINGS

5.1. Introduction

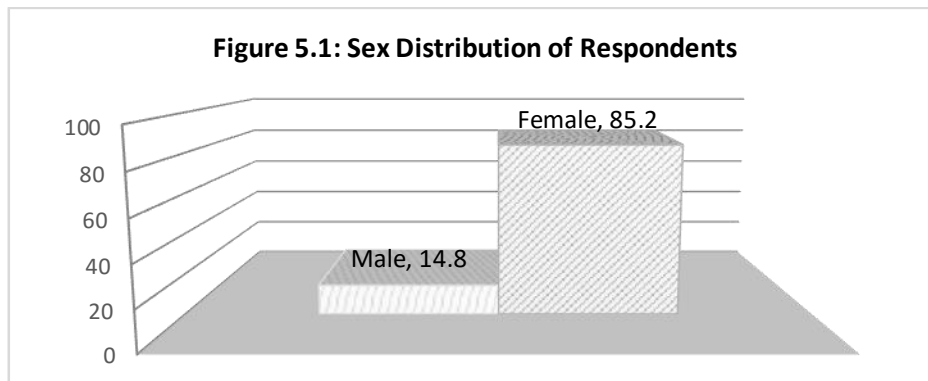
This chapter focuses on analyses of the data collected from the field. It deals with presentation, analysis and discussion of data. The chapter gives meaning to the data collected. It analyses the background of respondents, the role played by Plan Ghana toward the socio-economic development of the study area, the major stakeholders and their role in promoting the activities of NGOs, the various policies governing the operations of NGOs and the challenges faced by these NGOs.

5.2. Background of Respondents

This section discusses the background of respondents in terms of gender of respondents, educational level and religious background of respondents.

5.2.1. Age and Sex Distribution of the Respondents

The data gathered from the field revealed that females dominate in participation in the programmes of Plan Ghana International in the study area. The data shows that males and females constitute 14.8 and 85.2 percent respectively of the respondents. This can be attributed to the fact that the focus of the organization aims at promoting the socio-economic development of women. It is therefore not surprising that the male counterparts have been relegated to the background thereby accounting for the small proportion among the interviewees as shown in Figure 5.1.



Source: field survey, 2012.



With regard to age, the data demonstrated that more than 95 percent of the respondents fall within the working age group of 15-60 years. Unfortunately the respondents are not able to make ends meet due to the fact that, what they are earning is not enough to cater for their needs. This affect parents ability to send their children to school and give them proper medical care when they are sick.

Table 5.1: Age Distribution of Respondents

Age	Frequency	Percent (%)
31-35	39	5.1
36-40	125	16.2
41-45	250	32.4
46-50	240	31.1
51-55	58	7.5
56-60	35	4.6
61+	24	3.1
Total	771	100.0

Source: Field Survey, July, 2012

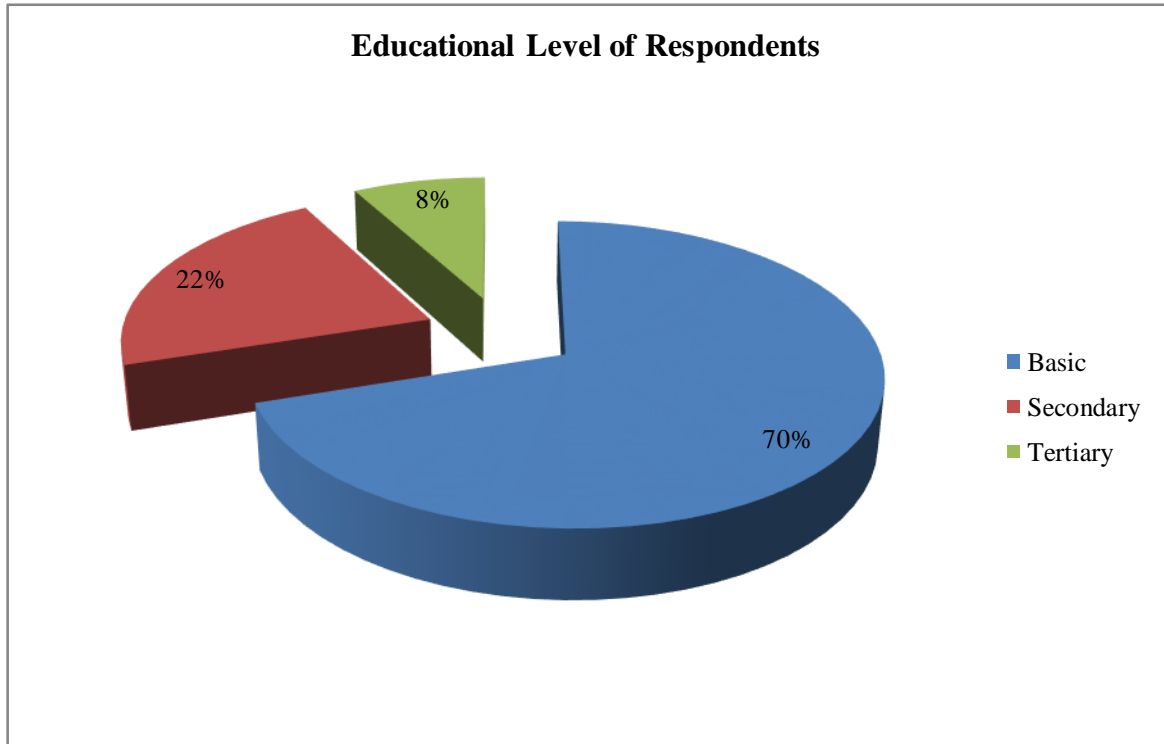
5.2.2. Educational Background of Respondents

The survey result indicates that all the respondents captured have attained a certain level of education ranging from basic to tertiary. Data gathered from the field revealed that 70 percent of the respondents completed school at the basic education level. The proportions of the respondents who have acquired education up to the basic and tertiary levels are 22 percent and 8 percent respectively. It can be seen from the data that the educational level of the respondents is very low. These hamper the respondents' ability to be employed in the formal sector. Because of the absence of any productive venture in the area, it has rendered the inhabitants very poor and as a result, they find it difficult sending their children to school to acquire formal education which will make them better persons in future. It is said that children are the future leaders of every nation or region. So in the absence of any proper policies that will ensure the proper development of the child, the region stands to



lose in great deal. These are some of the reasons that led to the establishment of the NGO in the study area.

