

African development puzzle: Scaling up NGOs contribution in West Africa

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Abstract

Community development is seen as a fundamental responsibility of every individual in a society to help in the development of his/her community. Sometimes this development is brought upon by a voluntary individual or group of individuals through Non-Governmental Organizations (NGOs). The NGOs are broadly known for their positive influence on community development. In spite of this, there are diverging views on whether NGOs are for community development or personal development. It is in this context that this paper attempts to discuss and critically evaluate the activities of NGO in West Africa sub-region: their services and contribution in solving developmental challenges of West Africa, the key sectors of the subregion with NGO participation, NGOs success rate in tackling the developmental issues and the state of the sector of intervention. The study also presents the challenges faced by NGOs, the various criticisms made against NGOs and appropriate recommendations on how to scale up NGO impact in achieving sustainable development of West Africa.

1. Introduction

The rise of NGO in the past few decades has been driven by an often implicit assumption that private agents, including private-not-for profit, are effective tool in solving the development puzzle of developing countries, expanding freedom via a robust civil engagement, providing services when national government lack sufficient resources and political will in addressing societal issues through participatory and market-based methods (Brass, Longhofer, Robinson, & Schnable, 2018). These are the reasons why African and Latin American countries see large growth in NGO activities. The question of whether NGO has the specific capacity to solve the African development puzzle skirts the mind of researchers and policymakers (see, e.g., Anderson, 2017; Hearn, 2007; Manjur Morshed & Asami, 2015; United States Agency for International Development Bureau for Africa, 2002). This question cannot be answered outrightly. Let us define development according to Amartya Sen (1999) who stated that "Development is an expansion in freedom, not only political freedom but also social opportunities, protective securities, economic opportunities and transparency guarantees." The outcomes associated with these freedoms include improvement in health, education, justice, sanitation and democratic governance. For this research, we define NGO broadly in tandem with the CSO nomenclature according to Brass, Longhofer, Robinson, & Schnable (2018) who see NGO as any non-profit, non-governmental organization that works in development, humanitarian, advocacy, or civil society sector. Included in this definition are civil society organizations, community-based organization (CBO), grassroots organizations, private voluntary organizations, or faith-based organization (FBOs). They can be international regional, national or local.

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There has been a long debate across disciplines on the positives and negatives impacts of NGOs (Fisher, 1997). In comparison with their public counterparts- states, NGOs are often given credits in community developments. They are acknowledged to be more order-oriented and ideologically committed to democracy and partners in development (World Bank, 1989, Bratton, 1989; Fowler & Farrington, 1991). The NGOs are believed to have a positive effect on its society. However, it is believed that NGO can also cause harm if derailed from their mission in pursuance of the fund. For instance, NGOs are considered to be threat to undermining government legitimacy (Fowler & Farrington, 1991) which could exacerbate unrest in the community. That is, in encouraging participatory development, they pressurize existing political leadership, which can result to a counterblast (Bratton, 1989). There has a radical change in the way non-governmental organisations (NGOs) present themselves before their constituency and funding agencies in the last few decades. One significant change, which although is intricately woven with many other simultaneous changes, falls within the realm of nomenclature: NGOs now call themselves CSOs or civil society organisations (Mohanty, 2002). In this view, John Hopkins International Fellows defines Non-Governmental Organizations as

“broadly as any organizations, whether formal or informal, that are not part of the apparatus of government, that do not distribute profits to their directors or operators, that are self-governing, and in which participation is a matter of free choice. Both member-serving and public-serving organizations are included. Embraced within this definition, therefore, are private, not-for-profit health providers, schools, advocacy groups, social service agencies, anti-poverty groups, development agencies, professional associations, community-based organizations, unions, religious bodies, recreation organizations, cultural institutions, and many more.”

Civic Society Organisation (CSO) is mostly likened to NGO in terminology. The Advisory Group on CSOs and Aid Effectiveness (2008) defines CSO as

“non-market and nonstate organizations outside of the family in which people organize themselves to pursue shared interests in the public domain. Examples include community-based organizations and village associations, environmental groups, women’s rights groups, farmers’ associations, faith-based organizations, labour unions, co-operatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media.”

