

GHANA INSTITUTE OF JOURNALISM

**THE ROLE OF NON GOVERNMENTAL ORGANISATIONS (NGOS) IN
SOCIAL DEVELOPMENT: THE CASE OF LOWER MANYA KROBO
MUNICIPALITY**

BY:

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**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND
RESEARCH (SoGSaR), GHANA INSTITUTE OF JOURNALISM IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
A MASTER OF ARTS IN DEVELOPMENT COMMUNICATION**

NOVEMBER, 2021

DECLARATION AND CERTIFICATION

CANDIDATE'S DECLARATION

I declare that this thesis, with the exception of quotations and references contained in published works which have all been identified and acknowledged is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE... 

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SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work were supervised in accordance with the guidelines for supervision of thesis laid down by School of Graduate Studies and Research, Ghana Institute of Journalism.

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DATE: 2ND DECEMBER, 2021

DR. DANIEL ODOOM

DEDICATION

To my parents Mr. Lawrence Kweku Tetteh and Mrs. Constance Terkperkie Tetteh.

ACKNOWLEDGEMENTS

I first of all express my heartfelt gratitude to my supervisor, Dr. Daniel Odoom, for patiently guiding me through the onerous tasks in research that led to this work, for your desire to impart knowledge, share your expertise and for taking time out of your busy schedules to help me through this work. I appreciate your timely feedback of my work to improve it. All of your efforts, contributions, and assistance will forever be remembered and cherished. To all the lecturers who imparted knowledge during my programme, I am grateful.

I am highly indebted to my siblings especially Patrick Kwabla Tetteh for helping in every way he could to make this happen. Not forgetting Bernard, Daniel, Sophia and Emily for their prayers and support throughout my education. Knowing I can always count on you and knowing you are always behind me gives me confidence to keep trying new things and setting out on new adventures. May God richly bless you.

Kind regards to my dearest Richard Ohipeni for being my source of inspiration. To my pastor Rev. Chris Baah Nartey and friends Collins Osei, John Obuaba, Hilary Kodji, Hon. Zhando, Amos Asare and Dedo Opata I say thank you so much for your encouragement. I am also grateful to all the NGOs who were involved in the work.

Finally, my appreciation goes to my course mates Samuel, Dave K , Ebenezer, Augustine, Emmanuel, Prince, Richard, Debby, Emma, Jennifer, Rhonnah, Esmeralda, Linda, Lambert, McJames, Diana, Gifty and other group members for helping in all ways that you can. Your assistance during the Master's programme course is much appreciated.

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ACRONYMS

NGOs	Non-Governmental Organisations
IOM	International Organisation for Migration
CD	Community development
UN	United Nations
INGOs	International Non-Governmental Organisations
OECD	Organisation for Economic Co-operation and Development
CSO	Civil Society Organisation
CBOs	Community-Based Organisations
YMCA	Young Men's Christian Association
YWCA	Young Women's Christian Association
WBS	Work Breakdown Structure
M&E	Monitoring and Evaluation
MIS	Management Information Systems
BECE	Basic Education Certificate Examination
UNESCO	United Nations Educational, Scientific and Cultural Organisation
CLAP	Community Learning Assistance Program
ADT	Alternative Development Theory
DAC	Development Assistance Committee
HIV	Human Immunodeficiency Virus
AIDS	Acquired Immunodeficiency Syndrome
SPSS	Statistical Package for Social Sciences

ABSTRACT

The study therefore focused on examining the role of NGOs in promoting social development in rural Ghana using Lower Manya Municipality as a case. The study relied on the mixed methods approach and involved a total of 115 respondents who were mainly community members and NGO staff. Questionnaire, interview schedule and focus group discussion guide were used for data collection. The study found that that NGOs in the municipality had provided interventions in mostly education, health and provision of water and a few employment creation, gender equality and agriculture. Community members were generally satisfied with interventions in education, health and water provision with specific interventions like building schools, health education and screening and provision of boreholes. The promotion of human rights and local governance were not really focused on by these NGOs. With regard to the involvement of community members in the stages of project implementation, the study showed that NGOs in the municipality were doing well in that. It was also realised that NGOs had challenges in getting funds for their interventions, limited capacity, their relationships with international NGOs and political interference. It was therefore recommended that NGOs should strengthen ties with International NGOs (INGOs) and government institutions and this will go a long way to solve most of their problems. They should also involve community members from the planning stages through implementation to monitoring and evaluation.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Globally, there seems to be a great disparity between the rural areas and the urban areas not only in terms of population and but also development and economic areas. Onibokun (1987) as cited in Enyioko (2012) further argues that in terms of economic development, quality of life, access to opportunities, facilities and amenities, standard of living and general liveability, the gap between urban and rural areas in Nigeria is wide. As Thomas (2000) indicates, development has now come to be seen far more in terms of “practice and intervention within the context of liberal capitalism”. However some argued that the greatest challenge to development is the fact that public institutions and services are usually fragmented or encumbered by bureaucratic tendencies and remain limited hence the need for non-state actors.

Lewis and Kanji (2009) have strongly argued that Non-Governmental Organisations (NGOs) have been central to development practice and are likely to remain important actors in development in the years ahead. This is especially true in the developing world where most governments are faced with a lot of challenges especially financial constraints and cannot tackle all development projects on their own. This assertion is further supported by Hussain (2009) who states that the importance of NGOs in the development process of countries is attaining greater importance. Scholars also argue that NGOs have successfully facilitated implementation of needs based development albeit in a rural context.

Hussain (2009) makes the assertion that most developmental interventions of governments and other state institutions have focused predominantly on the economic

development of communities while neglecting the social issues. In this regard, the role of NGOs cannot be overstated, this is because most NGOs focus on the provision of services which may not be easily quantifiable per economic indicators. This is important taking into consideration that most NGOs rely extensively on participation of people to come up with intervention programmes. This places them in the unique position of coming out with relevant and beneficial programmes more easily appreciated by the intended recipient unlike government interventions which may purely be based on administration and political expediency. Furthermore most governments interventions are centralised in nature and apply the top down approach thereby failing to accommodate the needs and priorities of the poor and the under privileged. Most of the resources given by the government lean towards the more financially stable and politically connected in society (Hussain, 2009; Huda, 1987).

Non-Governmental Organisations have been prominent at the international, national and local levels in terms of their work and have done well over the years in the fight against poverty. They have therefore connected more with people in the various locations that they work in even more than the government in most cases. There are a whole lot of objectives that NGOs work towards. According to the World Bank, NGOs have been classified into two main categories and these are operational and advocacy. Willetts (2002) defines operational NGOs as those implementing projects while advocacy NGOs are concerned with holding demonstrations or campaigns to defend or promote a specific cause. Thus those into operational activities focus on developmental projects in fields like education, health, water and sanitation, agriculture, emergency relief, economic development, disaster preparedness, among other fields whereas the organisations who are into advocacy drive certain agenda concerning the lives of people they work for. Some of these are on the rights of

women and children and human rights issues in general and championing other areas. International NGOs like Oxford Committee for Famine Relief (Oxfam), Care, Plan, Save the Children, International Organisation for Migration (IOM), to mention a few are into the alleviation of poverty; advancing children's rights and equality for girls; improving the lives of children through education, health care, economic empowerment, among others; who provide services to migrants and have been of great help to countries all over the world.