Figure 5.2: Educational Level of Respondents



Source: Field Survey, 2012.

5.2.3. Employment Status

The employment status of a group of people to an extent determines their purchasing power and the extent to which they can achieve life goals and objectives all things being equal. From the survey, it was found out that 65.9 percent of the respondents are employed whilst the rest constituting 34.1 are unemployed. However, a further check on those who are employed revealed that 16.6 percent of the respondents are engaged in commerce, whilst 30.1 percent of the respondents are engaged in Agric with the rest constituting 46.6 percent of the respondents engaged service. It can be seen that the local economy is very weak. This is because the structure of the local economy indicates that the people are engaged in activities such as small scale farming, metal/welding, pito brewing and carpentry. These are done on a small scale and as a result, it cannot generate enough income to sustain the family. It is more or less hand to mouth business that is being done.



Table 5.2 shows the employment status and the activities that they are engaged in by respondents.

Table 5.2: Employment Status and Economic Activities Undertaken by Respondents

		Employment status		Total
		Employed	Unemployed	
Economic activities that respondents engage in		0	142	142
	commerce	41	0	41
	Agric	74	0	74
	Service	159	0	159
Total		274	142	416

Source: Field Survey, 2012.

5.3. Awareness of NGOs Activities in the Study Area

The respondents were asked whether they are aware of the activities of NGOs in the area especially Plan Ghana International. It was found out from the survey that 94.5 percent of the respondents affirmed that they are aware of the existence of NGOs including Plan Ghana International. From Table 5.3, it was found out that Plan Ghana and other NGOs in the area have been having regular interactions with the respondents in the area who are the beneficiaries of their programmes. The NGOs have been having meeting with the respondents to explain their objectives and certain programmes to the people to illicit their support. Furthermore, some of the natives of the area are working as volunteers and since they are living in an area where familiarity is high among the folks, they become aware of the activities of the NGOs in the area.

Table 5.3: Awareness of NGO Activities in the Sissala West District

Awareness of NGOs Activities in the Sissala West District	Frequency	Percent
Yes	736	94.5
No	35	5.5
Total	771	100.0

Source: Field Survey, 2012.



Again the respondents were probed further to find out the extent to which they know of the activities of the NGOs in terms of their focus and areas of coverage. Although the respondents were not able to classify the coverage of the NGOs, however they were able to describe vividly the activities of the NGOs which helped in the categorization in terms of the coverage of the activities of the NGOs. It was found out that 82 percent of the activities of the NGOs in the area are not focused on one area but rather it is the integration of many areas such as education, health, water and sanitation, human rights, tradition and culture. Plan Ghana, the NGO understudy here belongs to this category. Although it advocates the rights of children, the NGO looks at the holistic development of children such as education, health and sanitation needs of the child. Again, it was observed that 8.2 percent and 4.3 percent of the NGOs are focused on only education and health respectively. Table 5.4 gives more information on the areas of coverage of the NGOs in the area.

Table 5.4: Coverage of NGO Activities in the Sissala West District

Areas of Coverage	Frequency	Percent
Education	34	8.2
Health	18	4.3
All the above	341	82
Total	416	100

Source: Field Survey, 2012.

5.4. Role of Plan Ghana in the Socio-Economic Development of the Area

This section analysis the role of Plan Ghana in improving the socio-economic development of the people of the area

5.4.1. Education

According to Plan Ghana attendance rates in junior school level have dropped dramatically from 75 percent in 2006, to just 48 percent in 2009, with children choosing to stay at home and help their parents earn a living instead. This is why USAID and Plan Ghana are working in some villages in the Sissala West District to provide a safe and fun learning environment.



Plan has undertaken various activities in the area of education. It provides textbooks of all kinds to primary and basic schools in the study area. Specifically, Plan Ghana has worked to improve quality education by supporting:

1. the provision of textbooks of all kinds to primary and basic schools in the study area
2. Schools supplies and equipment's
3. Run schools health education programmes
4. Piloting a school feeding programme
5. Recruiting and training of teachers
6. Scholarships to needy but brilliant children
7. Provide child friendly environment and infrastructure for effective teaching and learning
8. Encourage community participation in children's learning

So far Plan Ghana has built about 10 schools in the study area and has one school in the Booti which is benefiting from the school feeding programme catering for over 350 children. Figure 5.3 shows some of the schools which have been built by Plan Ghana. Plan Ghana's programme such as Plan's School Health Programme has helped train teachers in safe hygiene and provided hand-washing facilities to schools, improving sanitation of both teachers and pupils. They have supported the registration of children under the National Health Insurance Scheme, which now helps families receive treatment at health facilities. Plan has also supported the Ghana Health Service to improve access to health care by expanding its community-based health planning and services programme. Plan Ghana's TAP Project uses a Child Centred Community Development approach to work with community and SMCs to upgrade and rehabilitate their school building (latrines, classrooms, water supply). The Project works through SMCs to design and implement improvement plans and to hold meetings with parents and community members to evaluate school performance. The total value of the TAP Project is more than \$11.2 million with contributions coming from USAID and Plan International.



Figure 5.3: A school Building Constructed by Plan Ghana



Source: Field survey, 2012

In terms of learning and provision of books to enhance studies, Library books have been provided to primary schools to encourage good reading habits among children. This has led to an improvement in their ability to read and write. Plan Ghana has also supported the training of 19 pre-school teachers in the latest teaching methodologies. This has made teaching and learning more efficient and effective.

Plan Ghana renovated and improved some school facilities as well as providing some schools with uniforms and equipment such as bicycles and footballs so that students can engage in extra-curricular activities. Scholarship schemes, vocational skills training and participation in holiday camps have also been developed as a means of promoting performance within schools. Teachers have not been overlooked either and the partnership supports scholarships for teachers to advance their own learning, teacher excellence awards and training in information and communications technology.