Given that NGOs in most less developed countries are misconstrued in terminology as CSO, they get squashed by the national government which sees their duties as that of antagonism rather than complementarity. This study has chosen to use the two terminologies interchangeably since one is a subset of the other. The government in developing countries refer to NGOs and their role in international development to be subsumed within the broader category of CSO. This forms the main cause of conflict between NGOs and the host government. For example, NGOs in West Africa do not thrive and function effectively, therefore posing a challenge to their success. They face some backlashes ranging from financial, legal to social barriers. NGOs activities proliferate with favourable government policies and where the noise about poverty seems loudest (Agbola, 1992). Looking back to 1945 when the United Nations was formed, this period sees the creation of some international non-state organizations which were labelled as "non-governmental organization". These organizations were labelled such because of their non-affiliation with the then UN member states. During this period, these organizations were granted consultative status in UN activities (Lewis, 2010). The description of the term “non-governmental organization” had changed with respect to its source of income, where and how it operates, inter alia. For instance, in the USA, “nonprofit organization” is used to refer to awarded citizen organizations that prove to be profit free and not engaged in any commercial but rather working for the public good. As a result of the Christian value of rendering a voluntary work and the establishment of charity law in the UK, the term “voluntary organization” or “charity” is commonly used by the British. But an organization has to be “non-political” to have the status of being charitable (Lewis, 2010). The United Nations also defines an NGO to be an organization where citizens voluntarily tackle issues which are beneficial to the public good without the aim of making a profit. The World Bank as well defines NGOs as “private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services or undertake community development”.

The present article attempts to open a discussion about the activities of non-governmental development organizations, with special reference to West Africa. The article is divided into four parts. In the first section, general/historical background of NGOs in West Africa is discussed. We also identify their activities in some sectors of the subregion with a view to critically evaluate their role in West African Development in the second section. We subsequently highlight the challenges of NGOs in the region and discuss the public opinion for and against NGOs. This is supported by data on the state of NGOs and their barriers in some purposively selected countries.

2. The Role of NGO in State Development

The role of NGOs in state development cannot be overemphasized. Although it has received some backlashes in different forms. The NGOs' role in development is inexhaustible due to their enormity. The list of the roles highlighted in this paper is not exhaustive.

2.1. Good Governance Drivers

NGOs that see themselves as civil society organizations perform the function of watchdog to the government which literally countervails the power of the state. These NGOs help in keeping the state under proper checks since they belong to a social realm and reflect the power of solidarity (White, 2000). Besides the role of NGO as a CSO to correct the state, they work tirelessly in making the state accountable through different forms of monitoring and ensuring transparency (Mohanty, 2002). They help in promoting democracy through free and fair elections, enlightening voters before and during an election, promotion of the rule of law, and protection of human rights and social justice. For example, the Goree Institute, an NGO and a pan-African organization located in Senegal works for the public interest to promotes openness, transparency and accountability in governance (United Nations Development Program, 2005). Also, in Ghana, The Institute for Democratic Government in support from other NGOs contribute to running an e-government initiative for proper state democratization. (PIWA & UNDP, 2011).

2.2. Engagement of Citizens with the State

NGOs as civil society organizations promote citizen participation in state governance. NGOs serving as CSOs aim to promote greater engagement between the citizen and the state. NGOs help in resonating the marginalized voices and serves as intermediaries in articulating the interest of the people (White, 2000). Some NGOs in Ghana, Senegal and other West Africa countries have collaborated with their respective government to engage citizens in governmental activities with the use of technology. For instance, the Penplusbyte and the OSIWA Foundation (Open Society Institute West Africa) partnered to coach journalists on how to use ICT tools such as SMS, mobile phone and blogs to update voters on information regarding districts and national elections in Ghana (PIWA & UNDP, 2011).

2.3. Empowering People and Developing the Community

NGOs through various measures are subsumed under the broad rubric of capacity building of the people in the state. This has had a lot of impact on the entrepreneurial skills of people contributing to jobs creation. Empowerment help in human resources development to find a niche for themselves in society. For almost all countries within the scope of this research, NGOs have been actively responsive to humanitarian aids, supplying basic needs such as food and water, medication, shelter, and tuition to needy and marginalized groups for years (USAID, 2019). For example, MTN foundation promotes good health, youth empowerment, girls' education, HIV/AIDS and environmental conservation. Another example is the Association of African Women for Research and development that empowers citizens, especially African women to contribute to the sustainable development of Africa (United Nations Development Program, 2005).

2.4. Enhancing Corporate Social Responsibility and Social Provisioning

As CSOs, NGOs promotes the social responsibilities of corporate organizations in various countries, they make the corporate organization aware and sensitive to the needs of developing countries. For example, NGOs as part of their responsibilities make corporate firms invest in education (i.e. schools for poor children), housing for the homeless people, health care system etc. on the other hand, given NGOs characteristics of supposedly being transparent, non-bureaucratic, professional, efficient, and closer to the people than the state, they can take up the task of undertaking social provisioning in a state through assessment of people's needs (Mohanty, 2002).

3. Argument for and against NGOs

During the years of 1980s and 1990s, the work of the bilateral aid organization initiated by most European countries to improve lives and eradicate poverty began to be more intense than usual. This was due to the enforcement of the Structural Programs on Africa by the World Bank and IMF. African government were strongly encouraged to reduce public expenditure and turn to international NGOs to alleviate the socioeconomic damages caused by the low public expenditure on key sectors such as the health sector and the educational sector (Anderson, 2017).