NGOs are recognised nationally for the various roles they play in the lives of people. It is impossible to overestimate the importance of NGOs in Ghana. They play vital roles in putting measures in place in addressing the ill conditions that people face in both rural and urban areas in terms of development. They undertake activities in fields like health, agriculture, education, science & technology, among other fields and some organisations like World Vision, Action Aid, Catholic Relief Services, Adventist Development and Relief Agency, among others are a few of those in the country. So many communities have been transformed through the work of these local and foreign NGOs in the country. A lot of rural inhabitants who are beneficiaries have been saved by virtue of the activities. Scholars argue that without the health facilities built by NGOs, the boreholes they have drilled and the social interventions they have made have saved a lot of lives that would otherwise have been lost. Continuing, many women have been educated about their rights as a result of the efforts of NGOs. In short, the benefits obtained from the operations of some NGOs are numerous.

Development in the Lower Manya Krobo Municipality (LMKM) appears to have stunted and stagnated over the years or not been to the levels expected of a Municipal Assembly owing to perceived underdevelopment by the government or inadequate intervention by state actors however, the presence of NGOs has remedied this to some

extent as NGOs have spearheaded several developmental objectives. (Programme Based Budget Estimates For 2019 Lower Manya Krobo Municipal Assembly, 2019)

1.2 Statement of Problem

Ngeh (2013) defines an NGO as a charitable non-state nonreligious, non-profit and non-military associations. It is an autonomous association of people working together for a common purpose and not making returns from what they do, engaging in illegal activities and working in government offices.

NGOs have always been central to the development of communities however other scholars have argued that they do not stay long in the communities that they operate. Omura et al. (2014) also argued that given their struggle to remain in existence, much of the work is temporary or at best short term leaving critics to conclude that they may not be necessarily adding value to a nation's socio economic development especially in sub Saharan Africa. Despite the short termism of interventions by NGOs, Weerawardena et al. (2010) agree that non-profit organisations provide critical services to the society through social value creation, as well as focusing on the gaps in the society that are not addressed by corporate or government sectors which leads to eradication of poverty and generally help to address challenges that may arise as a result of challenges in infrastructure, technology, economy and social spheres. Wright (2015) argues that these interventions by NGOs have led to people craving further development in their communities.

Over the years there have been several interventions in the Lower Manya Krobo Municipality however not much work has been done to ascertain the efficacy of their interventions despite the presence of several NGOs and so this raises questions as to

the essence of these NGOs and whether their presence is of any socio- economic gains to the LMKM.

There are a number of NGOs that are into the social development of the Lower Manya Krobo municipality however, there appears to be little or no research on their activities. Some of these NGOs are Compassion International, Pencils of Promise, Growth Aid, Youth and Women Empowerment (YOWE), CELDAR, Kloma Gbi, Adolescents Friendly and Peer Educator's Organisation, among others and they are into the care and support for needy children, provision of education infrastructure & teaching and learning materials, provision of portable drinking water & also into water and sanitation and hygiene, issues of governance, vocational skills development, sensitization on health and sanitation and economic empowerment. To a large extent the, activities of these NGOs have strengthened the trust of the communities and these NGOs and they have put smiles on the faces of many.

1.3 General Objective

The overall objective of the study is to examine the various developmental interventions made by NGOs in LMKM. Specifically, the objectives are to:

1.3.1 Specific Objectives

1. Examine the various interventions undertaken by NGOs in the municipality within the last decade.
2. Ascertain the views of community members on the various interventions undertaken by NGOs in the municipality.
3. Examine the views of community members with respect to their participation in development interventions undertaken by NGOs in the municipality.

4. Explore the challenges NGOs in the municipality face in their service delivery.

1.4 Research Questions

The study seeks to answer the following questions:

1. What are the various interventions undertaken by NGOs in the municipality within the last decade?
2. What are the views of community members on the various interventions undertaken by NGOs in the municipality?
3. What are the views of community members with respect to their participation in development interventions undertaken by NGOs in the municipality?
4. What challenges do NGOs in the municipality face in their service delivery?

1.5 Significance of the Study

There is a lot of research on the role of NGOs in development, however there appears to be rather limited information on NGO involvement in development in Ghana. Specifically there is scant information on Lower Manya Krobo. This research will be beneficial because the government effort in development is augmented by NGOs and is therefore going to help ascertain the extent to which the NGO involvement is vital and help provide valuable insight which can be used by NGOs in future in planning development interventions. This will also add to the literature of the municipality.

The findings of this research will also serve as a reference material for other researchers who would want to conduct studies on social development in the Lower Manya Municipality. Additionally, it will serve as a guide to the municipal assemblies

and NGOs on the policies to adopt in order to improve the living standards of people in communities. Lastly it will serve as a guide to policy makers, development partners and the general public on the activities of NGOs in the rural areas and the country as a whole.

1.6 Scope of the Study

The research sought to examine the developmental interventions that have been made by various NGOs within the LMKM and also seek to identify the extent to which these have impacted the socio-economic status of residents of the communities in LMKM. It also sought to identify the extent to which indigenes are allowed to participate in the planning and discharge of the developmental projects by the NGOs. The study focused on the NGOs in the Lower Manya municipality and the developmental programmes they have been undertaking in the past decade, to find out of what community members think about those interventions and how they have been involved in the planning and implementation of those. It is also to find out the challenges faced by these NGOs in providing the services to the communities. The study focused on the NGOs in the Lower Manya municipality from 2011 to 2021.

1.7 Limitations of the Study

This research will add to the body of knowledge that exist on NGO involvement in development however a possible limitation is that it only examines the LMKM and so not all findings will be applicable to other communities. The use of qualitative measures makes the findings more subjective and therefore may not be generally applicable. Time constraints and challenges associated with COVID-19 pandemic hindered more effective participation of some respondents.

1.8 Organisation of the Study

This work is divided into five chapters. The first chapter looks at the introduction, statement of problem, the purpose of the study, research questions, significance of the study, scope, limitations and the study's organisation. Chapter two is designed for the review of the related literature. In chapter three, the research methods used in data collection for the study will be described. It deals with the population and sample, research instruments, research design, data collection procedure and analysis. Chapter four will deal with the data presentation, data analysis and discussion of data. Chapter five also presents the summary of the findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides the theoretical framework that the study is based on and a detailed analysis of existing literature that is to bring to bear the study and works of others, the conceptual framework and empirical review. It also considers the definition of NGOs, the historical background of NGOs, their roles in various fields, the types that exist and their roles in social development. In addition, the chapter assesses NGOs and social development in Ghana and the challenges that they face in their work. This review establishes the theoretical basis for the study and highlights gaps in the empirical investigations upon which the conceptual framework is based.