5.4.2. Water and Sanitation

Plan in collaboration with the assembly has provided safe and potable water and provision of sanitation facilities. Plan Ghana has provided save and portable drinking water by providing boreholes and small water systems in the study area. Again the organization also promotes household and school hygiene through the construction of household and school latrines. More than 500 families and over 10 primary and basic schools have benefited which means they own their own latrines. Community members are given training on good hygiene practices as well as water management. This is done through the setting up of water and sanitation committees. Water and sanitation committees have been trained to ensure that borehole facilities and safe drinking water sources are well maintained. That is the local people are trained on how to maintain these facilities when it gets broken down. Beneficiary communities now have easy access to safe drinking water all year round. As a result, women and children no longer have to walk long distances to get water and families aren't affected by water borne diseases from contaminated drinking water.

5.4.3. Food Security and Sustainable Livelihoods

Plan Ghana's activities in the area is not limited to just child advocacy but rather in the area of food security and sustainable livelihoods as well. Due to the fact that there is only one major rainy season in the area, this affects farmers especially during the dry season which is very long. To help solve this problem and alleviate some of their plight, Plan has helped built 8 small irrigation facilities which are providing food and vegetables all year round. Again, in the area of savings and loans, Plan Ghana has supported village savings and loans associations which encourage villagers to save funds and use them as start-up capitals for businesses. Under this scheme, the women are grouped into 10 to 25 members. This is to enable the respondents have enough pool of money and also to make meetings manageable and controllable. The group members are selected by the members themselves and there is collective responsibility among the group members. When one member defaults, it goes against all the other members. This has helped the respondents to expand their businesses in the area of pito brewing, carpentry, farming and corn milling business.



About 4000 men and women have benefited from the savings and the value is over US\$70,000. Figure 5.4 shows a meeting of some beneficiaries of the savings and loans scheme in Zinni.

Figure 5.4: Meeting of Some Beneficiaries of Savings and Loans Facilities in Zinni



Source: field survey, 2012.

In partnership with the Ministry of Food and Agriculture, Plan has trained women in animal husbandry and disease identification, sanitation, record keeping, agricultural technologies and many other fields. The aim is to give the women the basic skills of farm management so that they can apply to improve their yield. This laudable programme of training the women has increased the women's skill set, and selling the animals has improved their household income.

5.4.4. Quality Health Care

Plan Ghana works with government directorates and local non-governmental organization and has helped bring health care to every community by supporting training of community health workers to promote growth, monitoring of children and reducing malaria and diarrhoea. Again Plan raises awareness about HIV/AIDS through their educational campaigns. They also assist poor women and their children to benefit from NHIS in the



study area. Furthermore Plan encourages childhood survival activities such as, vaccinating under 5yrs against life threatening diseases and parents are thought morbidity and mortality reduction strategies. Successes have been chalked in the area of providing quality health care. Malnutrition among preschool children has reduced from 34 percent (2003) to 17 percent from 2008 to date while coverage of full immunisation among children has increased from 47 percent to 82 percent from 2003 to 2008. More households now have insecticide-treated nets to help prevent malaria and access to drinking water and sanitation.

5.4.5. Rights of the Child Programme

The Rights of the Child (ROC) programme has helped provide children with birth certificates, giving them an official identity and easier access to crucial services such as health and education. Child rights clubs have been trained in media skills, so children can now talk confidently on radio and speak more openly on issues affecting them. The Universal Birth Registration campaign set up by Plan has also seen registrations increase from 17 percent to 62 percent from 2003 to 2008. A birth certificate provides children with easier access to health and education services, as well as protection from child trafficking and child labour.

5.5 Impact of Plan Ghana Activities in the Study Area

5.5.1 Increased working capital. From the survey 98 percent of the respondents from the survey indicated that their working capital had increased as a result of their loans from Savings and Loans scheme being undertaken by Plan Ghana while 2 percent have not realised any increment at all. Their loans and earnings have been enough to break their dependency on supplier credit, and were able to purchase more stock using a combination of cash and credit. In almost all cases, the increase in capital has given respondents more options and greater control over their businesses. Related to this is the fact that about 77.8 percent of the respondents reported of having improved relationship with their customers, 73.3 percent have been able to expand their businesses and about 44.4 percent have been able to diversify into other profitable product lines such as selling groceries and ice water in the house.



In many ways, the respondents have been able to capitalize on the increased capital they have received from the Credit Scheme to become successful businessmen and breadwinners in their household and communities. Respondents confirmed that they have gained a reputation for trustworthiness and responsibility that enhanced their relationships with their suppliers and customers and improved their businesses. As traders used the loans, business training, and advice they received from Plan Ghana, they are able to expand into more profitable lines of business and build their customer bases.

5.5.2. Impact on the Community and Respondents' Role and Status

Although leadership skills, self-confidence, and solidarity play an important role in changing poor peoples' role and status in the community, poor peoples' economic success plays a role in shaping the community's perception of them as well.

From Figure 5.4, it is observed that, 15.3 percent of the respondents have been invited to participate in community and societal meetings because they are now in a position to contribute and are also now able to make much contribution at social gatherings such as funerals and church.

Whilst 84.7 percent of clients interviewed are beginning to advise neighbours in business, family, health, and community matters. One respondent interviewed had even become a member for a School Management Board in her community and regularly gave talks about time management and health issues in the school.