NGOs' reputation has been threatened after undergoing some declining public trust (Ebrahim, 2003; & Risse, 2010;). Indeed, their legitimacy and transparency are questioned, not least because of the considerable funding of NGOs by official donors (Hulme & Edwards, 1996; Risse, 2010) but by dependence on external environment, notably the resource environment, for legitimacy and survival (Moulton & Eckerd, 2012). NGO appear to place more importance to financial ratings than their mission which reveals the fact that NGO survival depends not on

the effectiveness of impacts but efficiency in financial terms with the sponsors. Therefore, finance dependency can be expected to influence NGO activities and strategies in this context (Moulton & Eckerd, 2012). Studies by the World Bank indicated that NGOs largely depends on external donors for their financial needs. Hearn (2007) is also in support of the conclusion that many African NGOs have become 'local managers of foreign aids, not managers of local African development process'. The West African region is characterised by the lack of strong local donor base to support the NGO sector in the sub-region (USAID, 2010). Moreover, NGOs face the syndrome of personal enrichment above service to humanity. This is an instance where individual or groups of individuals set up an NGO devoid of clear mission but the desire for individual monetary purpose to finance their perquisite. This makes NGO funds exposed to misuse and installing sound financial systems is usually not in the interests of the key leadership. The African Report reveals that however, citizens in most African countries are dependent on NGOs rather than the government they voted in power.

Some critics have argued that the activities of the national state are threatened by international forces through its neo-liberal policies giving NGOs an avenue for benefit. This is an approach that limits the influence of the state by assuming a smaller role for the state in the economic arena. On the other hand, it holds the belief that private and other non-governmental actors have the capacity to provide better services to people than governments. This move by the International Monetary Fund and World Bank have placed African countries on the mercy of donors which gives local and international NGOs more benefits to thrive at the expense of undermining the state sovereignty. The criticisms received by NGOs on various grounds comes from the fact that they appeal more to their funders than their target audience. Because of the problem of funding, their projects are crafted in line with donor preferences to win a grant instead of those they supposedly represent. Besides, communal problems are myriad and no individual or organization can substantially assume solutions for them. Dallape (1998) observed, "What success can service clubs claim where government with all their resources seem overwhelmed and sometimes incapacitated?" However, NGOs are recording magnificent accomplishments, mostly where governments effort is not sufficient and inefficient. This is in line with the saying that one man can the world, but everybody should try. A combination of small changes could amount to remarkable aggregate change. Thus, because of the development challenges in Africa, no NGO activity will be undertaken that will not be to the benefit of many. Although the magnitude of impact varies from NGO to NGO and from country to country. NGOs are mission-oriented organizations with different mission. NGO activities cover dimensions as distinct as the facilitation of increasing public understanding, offering education, healthcare and training services, securing credits, providing water and sanitation and reducing unemployment (Aldashev & Verdier, 2009).

4. History of NGO's: The African Perspective

The involvement of international bodies in African development can be traced back to the period of struggle for independence, where colonial powers had no intentions of protecting the social welfare of Africans. Less concentration was given to local people on issues of public services. Provisions made for Africans were primarily for the interest of the colonies. For example, the teaching of basic educational skills to aid in their colonial administration and exploitation of the African colonies. Proper health services were only rendered in emergency cases where infections could easily spread to the white communities. All these actions by colonial powers and missionaries gave rise to evolving volunteerism and anti-colonial movements pioneered by a group of Africans to rebel against the mischief they were suffering from (Manji & O'Coill, 2002). This led to the sense of self-governance triggered by the Kwame Nkrumah's pearls of wisdom that "We should seek first the political kingdom by capturing government (power and all other things shall be added into it)". The west African region sees the birth of numerous NGO sectors in the past few decades. The creation of these NGOs are inspired by unique historical, geographical, economical, and cultural factors (USAID, 2010). Based on the United Nations' report, countries like Nigeria and Ghana have enormous populations due to their diversified ethnic beliefs. Different historical backgrounds gave an entirely different outlook of NGO sectors in different countries. For instance, NGOs in Burkina Faso and Niger began to significantly emerge during the country's catastrophe. For instance, the famines ravaged by a food crisis which makes the countries threatened by exceeding poverty and food scarcity. Also, another major factor that led to the emergence of NGOs in several West African nations was the Structural Adjustment Programs (SAPs), imposed by international financial institutions and executed by governments in the 1980s. For countries on the verge of collapsing as a result of massive corruption and mismanagement, SAPs has created with the enforcement of governments withdrawal from providing public services (e.g., education, health etc.). This paved way for new, local and secular Non-government actors like NGOs to flourish in their activities to address social and economic problems.