2.2 Theoretical Framework

There are many macro level theories with implications for direct practice however, I believe that the theory of Community Development is the best and effective framework for social workers pursuing long term change for individuals, communities, and societies. The community development and participatory theories were therefore adopted to guide the study.

2.2.1 Community Development Theory

Community development (CD) was actively promoted throughout the developing world during the first development decades of the 1950s and 1960s as part of the state building process and as a means of raising living standards by governments and the United Nations (UN) through its affiliated institutions as part of African independence and decolonization movements (Briggs et. al., 1997). According to Tan (2009), community development is a process where community members are supported by agencies to identify and take collective action on issues which are important to them.

Community development is a comprehensive strategy based on the ideas of empowerment, human rights, inclusiveness, social justice, self-determination, and collective action. Community members are regarded as experts in their communities where communal knowledge and wisdom are valued.

Bonye et al. (2013) assert that given that CD aims at invoking collective interests and aspirations for both individual and group benefits, participation is the driving force of CD. However, the pursuit of community participation, whether as a demand of citizenship or a strategy of governments or organisations, has a peculiar intrinsic value if community members are to own and sustain development. The quest for encouraging and promoting community participation has engaged the attention of several researchers and development practitioners.

Community development empowers community members and creates stronger and more connected communities.

It emphasizes the importance of oppressed individuals in overcoming externally imposed societal problems. At its core, social work has a lot in common with the principles of community development. Community members lead community development initiatives at every level, from agreeing on concerns to selecting and executing solutions, as well as evaluating them. Community Development places an explicit emphasis on power redistribution in order to address the root causes of inequality and disadvantage (Tan, 2009).

Mendes (2008) also defines community development as the employment of community structures to address social needs and empower groups of people. The distinctive emphasis on the use of community structures in the process of transformation derived from the sociological foundations of Community Development Theory, as opposed to the psychology-based theories of micro level social work

practice. These structures and the people of the community, when they are adequately engaged and empowered, the function of the social worker in a Community Development framework falls strongly on the facilitator side of the expert-facilitator continuum. Community Development Theory is offered as a paradigm capable of bridging the micro-macro gap in social work; its principles have consequences for how clinicians see and connect with clients, as well as how social workers might strive to effect large scale change in a community.

The absence of proof of efficacy is the most convincing critique of Community Development Theory and its relevance to current and future social work practice. In an era of political accountability, limited funding resources, and a continuous emphasis on evidence based practice, some in the field would claim that services based only on a Community Development framework are no longer viable and is unlikely that financing will be obtained (Tan, 2009). While this is a valid issue, Community Development oriented social service agencies do exist and will continue to support the theory and framework because of the value it provides to the persons and communities they serve. There is a bright and exciting future for the fusion of social work and community development, but this link will necessitate two interconnected conceptual transformations in the social worker's thinking and beliefs. To begin, community development social workers must be willing to transfer authority and wisdom from the worker to the community and client in order to effect change. In summary, a Community Development paradigm implies that the profession will become more sensitive to a role for social work that is more concerned with organizing self-help rather than delivering direct treatment. The job of the social worker is not discarded, but rather reshaped, as a result of the empowerment,

education, and training of indigenous leaders. A bold and contemporary Community Development social worker must be willing to take that risk (Tan, 2009).

2.2.2 Participatory Theory

A participatory approach is one in which everyone with an interest in the intervention has a voice, either directly or through representation. Everyone's participation should be encouraged and appreciated, and the process should not be controlled by any one person or group, or by a single point of view. That is the ideal situation. Some people may not want to participate because they believe it takes too much time or they lack the necessary abilities. Individuals or organizations that are not asked to participate may feel excluded and insulted. The planning process may serve as a rubber stamp for previously established concepts. A truly participative approach takes into account everyone's point of view. That doesn't exclude individuals from questioning others' assumptions or debating the optimal method. It does, however, imply that everyone's opinions are valued, and it isn't believed that experts or the well-educated inherently know what's best (University of Kansas Center for Community Health and Development, n.d.)

Similarly a participative approach implies that the person in charge of solving a problem or creating an invention includes individuals who will be directly affected by the outcome of his or her work. The choice of a participatory method is supported both pragmatically and by the pursuit of a democratic ideal. The pragmatic goal is to improve the players' experience, intellect, and inventiveness in the face of irreducible ambiguity (Hazard & Audouin, 2016).

The phrase participatory approach has become a frequently promoted methodological concept for intervention practice in discourses about sustainable development, and a

variety of participatory methodologies, procedures, and strategies have been developed to operationalize it. Despite significant variations, the various methods have one thing in common; they all see the process in which players are purportedly involved as one of planning, decision-making, and or social learning (Cees, 2000).

According to Waishbord (2001), participatory theories criticized the modernization paradigm on the ground that it promoted a top down ethnocentric and paternalistic view of development. They contended that the strategic model provided a view of development connected with a Western vision of progress. The top down approach of persuasive models implicitly assumed that government and agency information was right, and that indigenous communities were either uninformed or held erroneous ideas.

Community members' participation is increasingly regarded as critical to achieving long term development. Involving and educating users assists in ensuring that the identified problems and solutions really reflect the requirements and preferences of the community. This improves the likelihood that solutions implemented will be adopted. Representatives from all local stakeholders are brought together in a participative approach. This is frequently a varied collection of users, health workers, non-governmental organizations, and so on, who may not normally work together, may come from various backgrounds, and may have different beliefs and interests (Akvopedia, 2020).

At all stages of planning, participatory techniques can be used. However, the amount and character of engagement by various players (beneficiaries, citizens, elected public officials, professionals and civil servants, and other stakeholders) may differ. It should be noted here that public participation in societal governance is the topic of history

and is critical to every democratic society. However, the term participation may be interpreted in a variety of ways, and the amount or intensity of involvement by diverse groups of actors can likewise vary considerably (Dinbabo, 2003).

2.3 Review of Concepts and Key Terms

In various geographical locations, NGOs assume and serve various roles. As a result, the geographical and historical contexts of the origins of NGOs varied. As a result, the term 'NGO' has many different meanings and definitions and also work in diverse areas in societies. This section examines the terms and terminology associated with NGOs and the roles they play in social development. It considers some definitions of NGOs, their historical background and the literature on the functional roles of NGOs (roles in education, health provision, water, employment opportunities, human rights, local governance, gender equality and agriculture). It also explores the types of NGOs (by orientation and level of operation), the concept of development, social development, community participation development interventions and NGOs and social development. The challenges (like lack of funds, absence of networking, lack of maintenance, no strategic planning, limited capacity, relationships with international NGOs, poor governance, development approaches and political interference) that NGOs face in carrying out their projects as well as the planning, implementation and monitoring and evaluation stages of projects have also been discussed.