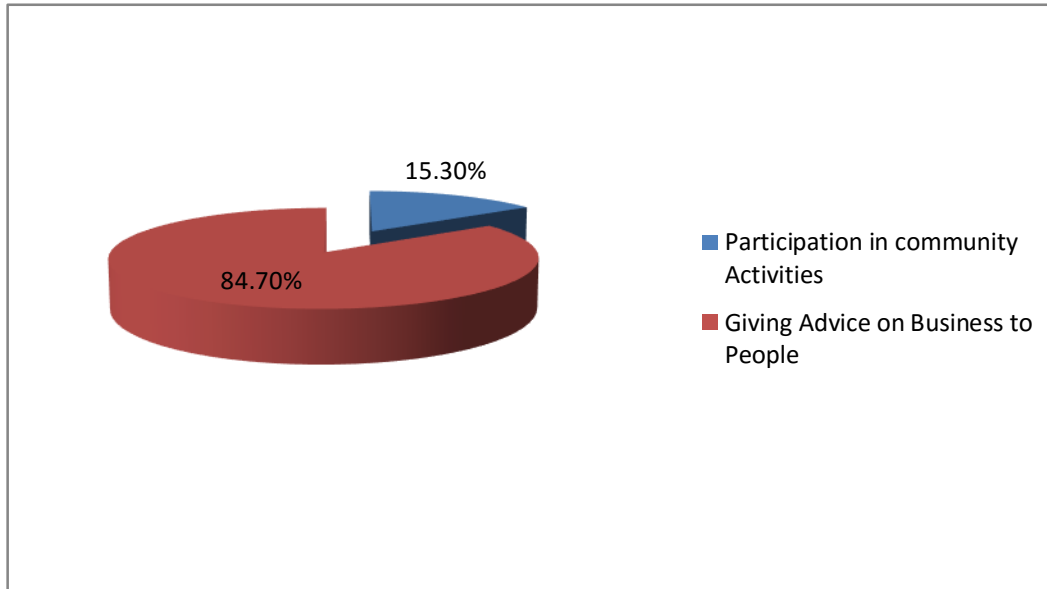
Virtually all the respondents interviewed now contribute either financial resources or labour to community development projects. From the survey about 82 percent of the respondents contribute financially to the development of their community and 12 percent contribute in the form of labour to community development projects.

Empowerment and well-being benefit substantially increased when respondents controlled their loans and used them for their own income-generating activities. The survey showed



that all the respondents controlled the loans received from Pro Credit Savings and Loans for their business activities.

Figure 5.5: Effect on the Community and Respondents Role and Status



Source: Field Survey, 2012.

5.6. Policies/Legislation Governing the Activities of Plan Ghana in the Study Area

This section discusses the policies/legislation that governs the activities of Plan Ghana in the Sissala West District. From the survey, it was found out that NGOs in the study are governed by certain policies/legislations with regards to their activities. Some of these legislations are:

i) *Registration of the NGO with the District Assembly*

According to the District Assembly before any NGO can operate in the area that particular NGO must register with the District. The NGO must clearly state its objectives, activities, coverage and the time that it is going to start operations. As a result, the DA has designed an information brochure where each NGO is supposed to provide this information during registration. Presently, the DA has registered more than eight NGOs in the District as was learned from the survey. The activities of the NGOs focus on explaining the policies of government to the people in the area, provision of infrastructure, child advocacy, promoting culture and tradition, rural agric. and education.



Table 5.6, shows the NGOs in the District and their areas of coverage. So far all the NGOs have complied with this directive and have registered with the DA. The NGOs are asked to register according to DA is to enable them monitor the activities of NGOs in the district, give the necessary assistance, ensures accountability and transparency in their activities.

Table 5.5: NGOs in the Sissala West District and their Areas of Operation

NGO	Area of Operation
Plan Ghana	Child Advocacy
SEND Ghana	Explaining Government Policies
RAAP	Support Rural Agric and Microfinance
CEDEP	Total education for all
Action Aid	Rural Agric and Education
RETROSPECT Africa	Culture, Transition and Education
SUSTAIN THE FUTURE	Economic
RIDEC	Health Education

Source: Field Survey, 2012.

ii) *Submit Quarterly Reports of their Activities to the DA*

Again, the NGOs are expected to submit quarterly reports to the DA. That is the NGOs are expected to submit to the DA a quarterly accounts of their activities. In the report should include their activities over the period and the problems that they face in executing their activities. This according to the DA will help it to provide the necessary assistance and again will serve as useful lessons to the DA and will advise other NGOs so that they too will not face these same problems. However the NGOs are not following this aspect of the guidelines to the latter. Handling situations like these is very delicate. Any hard-line action can be interpreted as victimization and as a result the DA has been advising the NGOs to submit their quarterly report as this will help them.



iii) *Operate within the Laws of the Area*

It is incumbent on each of the NGOs to operate within the laws of the area. This is to ensure that the NGOs do not flout the laws of the area. The laws of the area serve as social controls which controls the behaviour of the people in the area. As a result, each entity in the area including Plan Ghana is expected to follow this law. This is to ensure conformity and orderly development in the area.

iv) *Be Non Partisan and should not interfere with the traditions of the area*

Politics and cultural issues are very delicate simply for the fact that emotions are involved. It has the tendency of dividing the people and arousing ethnic and political tensions if NGOs get involve in these areas. As a result, the NGOs are advised to focus on the areas of coverage and be impartial in the deliverance of their activities. Unfortunately, some of these NGOs do not follow this directive. It was noted from the survey that some of these NGOs were established to promote the activities of certain political parties. In fact they are more or less the political arm of certain political parties. These NGOs advocate and engage in open campaigning against the very regulations that established it. Sadly, there is little that the DA can do as it is just a watchdog because the NGOs are autonomous. The DA is in the process of coming out with modalities to regulate the activities of NGOs in the area.

5.7. Stakeholders and their Roles in Improving the Activities of NGOs

5.7.1. District Assembly

The District Assembly in the Sissala West District is the planning authority at the local level. Subsequently, as according to the National Planning (System) Act, Act 480, the DA is to initiate and co-ordinate the processes of planning, programming, budgeting and implementation, of district development plans, programmes and projects and Integrate and ensure that sector and spatial policies, plans, programmes and projects of the district are



compatible with each other and with national development objectives issued by the Commission. With regard to the roles played by the DA in improving the activities of NGOs, the DA provide guidelines for the execution of projects and decide the criteria for the implementation of projects by the NGOs. Again, the DA ensures that the NGO operate in an atmosphere of peace through collaboration with all stakeholders and ensure equal playing field.