NGO's today form a significant unit in Africa's community development as more and more crises bedevil the region. As a consequence, local citizens make an effort to establish an NGOs or provide an environment for international NGOs to act in resolving societal problems collectively. This has attracted several international NGOs on the African continent to also play a major role in boosting the living standard of people in the name of

aid. In the course of high rate of poverty and inequality in West African countries, the existing NGO approach is currently facing several backlashes. The key challenges include, less coverage of programmes, application of only a lean set of instruments, ineffective service delivery, and the segmentation of methods and projects throughout the country (United States Agency for International Development, 2018).

5. Activities and Challenges of NGOs in West Africa

The primary aim of most NGOs in Africa is to alleviate poverty through, food security, capacity building, rendering financial services via microfinance, promote justice, uphold human rights, relief services during emergency cases and the likes. Other NGOs are also involved in advocating the implementation of a democratic system of governance in Africa while contributing to its social-economic development. A popular example is the United States Agency for International Development (USAID). The long-established microfinance in some West African countries like Ghana, Sierra Leone and Nigeria has lifted a large number of people from poverty. These microfinance companies faced a decline in their operation after the local governments initiated their financial establishments. The mechanism used by local and International NGOs was to provide micro-credit loans to small scale farmers, co-operative groups, women organizations, etc. In response to local issues in Africa such as education, health, environmental, violation of human rights, hunger, poverty etc, many NGOs both local and international are intervening with the chief objective of solving the problem that attracts their intervention. For instance, some NGOs attempt to alleviate financial barriers to health care access, reduce out-of-school rate among children etc. One might argue that the local NGOs which originated in the West African region were basically established in the image of their foreign counterparts that had at one time or the other been attracted by an emergency. In some countries, NGOs are accepted in providing social services, promoting human rights issues or advocating sensitive issues like corruption, while in others they are linked with companies' Corporate Social Responsibility strategies which are more inclined to establishing a foundation for empowerment (USAID, 2010). For instance, Mali's Network of People living with HIV/AIDS, Sierra Leone's Campaign for Good Governance, and MTN Foundation with focus on girls' education, HIV/AIDS, and environmental conservation.

5.1. NGOs in the Educational Sector

As a way of eradicating poverty in Africa, NGOs working in the educational sector in Africa put in efforts to enhance the educational system in the respective communities they work in (Harber, 2002). Some of the problems faced by Africa's educational system is the problem of lack of schooling facilities, denying the schoolgirl access to education and the lack of equal educational opportunity. In the early 1960s, new governments in Africa prioritized the expansion of the educational sector on the African continent. With the help of foreign donors, there was an immense increase in educational expenditure, which went into the procurement of teaching materials, establishment of new classrooms, hiring and training of teachers. (Gakusi, 2008).

The local NGOs in Africa, with the support of International NGOs, assist in sponsoring existing community schools with the acquisition of educational materials such as; desk, board, textbook and the likes. Others step in to establish community schools from scratch (Miller-Grandvaux et al., 2002). Some of this assistance comes from religious groups collaborating with international NGOs, an example is the building of over 500 schools in Africa by the Ahmadiyya Muslim Community and Humanity First, an international charity organization (Akano, Akano, & Ravibabu, 2018). Other aids come in the form of a long-term career development scheme or granting of scholarships to young African researchers. The Volkswagen Foundation has since 2003 been known to offer such opportunity for Sub-Saharan Africans (Czapek, Hanne, & Ziegenbalg, 2013). A similar organization can be found on the African continent.

5.2. NGOs in Health

According to Obiechefu (2012), 25% of health care expenditure is being incurred by donors in one-third of African nations. This data remains true for many West African Countries. Most West African nations rely heavily on donors and International Non-Governmental Organizations (INGOs) for support due to the lack of funds for sufficient health care delivery. Besides the unavailability of health infrastructure such as medical and non-medical equipment, buildings, ambulatory systems, most West African governments are not able to fund for the employment of medical graduates due to insufficient funds. Those already employed in the medical sectors turn to be underemployed because of the absence of some needed medical instrument. (Obiechefu, 2012) NGOs are widely known for their full commitments in a mass epidemic outbreak of diseases like yellow fever, malaria, AIDS, cholera with many cases in developing countries. (Ah Shin, Yeo, & Jung, 2018)

The emergence of the Ebola in Africa saw a huge contribution of NGOs in the prevention of its spread. In the case of Sierra Leone, NGOs played a significant role in the implementation of policies to prevent the widespread of this deadly disease, they also provided more sick beds and expanded health care infrastructure for patients. They do this by engaging local NGOs and other members of the community. As a way of reducing the death

rate, International NGOs (INGOs) employed the services of professional doctors from abroad and also import the needed medical and non-medical equipment. As malaria remains one of the deadliest diseases in Africa, the case in most African countries often seems to be the highest as compared to countries from other regions. In reference to the research conducted by the World Health Organization in the year 2018, it reports that Africa has the highest Malaria cases of about 200 million cases (92%) out of 219 million (WHO, 2018).