2.4 Definition of NGOs

Betsill (2015) defines NGOs as non-profit organisations that are independent of government, do not advocate violence and seek to advance public goals. As activists,

they raise public awareness and put pressure on governments, corporations and local communities to take more aggressive steps to reduce their carbon footprint or adapt to the impacts of climate change.

Holloway (2001) referred to NGOs as a group of organisations distinct from government institutions and business organisations, the distinct feature being that they are formed

to complement, supplement and offer alternatives to government development efforts.

The World Bank argues that the multiplicity of NGOs defies a simple definition for them. They therefore defined NGOs as many groups and institutions that are entirely or largely independent of government and that have primarily humanitarian or cooperative rather than commercial objectives. They are private agencies in industrial countries that support international development; indigenous groups organised regionally or nationally; and member groups in villages. NGOs include charitable and religious associations that mobilize private funds for development, distribute food and family planning services and promote community organisation. They also include independent cooperatives, community associations, women's groups and pastoral associations. Citizen groups that raise awareness and influence policy are also NGOs (Shihata, n.d.). Also NGOs are a subset of civic organizations that are technically registered with the government, earn a large percentage of their money from voluntary donations (typically alongside government funding), and are controlled by a board of trustees rather than elected representatives of a community (Edwards and Fowler, 2002).

Similarly Giorgi and Giorgi (2019) posit that NGOs are actors who develop their activities independently from the state and who are able to affect the public opinion

considerably. They have been increasingly expanding their field of activities, including participation in various international conferences. Basically, they are characterized by being independent of the state (or in the very least they are supposed to be, ideally), not having profit and by pursuing, in most cases, well-defined objectives, such as, for example, environmental and human rights NGOs.

In other words, Folger (2018) as stated in (What is a Non-Governmental Organization)? 2021) defines an NGO as a non-profit group that functions independently of any government. NGOs, sometimes called civil societies, are organised on community, national and international levels to serve a social or political goal such as humanitarian causes or the environment. On the other hand, Kuruvila (2015) concludes that NGOs are institutional entities, different from government and commercial organisations, based on six essential attributes: formal nature, non-governmental, non-profit, self-governing, voluntarism and accountability.

2.5 Historical background of NGOs

Rysaback-Smith (2016) posits that the act of providing material assistance to people in need has existed throughout human history, often in the form of food or material aid provided during famine, drought or natural disaster. Yet the modern concept and system of humanitarian aid as we know it; the impartial, independent and neutral provision of aid to those in immediate danger; has only existed since the mid part of the 20th century. Similarly, Wright (2011) adds that though NGOs in some form existed before the twentieth century, NGOs as we currently know them arose initially out of World War 1, and then gained prominence repairing Europe after World War II.

Hamilton et al. (2010) also postulate that Non-Governmental Organisations (NGOs) are now recognized as key third sector actors on the landscapes of development, human rights, humanitarian action, environment, and many other areas of public action, from the post-2004 tsunami reconstruction efforts in Indonesia, India, Thailand, and Sri Lanka, to the 2005 Make Poverty History campaign for aid and trade reform and developing country debt cancellation. As these two examples illustrate, NGOs are best known for two different, but often interrelated, types of activity, the delivery of services to people in need, and the organisation of policy advocacy, and public campaigns in pursuit of social transformation. The rapid growth of NGOs and aid organisations have been attributed to many causes, including increased need in the post-colonial era, the proliferation of both natural and manmade disasters and an increasingly integrated global system. However, it is important to note that this also points to a potential shift in political and governmental interest and funding, with as needed provision of assistance preferred over long term and complex developmental strategy (Mackintosh, 2000).

International Non-Governmental Organisations (INGOs) have been in existence since 1839. There were 1083 NGOs by 1914, according to estimates. INGOs played a significant role in the anti-slavery and women's suffrage movements, reaching a climax during the World Disarmament Conference. INGOs have played a significant role in advocating for sustainable development. (Nyang'au et al., 2016)

NGOs have developed to support the government's efforts to provide sustainable development, social services, and programs to its people. They have formed in both developed and developing nations to complement the state's failings to successfully deliver services and development to all of its inhabitants. Good governance may be promoted and ensured to reach the grassroots, the poor, the marginalized, and the

disadvantaged in society in a fair and equal manner via the combined efforts of NGOs and interest groups (Lewis, 2018).

NGOs started with bigger roles from the 1980s. Their works were brought to bare by foreign donor communities and they were distinguished because they saw them to be getting renewed results to development issues that have not been attended to by governments. NGOs started to be regarded as a cost-effective alternative to public sector service delivery in the following attempt to liberalize economies and 'roll down' the state as part of structural adjustment programs. The donor community internationally started to advocate for a new policy agenda which will be centred on good governance and it's considered development results coming up from discussions between the market, government and third sector. All these occurred during the post-cold war period. NGOs therefore came to be part of an evolving civil societies which brought a lot of resources aimed at building their capacity and to change the phase of development work and practice (Lewis, 2021).

2.6 Roles of NGOs

Suzuki (2000) states that NGOs may pursue change, but can equally work to maintain existing social and political systems. In some parts of the world, NGOs have gained legitimacy because they were part of struggles against dictatorship or because they provided support to independence movements from colonialism. For thinkers who desire private alternatives to the state, NGOs are regarded as part of market based solutions to policy problems. NGOs also come up with innovations and familiarise faster than national governments, thus their actions might be interpreted as demoralising government objectives (Phiri, 2021).

For Mitlin et al. (2005), the strength of development NGOs remains their potential role in constructing and demonstrating ‘alternatives’ to the status quo, which remains a need that has never been more pressing. The relationship of NGOs to development therefore takes many forms, and their diversity cannot be overemphasized. For some, NGOs demand attention because they can provide cost effective services in flexible ways, while for others they are campaigners fighting for change or generating new ideas and approaches to development problems.

2.6.1 Role of NGOS in education

Kavaarpuo (2019) argues that education is one of the pillars for sustained and accelerated socio economic transformation of economies in the world over. Governments all over the world have therefore made efforts to enhance the education sectors of their respective economies of which Ghana is no exception. Adu-Baffoe and Bonney (2021) add that NGOs play an indispensable role in the development process in Sub-Saharan Africa. This is evident in the educational sector where most major donor organisations have increased the resources apportioned through NGOs to implement their educational programmes.

One of the things that has fostered socio economic development all over the globe is education. Efforts have been made by so many governments to invest into the sector and Ghana is no exception. The government of Ghana has decided to make education accessible to all and they are doing these through its strategy to reduce poverty. These efforts made have still not conceded the intended results especially in the rural areas. Education is still facing countless problems like poor and scarce infrastructure, inadequate teachers and teaching and learning materials. Interest groups, NGOs

complement the efforts of the government to provide basic necessities needed in the sector to help people realise their dreams (Kavaarpuo, 2019).