5.7.2. The Assembly Members

The Assembly members are the representatives of the assembly at the local level. They serve as a link between the people and the District Assembly. The Assembly Members play an important role in improving the activities of the NGOs especially Plan Ghana. The Assembly Members mobilize communities to take part in the activities of NGOs by explaining the objectives and policies of the NGOs to the people. Again, the Assembly Members facilitate community entry by helping them to acquire land, building of offices and introducing the opinion leaders in the community to them. The Assembly Members ensures the protection of the staff and properties of the NGOs and act as volunteers.

5.7.3. Traditional Authorities

In the Ghanaian setting chiefs are the opinion leaders in the polity where they preside over and the study area is no exception. The chiefs and the opinion leaders are the custodians of the area and as a result play a vital role in promoting the socio-economic development of the people in the area. With regards to NGOs, the chiefs help mobilize the people especially the youth for the projects being undertaken by the NGOs. Again, they also explain the policies and objectives of the NGOs to the people and help encourage their people to offer the necessary assistance and protection to these NGOs to ensure their success. If there is any conflict between any member of the community and the staff of any of the NGOs, the chiefs makes sure there is a peaceful settlement as was found out from the survey.



5.7.4. Members of the Community

The members of the communities are basically the beneficiaries of the activities of the NGOs. As a result, they ensure the successful implementation of the activities of the NGOs through participation of their programmes. The members of the communities act as volunteer and provide communal labour during the implementation of projects.

5.8. Constraints to NGO Activities

5.8.1. Unmet Community Needs and Expectations

It was found out from the survey that there are several problems which are faced by the communities which cannot be addressed by a single NGO. Some of these problems which were found out from the survey include high prevalence of disease, especially malaria, with a high mortality and morbidity among infants, lack of safe water, poor social infrastructure, poverty and low literacy. The staff of Plan Ghana complained that the communities often expect the organization to solve all their problems and in so doing often get disappointed on learning that this is not possible. This often leads to the community getting dissatisfied with the NGO and declining to effectively support its activities.

5.8.2. Level of Involvement of Communities in NGO Plans

It was found out from the survey that although there is some gestures by the NGO to involve them in the decision making process, this has broken down due to disinterest from some of the communities in the study area. For instance, respondents in Ziini explained that they are not consulted during the preparation of NGO plans because these NGOs depend on donors who dictate what activities the NGOs should perform. Respondents further explained that when they realize that NGOs have “pre-set” or “foreign” plans and activities, then they just carry along or abandon the NGO’s activities altogether. The staff of NGO also cited negative publicity of NGO activities by unscrupulous politicians and other members of the society who instead tarnish the image of NGOs. This happened especially during election time (parliamentary and local council representatives), where



politicians wanted to attribute the work of NGOs to their own effort. NGOs that did not carry along with such plans were then termed “anti-development.”

5.8.3. Government/District Related Problems

Community members mentioned lack of a government policy guiding the establishment and activities of NGOs, both at central and district level. Secondly, one NGO coordinator mentioned that district leaders often take advantage of the existence of NGOs in their areas to satisfy their personal political motives. This he said tarnishes the image of the NGOs.

5.8.4. Inadequate Funding of NGO Activities and Dependence on External Donor Funding

NGOs are vital to all communities in the Sissala West District. This is because they provide much required services to those in need and alleviate some of their plight. However, while striving for organisational success, Plan Ghana is faced with many challenges. Many NGO staff in both Jeffisi and Jawiah explained that some of their activities are not carried out as expected due to inadequate funding. This arises from delayed funds, less than expected release of funds from donors, or the absence of alternative donor sources. These financial problems arise from poor planning of activities and, therefore, inadequate support from both the communities and other agencies in the region.

The study revealed that the following general challenges were atypical to all the surveyed organisations. These include:

1. Low staff capacity
2. High Labour Turnover
3. Inadequate facilities
4. Inadequate Funding
5. Inadequate Institutional and Core Support
6. Lack of Long Term Project Funding



It was also clear that there were some challenges regarding the method of mobilisation of funds by Plan Ghana. Some of the NGOs in their own view expressed disappointment in the delay of payment after service delivery. This is mostly in the area of pre-financing of projects by Plan Ghana. There was also the challenge of public perception as to the performance of Plan Ghana in the region. Some of these problems according to the respondents had contributed to:

1. Inability to sustain staff
2. Difficulty in obtaining funding for projects
3. Retard growth of the organizations
4. Organizations inability to develop good proposals for funding

5.9. Summary

In summary, the background of respondents is analysed as well as the role played by Plan Ghana towards the socio-economic development of the study area, the awareness of NGOs activities, effects of Plan Ghana activities in the study area, the major stakeholders and their role in promoting the activities of NGOs, the various policies governing the operations of NGOs and the challenges faced by these NGOs are all captured in the chapter. The next is chapter six which handled the summary of findings, conclusions and recommendations.



CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1. Introduction

This chapter is the concluding chapter of the study. Having analysed the role of Plan Ghana International in improving the socio-economic activities of the people of the study area, this chapter presents the summary of key findings, policy recommendations and conclusion. In short, the chapter presents the summary of findings as was analysed from the field in the previous chapter. Recommendations have been made to address the challenges associated with Plan Ghana International in order to improve on its activities. The chapter ends with a conclusion.

6.2. Summary of Findings

The study revealed that, most NGOs like Plan Ghana International obtained most of their funding's from external sources accounting for 83% while internal funding accounted for 13%. In addition, Plan Ghana International role in the area to improve the socio-economic development of the people was in two folds namely social and economic.

6.2.1. Sources of Funds for Plan Ghana International

The study revealed that Plan Ghana obtained its funding mostly from external governments through their embassies and agencies such as USAID, UNICEF and DANIDA. External funding accounted for 83 percent of Plan Ghana's funding whilst internal funding accounted for 17 percent. Internally generated source of funds generally comes from consultancy service and commercial activities such as internet and secretariat services to other NGOs in the area, etc. Although external source of funding has played a major part in the funding of projects of Plan Ghana, there are a lot of challenges with these sources of funding. The funds coming from these sources have specific and directives on how it should be applied. This makes it very difficult for Plan Ghana to achieve all its objectives. Again, there is delay in the release of funds and inadequacy of the amount coming from this source.