5.3. NGOs in Political and Social Advocacy

The role of NGOs includes but not limited to humanitarian service, capacity building, empowerment, environmental and other social activities. NGOs engage in political, social and human right advocacy. The rapid increase in the number of NGOs has brought about an improvement in the political environment and public policy procedures in Africa. This has led to both local and international NGOs being permitted to partake in policymaking that would improve the quality of life for the people of Africa. A number of these NGOs uses the bottom-up approaching in their democratization. They do this by empowering local communities to stand up for their fundamental rights (Ewuh, 2004). They become the spokesperson for the underprivileged ones whose rights are being violated. NGOs embodied as civil society plays a very big role in Africa through its political and social advocacies.

"New energies, new experiences, a burst of creativity, an act of courage defying explanation are being manifested by millions of people [in Africa]. In the villages, especially, a silent revolution is underway that is completely changing the continent's development landscape.... In many areas, village self-help groups are joining together to create powerful organizations, which for the first time can speak out in their own interest (Pradervand 1990, xiii)."

NGOs in West Africa campaigns, lobbies and creates awareness through public education. Most of which are related to the protesting for a change in public policy or taking part in the formulation and development of policies to better the lives of the less privileged ones. An example is the Centre for Democracy and Development that assist in the adjustment of west Africa countries' economy and political system. It does this through advocacy, training, and researching areas such as human rights, governance, social and economic development. (United Nations Development Program, 2005).

6. Challenges of NGOs in West Africa

Using data from USAID (2018) survey, we show the state of NGOs or CSOs activities and challenges in the West African region. We define the index according to the definition of USAID sustainability index definition. The USAID Civil Society Organization Sustainable index (CSOSI) gauges the sustainability of each country's CSO or previously defined as NGO sector in their 2010 report based on some dimensions. They make use of seven dimensions or indicators such as legal environment, organizational capacity, financial viability, advocacy, service provision, sectoral infrastructure, and public image with a seven-point scoring scale (i.e., 1.0 to 7.0) lower numbers indicating more robust levels of NGO drawn from empirical observations of USAID agents in the various community. They divided the NGOs sectors into three clusters showing how robust a country's NGO sector is. If a country's NGO sector has a value ranging from 1-3, the country is in the Sustainability Enhanced category which is the highest level of sustainability; a country in the Sustainability Evolving region has a value from 3.1 to 5 and Sustainability Impeded countries have a value from 5.1 to 7. This region is considered the lowest level of sustainability. They measure sustainability across seven dimensions by assessing some indicators related to each dimension. For the legal environment, they assessed indicators relating to registrations, operation, taxation and local legal capacity. For the organisational capacity, questions relating to constituency building, strategic planning etc were assessed. The NGOs financial viability and their ability to influence public policy were also assessed. Responsiveness to local community and range of goods and services was assessed under the social provision index. And lastly, support services and society's perception of NGO was analysed under social infrastructure and public image was analysed respectively (see, USAID, 2018). The result of the empirical observation for the period 2009 to 2018 for West African countries is presented graphically thus. This shows the challenges the west African region faces in its NGO activities to solve the societal issues.