Bigger organisations' activities include education as well as other areas such as health, water and sanitation, and child protection. Smaller NGOs are more likely to specialize in one field, such as education, although they can also be established for a variety of reasons and to address a variety of educational requirements. An example is that some NGOs may focus on pre-school or nursery education, while others may offer scholarships to university students and still others may promote the development of local languages (Brophy, 2020).

2.6.2 Role of NGOs in health

Anbazhagan and Anbazhagan (2016) assert that Non-governmental organisations are a basic element in the representation of the modern world. And their participation in international organisations is in a way a guarantee of the latter's political legitimacy. From the stand point of global democratization, we need the participation of international public opinion and the mobilizing powers of non-governmental organisations.

Brinkerhoff et al. (2007) also reveal that health is critically important in achieving poverty reduction and development, as well as vital to human well-being in its own right. The inclusion of health in the United Nations Development Program Health Development Index, the World Health Organisation formulation of health as a conditionality of economic development, and the World Bank's call for an increased role of health in development activities in investing in health reflect the growing recognition of the importance of health in global socioeconomic development. The research of George Washington University's centre for international health, as well as

prior studies, have shown three principles regarding the usefulness of NGOs in improving health.

- Individual health and the socioeconomic growth of communities are inextricably connected.
- Well targeted health promotion activities can improve an individual's social well-being as well as their health.
- Local non-governmental organisations with members who are responsive to the community they serve are more likely to offer this connectivity by encouraging community empowerment. (Rodriguez - Garcia et al., 1994)

2.6.3 Role of NGOs in the provision of water

Naughton (2017) alludes that globally, 946 million people continue to open defecate (90% of whom live in rural areas), 2.4 billion people lack access to basic sanitation (70% of whom live in rural areas), 663 million lack access to basic water sources, and diarrhea is the second leading cause of death in children under the age of five, much of which is preventable with clean water and sanitation. Water is one of the most vital natural resources, yet it is not always accessible in the appropriate place, at the appropriate time, or of right quality. Improperly disposed chemical wastes from the past, rain water runoff, poorly maintained septic systems, and a variety of land disturbing activities all contribute to today's difficulties with water quality and quantity. According to the World Health Organization, Water for Life represents not just that no one can survive without clean drinking water, but also that access to quality water affects everyone's health, education, life expectancy, well-being, and social development in diverse ways at different ages.

According to Kobusingye et al. (2017), stakeholder participation is crucial to the success of every project in any organisation and intervention. Stakeholders in a project context are typically many and have varying degrees of impact. Their involvement is arguably more important than ever because of the interconnected nature of the world. The importance of water governance and stakeholder involvement in developing and implementing solutions to the world's urgent water concerns is gaining prominence. Over the years, United Nations entities, the World Bank, the Global Environmental Facility, the Organization for Economic Co-operation and Development (OECD), and others have joined forces with governments, academic, professional association, NGOs and members from the business sector have explored attempts to enhance water governance. These initiatives and water projects at various geographic scales demonstrate the need of sharing experiences and lessons gained in order to transmit best practices.

2.6.4 Role of NGOs in the provision of employment opportunities

Hassan and Forhad (2013) argue that NGOs have attached themselves with the employment generation activities regardless of male or female gender bias. They are initiating programmes for poverty alleviation through the sustainable development activities (Babila & Järvelä, 2009). In the same regard, national public sectors in several countries are being downsized and at the same time, there is a need to find new ways of improving employment. NGOs have become an area of interest among different actors such as academicians, practitioners, taxpayers, policy implementers, planners, the unemployed and also their clients, regarding their role. The lack of sufficient job growth in the public sector and the lack of professional skills of a large section of the labour force have resulted in the growth of unemployment in some countries. NGOs play a vital role in lowering the country's unemployment rate by

providing various aspects such as short term training in which unemployed youths are taught in personal skills, e-skills, and entrepreneurial business. Furthermore, it identifies past learning so that students may attend courses to fill in knowledge gaps, and it provides placement standards to guarantee applicants are allocated to an appropriate field placement (Helpingbrainz, 2020).

2.6.5 Role of NGOs in the promotion of human rights

Human rights were first mentioned in contemporary English in the 16th century. However, it was reaffirmed in the Universal Declaration of Human Rights on December 10, 1948. The statement describes a worldwide charter of rights proclaimed Universal and Fundamental Liberty, which transcends national, religious, cultural, and intellectual boundaries. The Universal Declaration of Human Rights has now become a foundation of international law. Human Rights are concerned with men's, women's, youth's, and children's lives, liberty, freedom, safety, and magnificence. Government establishments are accountable to respect, protect, and fulfil human rights; therefore, they are not the only ones concerned with human rights and sustainable human development; other common associations such as human rights and socioeconomic NGOs, societies, and indigenous groups also play an important role in monitoring, defending, and supporting human rights (Islam, n.d.). Also, Marcinkutė (2011) reveals that there is a widespread attitude that human rights NGOs are altruistic organizations that work in preventing the abuses of human rights and freedoms. The national and regional human rights law (for example, the European Convention for the Protection of Human Rights and Fundamental Freedoms and others) are of great importance as well. In the hands of NGOs these human rights norms (national, regional, international) become a tool to achieve their goal to ensure the human rights and freedoms for everyone across the globe. NGOs involvement in

human rights standard setting by a wide range of groups has had a significant impact. The International Labour Organization, the Council of Europe, and the Organization of American States are all instances of such organizations. The influence of NGO operations on standard setting carried out inside the framework of the United Nations, which is the most comprehensive and important institution for the creation and codification of international human rights norms, is, nevertheless, of the utmost significance (Van Boven, n.d.).

2.6.6 Role of NGOs in the promotion of local governance

According to Uddin (2008: 3), as cited in Shava and Thakhathi (2016), good governance is a buzzword in this era and has swept public attention for the last decade. The concept is fast becoming a significant pillar in the consideration of a state's ability to conform to universally acceptable democratic standard. Governance in a contemporary society involves a large number of participants. While the government is undoubtedly the most important player, different CSO responsibilities, particularly those linked to increasing active citizen engagement are critical in this aspect. These tasks are performed by mass media and government, which refers to the formal and institutional procedures that operate at the level of the nation state to preserve public order and promote collective action (Leung et al., 2016). Camay and Gordon as cited by Hendricks (2008) realized that NGOs should take responsibility for effective, accountable and democratic local governance, which will enhance its credibility, legitimacy and impact its constituents. The authors explained further that governing bodies in the form of a board of directors play a crucial role in organizational governance as evidenced by a number of authors. The operational techniques used to reach the target recipients vary depending on the service to be given and the institutional structure on the ground. Where NGOs have chosen to work

directly with service users, their actions have often elicited a negative response from the state, since the latter seeks to function as an intermediary between non state actors and service recipients (Oyugi, 2005).