6.2.2. The Role of Plan towards the Socio-Economic Development of the People

Plan Ghana has undertaken many interventions in the area which has helped improve the socio-economic development of the people in the study area and notable amongst these interventions are social and economics. The social roles/interventions include:

i) Health and Education Interventions

Plan's School Health Programme has helped train teachers in safe hygiene and provided hand-washing facilities to schools, improving sanitation of both teachers and pupils. They have supported the registration of children under the National Health Insurance Scheme, which now helps families receive treatment at health facilities. Plan has also supported the Ghana Health Service to improve access to health care by expanding its community-based health planning and services programme.

Library books have also been provided to primary schools to encourage good reading habits among children. This has led to an improvement in their ability to read and write. Plan Ghana has also supported the training of 19 pre-school teachers in the latest teaching methodologies. This has made teaching and learning more efficient and effective.

ii) Water and sanitation

Water and sanitation committees have been trained to ensure that borehole facilities and safe drinking water sources are well maintained. Beneficiary communities now have easy access to safe drinking water all year round. As a result, women and children no longer have to walk long distances to get water and families aren't affected by water borne diseases from contaminated drinking water.

iii) Rights of the Child Programme

The Rights of the Child (ROC) programme has helped provide children with birth certificates, giving them an official identity and easier access to crucial services – such as health and education. Child rights clubs have been trained in media skills, so children can now talk confidently on radio and speak more openly on issues affecting them.



iv) Sustainable livelihoods

In partnership with the Ministry of Food and Agriculture, Plan has trained women in animal husbandry and disease identification, sanitation, record keeping, agricultural technologies and many other fields. The training has increased the women's skill set, and selling the animals has improved their household income.

6.2.3. Laws, Regulations and Guidelines governing the Activities of Plan Ghana

It was realised from the survey that there are certain guide lines which have been put in place by the DA to regulate the activities of NGOs in the area. The NGOs are expected to register with the DA and submit quarterly reports. Again the NGOs are expected to operate within the laws governing the operations of NGOs in the area and be non-partisan in their operations and should not interfere in the traditional and cultural norms of the people. However, some of the NGOs in the area flout this directive. Some of these NGOs have become political arms of certain political parties in the study area. They flout to the extent of engaging in open campaigns during electioneering periods. This raises tensions and conflicts between some of the NGOs and the Natives. The DA is just a watchdog and for that matter there is little that it can do.

6.2.4. Stakeholders and their Roles in the Activities of Plan Ghana in the Study Area

The stakeholders in the activities of Plan Ghana are the district assembly, the assembly members, traditional authorities and members of the communities. The district assembly ensures the improvement in the socio-economic development of the people in the study area by helping to attract NGOs such as Plan Ghana to the area and at the same time ensures that they operate within the laws that have been set up in the area. The assemble members and traditional authorities also play a vital role in the activities of the NGOs such as Plan Ghana through explaining the policies of the NGOs to their people and facilitating the acquisition of land and offices for and assistance required by NGOs. The last but not least are the members of the communities who are the beneficiaries of programmes of NGOs and on their part provide communal labour and makes their input through participation in community discussions/meetings undertaken by the NGOs in the study



area. It was found out that the levels of participation of the people in the programmes/activities of the NGOs are very low. This is because the natives perceive that the NGOs have many qualified personnel who can undertake their projects and therefore do not see the need to also give their input. Again, donor funding projects come with strict set of directives. This makes it difficult for them to change many aspects of the programme even if they feel there is the need to do so. This therefore discourages them from participating in the projects of the NGOs.

6.2.5. Challenges of Plan Ghana in the Delivery of its Activities

NGOs are vital to all communities in the Sissala West District. This is because they provide much required services to those in need and alleviate some of their plight. However, while striving for organizational success, Plan Ghana is faced with many challenges. The study revealed that the following general challenges were atypical to all the surveyed communities in the study area. These include:

1. High Labour Turnover
2. Inadequate facilities
3. Inadequate Funding
4. Inadequate Institutional and Core Support
5. Lack of Long Term Project Funding

6.3. Conclusion

Non-Governmental Agencies have become an important ally in the development agenda of most countries across the globe. The role of NGOs towards the socio-economic development of countries cannot be under estimated. It was in this vein that this study was set up to find out the roles that one of such NGOs Plan Ghana International plays in the socio-economic development of the people of Upper West Region using the Sissala West District as the test case. The study sought to find the scope and coverage of the activities of Plan Ghana and the challenges that are faced by it.

It was found out from the study that the focus of Plan Ghana is basically child advocacy. That is promoting the welfare of children to grow up to be responsible men and women



and be able to partake in the decision making process of their communities. It seeks holistic development in various aspects of child development.

It was also found out from the study that, in this direction many projects have been undertaken by Plan Ghana which has improved the socio-economic development of the people in the area. This includes the provision of textbooks, latrines and establishment of savings and loans schemes. However, the problems of the communities are enormous and as a result cannot be achieved by one person. With regards to the above conclusions; it will not be out of place for one to make the following recommendations.

6.4. Recommendations

This section presents the recommendations that will help improve the activities of Plan Ghana in particular and the management of other NGOs in the study area as well. These recommendations are based on the objectives of the study. Some of these recommendations are:

i) **The Right of Participation**

There should be active participation of the communities in the projects of Plan Ghana. In as much as efforts are being undertaken by the government, NGO and donors to increase beneficiary involvement in development projects, the study recommends that the communities demand active role in projects. The communities could come out with some principles on community participation, which would guide projects that are implemented in the communities. For instance, communities could negotiate with the District Assemblies that a proportion of artisans required for a community project (like a school infrastructure project) should be recruited from within the communities (where available). Or some community leaders should be involved in all projects related decisions. This can be possible when the communities have been empowered and sensitized by the District Assemblies and NGOs to handle these issues tactfully. Furthermore, there should be active participation of the communities in the projects of the NGO from the planning to the implementation stage. This is to ensure that the people are very much in the know of the



projects and how it will benefit them and by this, it will encourage the people to give up their best to ensure the success of the implementation of projects.