Inconducive Legal Environment

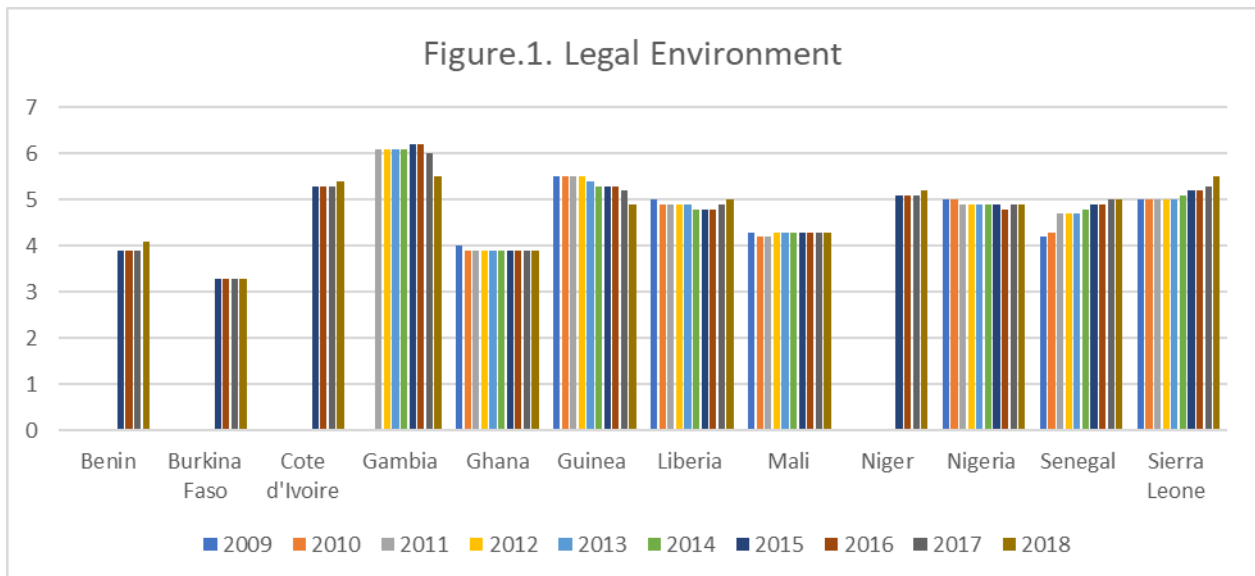


Figure 1. Legal Environment

Source: Authors’ presentation using data from USAID

NGOs working in West Africa has been reported to be impeded by the legal environments existing in this subregion. They experienced gruelling and bureaucratic registration processes, severe screening by the registration agencies, and harassment when serving to counterbalance the state. Although, these limitations as reported by USAID 2018 was revealed to have dropped which resulted in the increased number of registered NGOs to address their set objectives.

Lack of Organisational Capacity

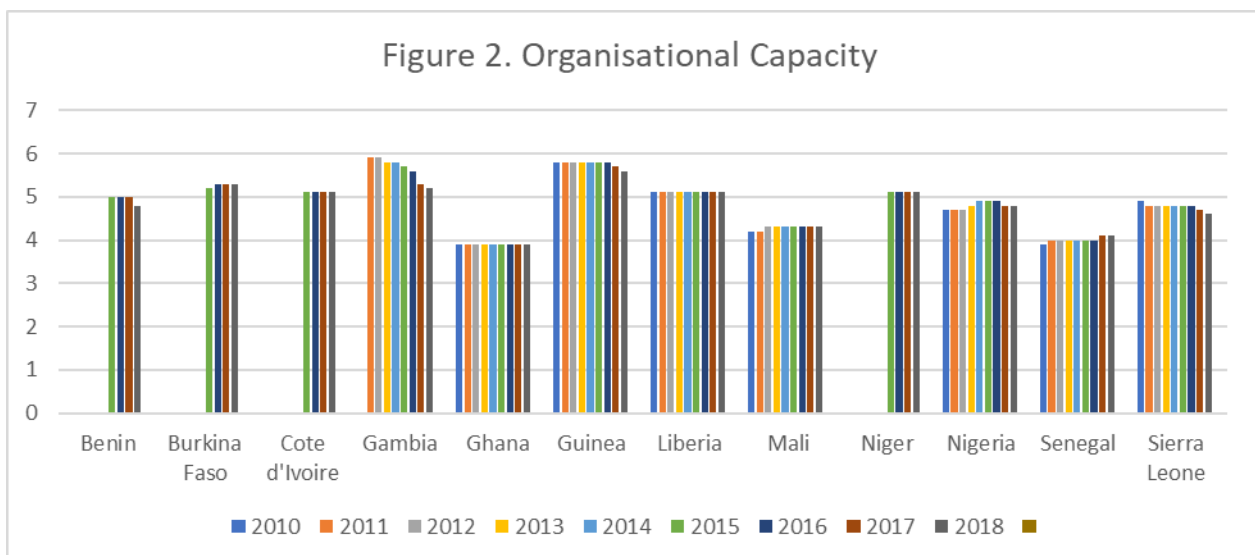


Figure 2. Organisational Capacity

Source: Authors’ presentation using data from USAID

USAID (2018) reported that NGOs throughout the west African region have troubles in developing their internal capacity. In their pursuit of funding, they struggle with effective strategic planning, nurturing effective management processes and staff. These internal challenges lead NGOs to inconsistently be adrift from their core missions of the establishment. Moreover, in most African countries, it is no longer new for NGOs to move away from their missions and strategies in pursuit of funding opportunities. Due to unemployment in the region, graduates see establishing NGOs as a haven to guard themselves against unemployment. This leads to the

creation of NGOs devoid of community development value. The state of the West African countries in NGOs are presented below.