2.6.7 Role of NGOs in the promotion of gender equality

Schlagel (2021) asserts that in order to alleviate global poverty, it is imperative to fight for gender equality. The President of the United Nations International Fund for Agricultural Development said, “When you invest in a man, you invest in an individual. When you invest in a woman, you invest in a community.” Women all over the world continue to struggle for equality in the workplace. Additionally, women often bear the burden of completing domestic responsibilities and unpaid labour. Eugenia De Rosa (2014) mentioned that historically NGOs and civil society organizations have engaged actively in the development of new forms of gender categorizations, gender sensitive data and gender analysis, mainly within a human rights framework. A thriving civil society is an essential component of a democratic society. Non-governmental organizations (NGOs) play a significant role. Citizens’ needs and interests are articulated, governments are held responsible, change is advocated for, research is conducted, constituencies are developed and mobilized, and direct services are provided (Woroniuk & Schalkwyk, 1999).

2.6.8 Role of NGOs in agriculture

According to available data, governments have dedicated significant resources to the restructuring of rural sectors. However, the rural dwellers are unsatisfied with the government’s efforts and desires greater attention. This scenario has inspired individuals and groups to create NGOs in order to make an attempt to improve the lives of rural inhabitants (Njoku et al., 2002). Similarly, George (2020) mentions that

non-governmental organisations help in the improvement of farmers awareness and agricultural knowledge through extension services found all across Africa so what this means is that these bodies help to train farmers and to educate them on the innovation of improvement based on varieties of all breeds of animals that are resistant to certain diseases found in certain areas of the Continent. NGOs have also created novel distribution strategies that rely on farmer to farmer interaction, whether in a group or individually. Watershed development, vermicomposting, bio fertilizer production training, microfinance, agricultural cooperatives, farm produce groups, extension services, and other important projects were undertaken by NGOs to help farmers grow their produce (Kumar Garg, 2021).

2.7 Types of NGOs

It is not possible for observers to get a better knowledge of NGOs by categorizing them. We can differentiate between various activities, but certain NGOs frequently modify the balance of the activities they undertake. The most prevalent difference is between operational and campaigning NGOs.

In order to continue its initiatives and activities, operational NGOs must gather resources in the form of cash donations, supplies, or volunteer labour. This procedure may need fairly complicated organisation. Charity shops manned by volunteers in premises supplied at low rates and selling donated products end up giving funding to the national headquarters. Major fund-raising activities need expertise in advertising, media relations, and inspiring supporters. Thus, effective NGOs must have an efficient headquarters bureaucracy in addition to operational employees on the ground. (Willetts, n.d.)

Campaigning NGOs will provide many of the same roles, but with a different balance. Fundraising is still required, albeit on a lesser scale, and it can serve the symbolic purpose of increasing contributors' connection with the cause. It is important to persuade individuals to contribute their time, but it is also necessary to be able to mobilize huge numbers for short periods of time. External contributors may not incur onerous administrative obligations, but supporters must still be kept up to date on a regular basis. Major events will seek good public relations rather than money (Willetts, n.d.).

2.7.1 NGO types by orientation

According to William (1991), Charitable Orientation is sometimes characterized as a top-down paternalistic endeavour with little engagement from the 'beneficiaries.' It comprises non-governmental organisations whose operations are aimed at fulfilling the needs of the poor, such as the distribution of food, clothes, or medication, as well as the provision of housing, transportation and schools. NGOs of this type may also provide relief services in the event of a natural or man-made disaster.

Service Orientation refers to non-governmental organizations that provide services such as health, family planning or education. The program is created by the NGO, and individuals are expected to engage in its implementation as well as in receiving the service.

Participatory Orientation is defined by self-help initiatives in which local people are involved specifically in project execution by donating funds, tools, land, materials, labour, and so on. Participation in a traditional community development project begins with defining the need and continues through the planning and execution stages. Cooperatives are frequently participative in nature (William, 1991).

The goal of Empowering Orientation is to assist impoverished people get a better knowledge of the social, political, and economic issues impacting their lives, as well as to increase their awareness of their own potential ability to govern their life. Sometimes these groups form organically around a problem or topic, and other times workers outside the non-governmental organizations field play a facilitating role in their development (William, 1991).

2.7.2 NGO types by level of operation

Community-Based Organisations (CBOs) are formed by individuals acting on their own initiative. Sports groups, women's organisations, neighbourhood organisations, religious or educational organisations are examples of these. There are several of them, some funded by NGOs, national or international NGOs, or bilateral or international organisations, and others that are self-sufficient. Some are dedicated to raising the awareness of the urban poor or assisting them in understanding their rights to necessary services, while others are involved in delivering such services (Ngeh, 2013).

Organisations such as the Rotary or Lions Club, chambers of commerce and industry, coalitions of business, ethnic, or educational groups, and alliances of community organisations are examples of citywide organisations. Some exist for other reasons and get involved in assisting the poor as one of many activities, whilst others are formed for the exclusive goal of aiding the poor. National NGOs include organisations such as the Red Cross, YMCAs/YWCAs, professional associations, and so on. Some of them have state and other branches that help local NGOs.

International NGOs range from secular organisations such as Save the Children to religiously driven organisations such as OXFAM, CARE, the Ford and Rockefeller

Foundations. Their operations range from mostly supporting local NGOs, institutions, and projects to actually carrying out the initiatives themselves (Ngeh, 2013).

2.8 Concept of development

Many NGOs' agendas include a significant component of development. Non-governmental organisations play an essential role in the development landscape, where they have amassed a wealth of information. They are high-profile development actors that serve disadvantaged persons and communities while also advocating for policy reforms. Much of their work is aimed at improving community capacity through education, technical assistance, experience exchange, research, and policy advice. Nonetheless, there is widespread dissatisfaction with their role, impact, and intentions in some quarters (Phiri, 2021).

According to Rabie (2016), development is basically an economic concept that has positive connotations; it involves the application of certain economic and technical measures to utilize available resources to instigate economic growth and improve people's quality of life. In the 1950s and 1960s, development was largely referred to as economic growth, which meant a quantitative rather than qualitative change in economic performance. Consequently, development theories were designed to activate and accelerate the process of economic growth and move developing nations along the path charted by the industrial ones of the West, from relying primarily on agricultural activity to relying primarily on industrial production and trade.

Daley (2021) also defined development as bringing about social change that allows people to achieve their human potential. An important point to emphasise is that development is a political term: it has a range of meanings that depend on the context

in which the term is used, and it may also be used to reflect and to justify a variety of different agendas held by different people or organisations.

2.9 Social development

Studies that have been conducted quite recently in social development have emphasized the need for a more dynamic and comprehensive approach to building social development models. This is due to the contradiction of the notion of social development framework itself, as well as its features, definitions and dimensions. Furthermore, the majority of existing social development frameworks are incompatible and insufficient to capture the dynamic of social growth. One of the most important contemporary issues in the creation of a social development framework is the emphasis on the physical and material dimensions at the expense of non-material components (Adam et al., 2019). Social development is concerned with change processes that result in advances in human well-being, social interactions, and social institutions that are equitable, sustainable, and consistent with democratic governance and social justice ideals. According to the World Bank, social development entails the restructuring of institutions in order to empower individuals (World Bank, 2005).