ii) Training and Educating the People before the Implementation of any Programme

It is essential that, before the implementation of any phase of the programme, an elaborate and timely information and training campaign should be carried out to train and sensitise the communities, re-echoing the role of the communities and CICs within the context of the principles and objectives of the programme. This should be done with the use of traditional human resources, available or close to the community, such as involving the staff of Departments of Community Development, Social Welfare and Information Services. It is also necessary that, the DCE get actively involved in the process, especially meeting community members to explain the relevance and rubrics of the programme, to enhance community participation.

iii) Prudent and Sound Organizational Management

The discussions from the research showed lack of organizational structure by most of the local NGOs. This greatly affected access to funding from especially internal corporate and individuals. It is therefore important that each local NGO begins to realize the importance of organizational structure and work towards the development of one. They must also be transparent in the use of funds and accountable to their constituents. Moreover, qualified personnel need to be employed to help project the good image of local NGOs to other internal and foreign donors.

iv) Strong Stakeholder Relationships

The more that an NGO can build up and manage a positive relationship with donors, the stronger position they will be in. The key to financial sustainability is to develop relationships with an eye to the future as well as meeting today's needs. This means building the confidence of donors over time. For instance, it may not be appropriate to press them for funds today, if you believe that you might win more funds from them in the future. It is a mistake for an NGO to take funds for projects that they cannot deliver, just



because the money is available. This will harm their relationship with the donor and reduce the chance of winning funds that they really need next year or the year afterwards.

v) Increasing Sustainable Livelihood Programmes

Rural people need more livelihood improvement assistance to be able to cope with rural threats in areas of health, education, safety and services. From the findings, most rural employments are compatible and with this, it is recommended that livelihood experts working in most cases with NGOs and other organisations should intensify their research to identify the livelihoods within the rural economy that can be combined with little difficulty so as to enable the rural poor reap multiple profits from multiple income generation activities at the same time. In other words, there is the need for the Government and the private sector to collaborate to undertake careful studies into the rural economy so as to develop more rural friendly or pro-poor livelihood activities to cushion the rural poor as the future of most rural livelihoods looks more uncertain.



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**APPENDIX I:
FACULTY OF PLANNING AND LAND MANAGEMENT
MSc/MPHIL. IN DEVELOPMENT MANAGEMENT
UNIVERSITY FOR DEVELOPMENT STUDIES,
WA**

Topic: The Role of Plan Ghana International in the Socio-economic Development of the Sissala West District of the Upper West Region

Questionnaire for Assembly Members

This Research Instrument is prepared to gather empirical data for the conduct of the above mentioned academic exercise. Your support and co-operation is very much anticipated and your responses will be treated with complete confidentiality.

Name of Community:
Name of Assembly Member:
Date of Interview:

1. What are your roles in the area of promoting socio-economic development through the operations NGOs in the community?

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1. What are some of the NGOs operating and their roles/activities in the District?

NAME OF NGO	ROLES/ACTIVITIES

2. What is the extent of coverage of the activities of the NGOs in the District? (A) Entire District [], (B) Selected towns in the District [], (C) Other(s) specify.....

3. What are the areas of coverage of the NGOs in the District?

NAME OF NGO	AREA OF COVERAGE

***Water and sanitation.*Education.*Health.*Economics.*Human rights.*others**

5. What are the benefits/ importance of NGOs in the development of the District?

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6. Do you know of any policies or legislations that are directed towards the improvement of the operations of NGOs in the District? A. Yes [] B. No []



7. If yes, what are the available policies/legislations that are geared towards the development of NGOs?

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8. What are the effectiveness or otherwise of these policies?

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9. Who are the stakeholders involved in the activities of NGOs in the District?

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10. How do you relate to the other stakeholders especially NGOs in promoting socio-economic development in the District?

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11. What are the challenges impeding the activities of NGOs in the District?

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12. What are the efforts made or are being made to enhance the activities of NGOs in the District?

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13. What are the ways you suggest can be used to overcome these challenges?

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14. What are the efforts made or are being made to enhance the activities of NGOs in the District?

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15. Any policy or arrangement to attract and or retain NGOs in the District?

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THANK YOU



APPENDIX II
FACULTY OF PLANNING AND LAND MANAGEMENT
MSc/MPHIL. IN DEVELOPMENT MANAGEMENT
UNIVERSITY FOR DEVELOPMENT STUDIES,
WA

Topic: The Role of Plan Ghana International in the Socio-Economic Development of the Sissala West District of the Upper West Region

Household Questionnaire

Name of Community:

Name of Respondent:

Date of Interview:

Background Information

1. What is your highest level of education attained? A. Basic School [] B. Secondary/Technical /Vocational School [] C. Tertiary Level [] D. Never [] E. Other(s) Specify.....
2. What is your marital status? A. Married [] B. Single [] C. Divorced [] D. Widowed [] E. Other(s) Specify.....
3. Which religion do you belong to? A. Christianity [] B. Islamic [] C. Traditional [] D. Other(s) specify.....
4. What is your employment status? A. Employed [] B. Unemployed [] C. Other(s) specify.....
5. What economic activities are you engaged in? A. Commerce [] B. Agric [] C. Service [] D. Industry [] E. Other(s) Specify.....

Development and NGOs Activities

6. Do you know of any NGOs operating in your community? A. Yes [] B. No []



7. If yes, mention the names of NGOs operating in this community?

No	NAME OF NGOs
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8. What are the roles of the NGOs in promoting socio-economic development in the community?

NAME OF NGO	ROLES

9. What are some of the impacts of the NGOs activities on your households and the community?

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10. What are the areas of coverage of the NGOs in the community?

NAME OF NGO	AREAS OF COVERAGE

***Water and sanitation.*Education.*Health.*Economics.*Human rights.*others.....**

Challenges and Prospects

11. What are the challenges facing the activities of NGOs in the community?

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12. What are the efforts made or are being made by District Assembly to enhance the activities of NGOs in the community?