Lack of Financial Viability

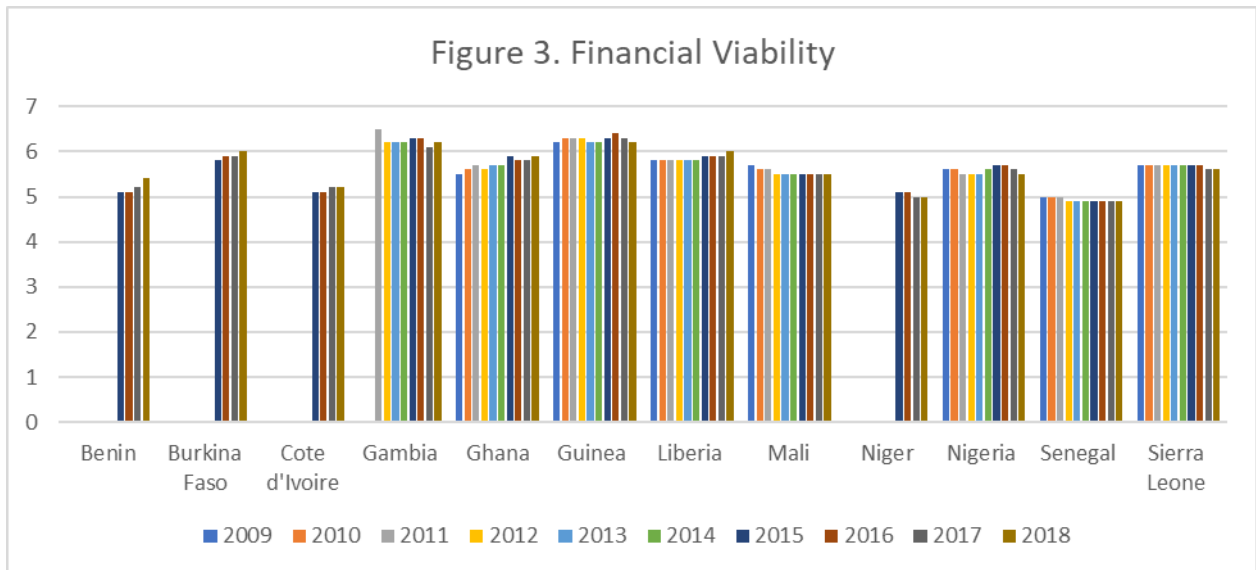


Figure 3. Financial Viability

Source: Authors’ presentation using data from USAID

Financial viability has remained one of the greatest challenges of NGOs in Africa. This has led them to consistently move away from their mission to the agenda of the funding agencies. They highly attach their activities to foreign support. On the other hand, these donors prefer to work with or through international organizations, which crushes other smaller NGOs working towards the development of the community. Unfortunately, NGOs have not recorded success in diversifying their funding sources. Domestic funding support is still a problem in the subregion making up only a portion of NGOs' fund. Some NGOs conduct traditional or social media fundraising campaigns as a means to get support from the public recording success in some countries. The corporate firms also through their ethical domain provide some support in some countries like Ghana. Some NGOs in Benin and Guinea, Sierra Leone and Nigeria engage in some commercial activities and crowdfunding to generate fund for their operations.

Lack of Public Support

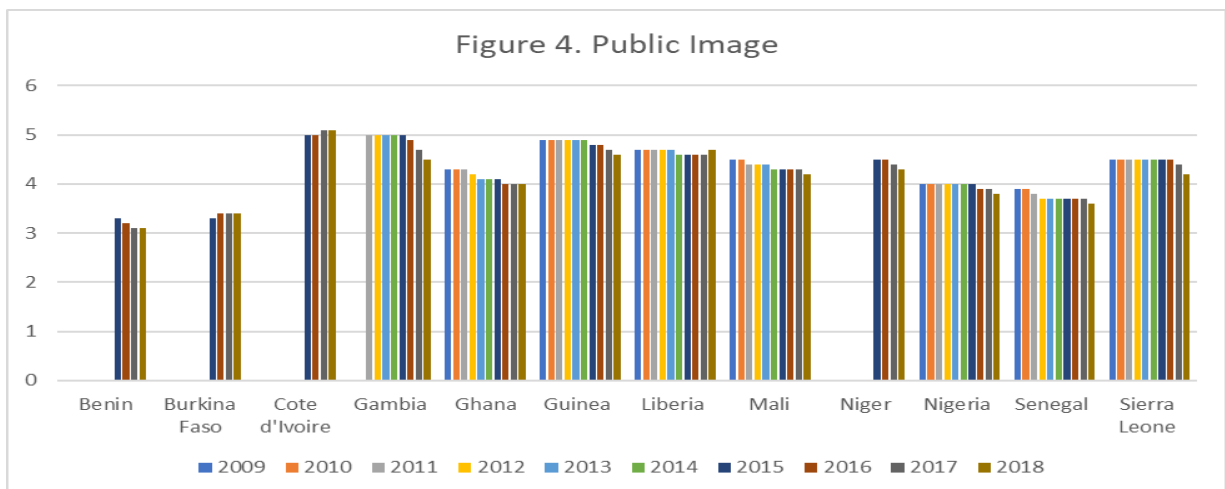


Figure 4. Public image

Source: Authors’ presentation using data from USAID

The community are indifferent in supporting NGOs in Africa. However, whatever the motivation of these NGOs is in developing the community when they get no support from the public and have their contribution appreciated, they are likely to give up on their mission and quit NGOs. The public appears to have an ambiguous and often incorrect understanding of the nature and role of NGOs. Everyone talks about change and development, but few are willing to make the sacrifice for the development to come. In fact, the regions NGOs experienced a flowering of public support would record better performance. In many cases, NGOs become meaningful partners in policy or legislative development when given the required support.