Midgley (2014) defines social development as the human interactions and the complex phenomena that arise from the specific interactions like a large number of groups and associations including the family, neighborhood associations, formal organizations, communities, and even societies which also give rise to social networks, values, cultures, and institutions.

Also the goal of social development is to improve the wellbeing of all individuals in society so that they can attain their maximum potential. The wellbeing of each

individual is tied to the progress of society. Investing in people is a key component of social development. It necessitates the elimination of impediments so that all citizens can pursue their ambitions with confidence and dignity. It is about refusing to accept that impoverished people will always be poor. It is about assisting individuals so that they can progress on their path to self-sufficiency. (New Brunswick, Canada, 2021)

2.10 Community participation in development interventions

Community participation is a process by which stakeholders take control over development initiatives and the decisions which affect them. It is an active involvement of people in the decision making process, as well as the responsibilities of people in assessing the health needs, mobilizing resources and suggesting new solutions (World Bank, 1996)

For the last two to three decades, many development theorists and practitioners have been debating community involvement some even dubbed the 1980s the decade of participation. The present decade of social movements, NGOs and community based organizations (CBOs) are primarily an expression of organized community engagement (Botes, 2000). Osei-Kufuor and Koomson (2014) posit that community participation is assumed in policy circles as the main channel for the active involvement of community members in shaping the outcomes of the development projects.

Odoom et al. (2018) indicate that NGOs have been a dominant participant in the development process throughout the world. Particularly in Africa, participation has assumed even greater relevance given the complementary, or occasionally

supplementary role NGOs play to that of government in social development. It is widely conceived that for NGOs' presence to be hugely felt by the beneficiaries, there is the need to pay serious attention to the issue of participation by community members.

There is a growing concern that NGOs in Africa would struggle to accomplish significant and long term improvement in the lives of their beneficiaries unless community people actively participate in their development programs and initiatives. It stands to reason that the lack of a clear definition of community members' engagement in the development operations of NGOs in Africa has resulted in unregulated, disorganized, and inefficient development initiatives. (Odoom et al., 2018)

People's needs must be prioritized in development efforts. In practice, however, meaningful engagement in programs that promote community empowerment is a long way off. The projects are carried out with the participation of the community in order to provide chances for local people to engage in project planning, decision making, project implementation, resource allocation, and distribution of resources (Rashied & Begum, 2016).

The community development process is a cycle in which involvement is required at all stages of the development effort for the interventions to be effective. To begin, community organizing entails mobilizing the target group and identifying issues. Interventions for sustainable development are discovered through mobilization and creating awareness. Following that, the community visioning and planning process begins, in which the community determines its future vision. The visioning process produces a desirable end state for the community as well as a vision for the future to

strive for (Green, 2007). The development of the community's vision and planning and the stage of implementation is when the real essential action and processes are performed in order to fulfil the goals and objectives. The goal of monitoring is to offer feedback on whether or not the action plan needs to be tweaked (Green, 2007).

Various scholars and organizations have demonstrated the relevance of community and its participation in the development process. The following are some of the issues connected to the significance of community involvement in the development process. For starters, it involves the community in decision-making processes that directly influence their lives. It also reassured citizens about the community and overall growth. As a result, it is critical to the development of an empowered and accountable community (Columbia University, 2015). Secondly, community engagement in the planning process fosters a sense of ownership. It gives them a sense of ownership since they believe it is their own progress. This sense of ownership does not emerge from a top down approach. Also, community engagement ensures the continuation of the development process and therefore ensures long term growth. People are active in community work from the planning to the implementation stages. It fosters reciprocal cooperation between the government, donors and communities resulting in appropriate development (Columbia University, 2015).

2.11 NGOs and social development

Resources for development are channelled through NGOs in all fields and they in turn use them to improve upon the lives of people, alleviate poverty and of which the civil societies are so developed that they normally rely on the funds from international donors and these have seen the number of NGOs spread out all over the world. NGOs have played a significant role in international efforts to promote sustainable

development. Campaigning organisations have been important drivers of inter-governmental talks on issues ranging from hazardous waste management to a global ban on land mines and the abolition of slavery (Nyang'au et al., 2016).

Phiri (2021) believes NGOs have become an integral part of the international aid architecture and contribute to the implementation of the multilateral aid agenda. Joint partnerships between governments, NGOs and the private sector are crucial to the development trajectory of any country. NGOs are central to development theory and practice and are likely to remain important actors for years to come. Since the late 1980s, non-governmental organisations have played a far larger and more visible role in the development scene than they had previously. Donors praised NGOs for their ability to solve difficult and long standing development issues. The increased focus on NGOs at this period resulted in numerous far reaching changes in development thought and practice as a result of renewed interest in the alternative notions like participation, empowerment, gender, and a variety of people oriented approaches.

2.12 Challenges that NGOs face

Kimberly Nicole Yu cited in the article AsianNGO and Kirongo (2010) have discussed the challenges that NGOs face.

2.12.1 Lack of funds

An NGO's purpose is not only to complete a project but would like to keep touch with its beneficiaries and ensure that continued progress is made. Aside that, NGOs would like to be able to assist more individuals and communities based on their needs. To do so, NGOs must continually raise funds. In some situations, they get complacent and merely wait for donations or development partners to support them. This practice will have no bearing on an NGO's success. Although partner organisations and supporters

will wish to continue supporting an NGO's goals, they may see greater promise in other organisations and choose to finance them instead. Lack of money not only makes it difficult to complete initiatives, but it also puts NGOs in risk due to the high running costs.

2.12.2 Absence of Networking

One point of view is that NGOs should collaborate to achieve their aims more efficiently. However, some non-governmental organizations regard it as a sort of competition. For whatever reason, some NGOs feel that collaborating with other NGOs or organisations will increase their competitiveness when asking for funds.

2.12.3 Lack of Maintenance

Many developing nations suffer from a lack of infrastructure, and non-governmental organisations feel that people deserve a better level of living. As a result, several NGOs have opted to solve this issue by establishing communities that benefit a large number of people. Initially, benefits are visible, and individuals live happier lives. However, it should be noted that not all communities are capable of maintaining the same standard of living that was expected of them. The improvements to their living conditions may only be transitory if adequate upkeep is not provided. Furthermore, having a number of initiatives that do not provide long-term outcomes will have an impact on your NGO's ability to raise funding. Grant making organisations will prefer to donate to those who can demonstrate their ability to undertake and sustain long-term project.

2.12.4 No Strategic Planning

Many brilliant ideas might strike at times, but they can also generate into confusion and lead you astray from your original aim. Although many brilliant ideas are

generated, they do not always adhere to the goals that have been established (Kirongo, 2010).

2.12.5 Limited Capacity

Many NGOs realise that they have limited technical and organisational ability. Few NGOs can or will pay for such capacity building. Weaknesses in fundraising, governance, technical development areas, and leadership and management were highlighted. Some NGOs believed that the presence of quality standards would help them acquire the necessary skills. The rate at which technology evolves is also a challenge, particularly in sectors requiring Information Technology capability.