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13. What are the ways you suggest can be used to overcome these challenges?

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APPENDIX III
FACULTY OF PLANNING AND LAND MANAGEMENT
MSc/MPHIL. IN DEVELOPMENT MANAGEMENT
UNIVERSITY FOR DEVELOPMENT STUDIES
WA

Topic: The Role of Plan Ghana International NGO in the Socio-economic Development of the Sissala West District of the Upper West Region

Questionnaire for Plan Ghana International NGO

This Research Instrument is prepared to gather empirical data for the conduct of the above mentioned academic exercise. Your support and co-operation is very much anticipated and your responses will be treated with complete confidentiality.

Name of Respondent:

Date of Interview:

1. What is Plan Ghana International NGO?

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2. When was Plan Ghana International NGO formed or established in Ghana?

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3. When was Plan Ghana International NGO formed or established in the Upper West Region and the Sissala West District?

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4. Why was Plan Ghana International NGO formed or established?

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5. What motivated Plan Ghana International NGO in choosing to work in the Sissala West District?

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6. What are Plan Ghana roles in the area of promoting socio-economic development in the District?

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7. What are some of the other NGOs operating in the District?

No	NAME OF NGOs
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8. What are the major areas of coverage of Plan Ghana in the District? A. Water and Sanitation B. Education [] C. Health [] D. Economic [] E. Human Rights [] F. Other(s) (specify).....

9. What is the extent of coverage of your organization's activities in the District? A. Entire District [] B. Selected Communities in the District [] C. Other(s) specify.....

10. Give reason(s) for the choice of coverage.

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11. What are the benefits/ importance of your activities in the development of the District?

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12. Do you know of any policies or legislations that are directed towards the improvement of the operations of NGOs in the District? A. Yes [] B. No []

13. If yes, what are the available policies/legislations that are geared towards the development of NGOs in the District?

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14. What are the effectiveness or otherwise of these policies/legislations?

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15. Who are the stakeholders involved in the activities of NGOs in the District?

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16. How do you relate to the other stakeholders in promoting socio-economic development in the District?

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17. What are the challenges impeding the activities of the Plan Ghana in the District?

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18. What are the ways you suggest can be used to overcome these challenges?

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19. What are the efforts made or are being made to enhance Plan Ghana activities in the District?

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THANK YOU



APPENDIX IV
MSc/MPHIL. IN DEVELOPMENT MANAGEMENT
UNIVERSITY FOR DEVELOPMENT STUDIES
WA

TOPIC: The Role of Plan Ghana International in the Socio-Economic Development of the Sissala West District of the Upper West Region.

Interview Guide for Traditional Authorities

This research Instrument is prepared to gather empirical data for the conduct of the above mentioned academic exercise. Your support and co-operation very much anticipated and your response will be treated with complete confidentiality.

TRADITIONAL AUTHORITIES

Name of Community.....

Name of Respondent.....

Date of Interview.....

1. What is your position in the traditional set-up of community?

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2. What are roles in the area of promoting socio-economic development through the operations of NGOs in your community?

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3. What are some of the NGOs operating and their activities in the District?

NAME OF NGO	ACTIVITIES

4. What are the areas of coverage of NGOs in the community?

NAME OF NGO	AREAS OF COVERAGE

*Water and sanitation.*Education.*Health.*Economics.*Human rights*.Others.....

5. What is the benefits/importance of NGOs in the development of community?

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5. Do you know of any policies/legislations that are directed towards the improvement of the operations of NGOs in the District? A. Yes [], B. No [].



7. If yes, what are the available policies/legislations that are geared towards the development of NGOs?

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8. What are the effectiveness or otherwise of these policies?

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9. Who are the stakeholders involved in the activities of NGOs in the community?

No	NAME OF STAKEHOLDER

10. How do you relate to other stakeholders especially NGOs in promoting socio-economic development in your community?

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11. What are the challenges impeding the activities of NGOs in the development of your community?

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12. What in your opinion do you think are the ways that can be used to overcome these challenges?

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13. What are the efforts made or being made to enhance the activities of NGOs in your community?

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THANK YOU.

APPENDIX V

**FACULTY OF PLANNING AND LAND MANAGEMENT
MSc/MPHIL. IN DEVELOPMENT MANAGEMENT
UNIVERSITY FOR DEVELOPMENT STUDIES
WA.**

**TOPIC: The Role of Plan Ghana International in the Socio-Economic
Development of the Sissala West District of the Upper West Region**

Questionnaire for District Assembly Staff

This Research Instrument is prepared to gather empirical data for the conduct of the above mentioned academic exercise. Your support and co-operation is very much anticipated and your responses will be treated with complete confidentiality.

Name of Institution:

Position of Respondent:

Date of Interview:

1. What are the general roles of the Assembly in the area of promoting socio-economic development through the operations of NGOs in the District:

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2. What are some of the NGOs operating and their roles in the socio-economic development of the District?

NAME OF NGO	ACTIVITIES

3. What is the extent of coverage of the activities of NGOs in the District? A. Entire District [], B. Selected communities [], C. Other(s).specify.....

4. What are the areas of coverage of the NGOs in the District?

NAME OF NGO	AREAS OF COVERAGE

*Water and sanitation.*Education.*Health.*Economics.*Human rights.*other(s) specify.....

5. Do you know of any policies or legislations that are directed towards the improvement of the operations of NGOs in the District? A. Yes [] B. No [].

6. If yes. What are the available policies/legislations that are geared towards the Development of the District?

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6. What are the effectiveness or otherwise of these policies?

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7. Who are the major stakeholders involved in the activities of NGOs in the District?

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8. How does the Assembly relate to these major stakeholders especially NGOs in promoting the socio-economic developments of the District?

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9. What are the challenges impeding the NGOs activities in the District?

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10. What are the ways in your opinion that can be used to overcome these challenges?

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11. What are the efforts made or are being made to enhance the activities of NGOs in the District?

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12. Any policies or arrangements to attract and retain NGOs in the District? A. Yes [].
B. No [].

13. If yes, what are these policies or arrangements?

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THANK YOU