Lack of Sectoral Infrastructure

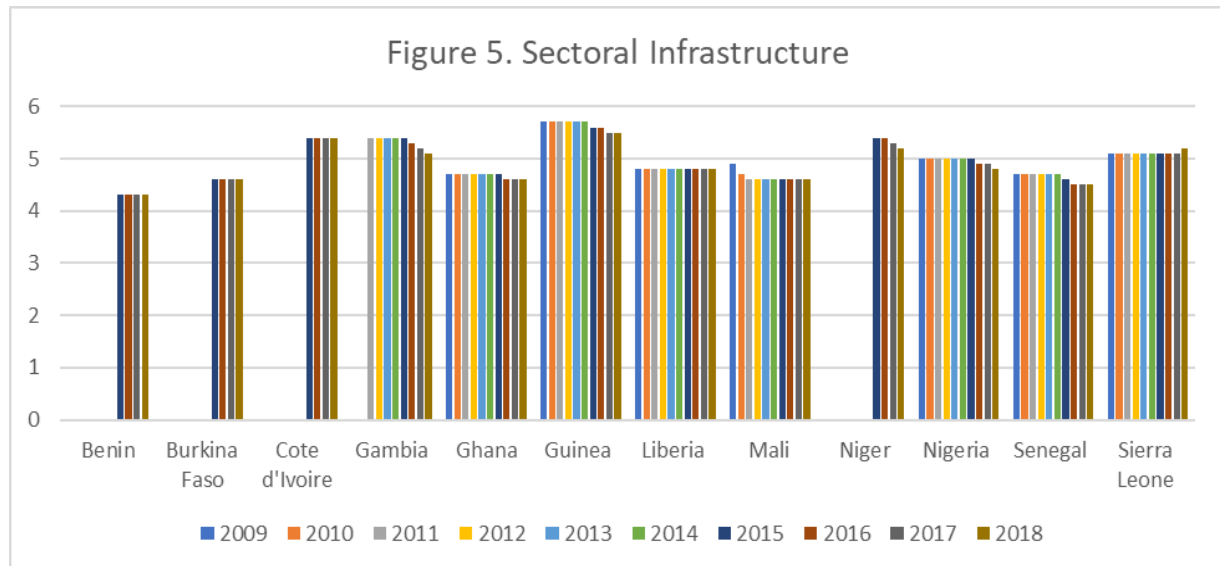


Figure 5. Sectoral infrastructure

Source: Authors' presentation using data from USAID

The provision of infrastructures supporting NGO sectors leads to significant service delivery, collaborations and training opportunities. In countries with stronger infrastructures provide effective services to their community. NGOs having difficulty with infrastructure have difficulty in achieving their objectives. For example, in countries with weaker infrastructures, such as Ivory Coast, Guinea, Sierra Leone generally tend to be far from achieving their missions.

7. Conclusion

To achieve a sustainable NGO, the public, legal and regulatory environment should assist NGOs in the community with their needs. The legal and regulatory environment should facilitate the creation of new NGOs, prevent government interference, and give them the necessary legal basis to engage in appropriate fundraising activities and legitimate income-producing ventures. An NGO with a long-term strategic plan would help them achieve their defined missions. NGOs' plans should be characterized by the following objectives under different dimensions depending on the area of service i.e., education, health, environment etc. That is their visions should be tied to ensuring that there is a social justice that would provide access for all; is impartial and independent; portrayed by equal economic, social and political rights and a chance to understand social inclusion; support citizens right in engagement; provide protection and assistance for the isolated and disadvantage class; provide peace and inclusiveness for sustainable development. The visions should also ensure contribution in health that would be incorporated, accessible, high excellence and comprehensive; offers early involvement and precautionary treatment and ensure healthy lives and promote wellbeing for all at all ages. An education system that is available to all without favoritism; an effective, fair, sustainable and responsive established system, enhance the capacity of students and trainees to think innovatively; participate in the growth of a proud, productive, answerable and competitive citizens who accepts diversity and differences. Lastly, an environment capable of Preserving of national resources and efficient use and investment to preserve resources for prosperity; integrating climate change measures into natural policies, strategies and planning; and improving education, awareness-raising & human & institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. To execute these wide-spreading objectives, there is a need to acknowledge the need for

general participation of all stakeholders in the community and sectors. NGOs require a large amount of financing and support from national government & donors.

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