2.12.6 Relationships of NGOs with INGOs

Local NGOs are concerned that the titans, INGOs, in particular, take up so much space that it is difficult to find place for them. INGOs frequently interfere without regard for the development of sustainable local CSOs. They compensate government and community people for their participation in their initiatives, but local NGOs do not have the ability to do so. Short-term project approaches that are not locally viable are also seen to drive INGOs. They provide competitive compensation and recruit employees from local non-governmental organisations. They are also accountable for the high-cost image that weakens the sector's credibility. It is difficult and improper for local non-governmental organisations to compete with multinational and national behemoths.

2.12.7 Poor Governance

Good governance is difficult to accomplish when founders want to possess the NGOs for their own purposes. Many NGOs mismanage their resources on regular basis, thanks to the engagement and support of their Boards, which squander the NGOs'

resources. It might be tough to find Board members if you are unwilling to pay them or give allowances (Kirongo, 2010).

2.12.8 Development Approaches

Many NGOs continue to focus on what some refer to as the ‘hardware’ approach to development, that is the construction of infrastructure and the provision of services, rather than what others refer to as the ‘software’ approach of enabling people and local institutions to govern their own affairs. Other NGOs appear to be oblivious of changes in the role of government, the shifting aid paradigm, and the efficacy of a “rights-based” rather than “welfare-based” strategy. While it is getting more difficult to fund and sustain service delivery activities, most local NGOs continue to pursue them. Poverty and illiteracy rates in the community remain high.

2.12.9 Political Interference

In certain areas, NGO leaders cited local politicians and civic leaders as a key impediment to their work. Local leaders can intervene when NGOs are involved in sensitive topics such as land conflicts. NGOs are being threatened with deregistration. NGOs are unaware that the Board and maybe the Council exists to safeguard them from such harassment (Kirongo, 2010).

2.13 Project Planning

Planning is a critical component of project performance and success. It is a continuous process that occurs throughout the course of a project’s completion (Idoro, 2012).

Cleland & Ireland (2006, p. 265) as cited in Naeem et al. (2018) postulates that the process of planning through what’s more, making unequivocal the targets, objectives, and procedures important to bring the project through its lifecycle to a fruitful end

when the project's item, management, or process assumes its legitimate position in the execution of project proprietor methodologies.

The planning phase is when you turn your daydreams and ideas into a solid plan of action. This is the point in the project's life cycle where attention to detail becomes crucial. It is the conceptualizer's and project manager's role to identify and narrow down the objectives that will move the process ahead toward the end goal. To minimize criticism and opposition to the process, it is critical that the project manager and team prepare efficiently and convey their business reasons extensively throughout the whole organization. A method for monitoring and managing the course of the project's development must be devised during the project planning stage. This phase necessitates serious consideration on how to track the project's growth and maintain the work flow on track. You must first prepare for management, and then manage your strategy. (Anzalone, 2000).

Take some time before you start to figure out what problem the project is designed to solve. It isn't always apparent. You may be anxious to get started on the project right away in order to address issues that you have personally encountered. You must explore beyond the signs you have identified to improve the project's chances of success. Discover the root problems; the real issue will become clear once you determine who all of your stakeholders are that is, which functions or people may be impacted by the project's activities or outcomes, who will contribute resources (people, space, time, tools, and money), and who will use and benefit from the project's output. They will collaborate with you to define what success on the project entails. One of your most difficult planning responsibilities will be to combine the varied expectations of stakeholders into a logical and reasonable set of goals (Harvard Business Review, 2016). The project's success will be determined by how successfully you accomplish those objectives. The more plainly you explain them at the start, the less controversy there will be afterwards on whether you met expectations. Many initiatives fail because they bite off more than they can chew, severely underestimating time and money, or because a large portion of the task was

missed. Work Breakdown Structure (WBS), which supports in the process of identifying scope and tasks and producing estimates, is one tool that can help you avoid these pitfalls. Time, money, and quality are the three associated elements that often define what you can do. You assemble your crew during the construction process. Time estimates become schedules. Estimated costs become budgets, gather your resources, obtain obligations and fulfill them. Assemble your staff, establish your duties, and create a budget (Harvard Business Review, 2016).

2.14 Project Implementation

Anzalone (2000) alludes that after the project's planning phase, the most exhilarating and sometimes frightening phase arrives. Depending on how meticulous the planning implementation is the make-it-or-break-it part of the endeavour. During the implementation phase, the project manager will be using the highest levels of both human and physical resources. At this stage in the project's life cycle, the budget will be spent, interpersonal conflicts and morale problems will surface, and time delays will happen. In short, this is where the true test of careful planning is most evident.

Similarly the implementation phase is frequently the most satisfying since work actually gets done, but it may also be the most difficult. The intricacies may be laborious and, at times, overwhelming. Whether you have a formal project control system in place or you conduct your own frequent check-ups, try to have a big-picture perspective so that you don't become swallowed by minutiae and minor concerns. Project monitoring software solutions can assist you in measuring your progress. There is no one size fits all solution for all tasks. Respond rapidly to changes in data or information as they come in, and seek for early warning signals of issues so you can take remedial action. Otherwise, you are only monitoring and not exerting control. Make it obvious to your team that your answers to problems will be

ineffective unless you obtain timely information. However, don't step in to repair things too fast; instead, let your team members sort out minor issues on their own. Stakeholders will expect regular updates and status reports. Consult with them to determine how much information they require and in what format (Harvard Business Review, 2016).

When you're engrossed in project specifics, it is easy to become side-tracked from important tasks and go down time wasting routes. The team can stay focused by meeting once a week and asking themselves what is critical to the project's success on a regular basis. Create detailed meeting agendas. Try organizing them around project objectives and other performance measures you have chosen. Many of your agenda items will organically originate from objectives, project targets set, reached, or surpassed by the project. Some issues have such far reaching ramifications that they might jeopardize the project's overall success. Time slippage, scope creep, quality issues, and personnel issues are the most prevalent. Pay attention to subtle symptoms of impending difficulties, such as increasing stress and irritability, lack of excitement, or difficulty to make judgments. When you detect these indicators, get to the bottom of the situation as soon as possible and deal with it. Don't let it go from a little annoyance to a calamity (Harvard Business Review, 2016).

The project manager and project team are responsible for monitoring and controlling the project as it progresses. A manager must guarantee that the project monitoring function continues and is sound in order to properly govern a project. During the implementation phase, the project manager and project team compare planned activities with actual work to assess the project's progress. A project manager must be able to recognize when to substitute activities or divert the project team's efforts with an alternate strategy. The capacity to notice a deviation from the project's blueprint in

real-world progress and then improvise an alternative is based on the dependability of the controls chosen by the project manager and team (Anzalone, 2000).

2.15 Monitoring and Evaluation of Projects

Monitoring and evaluation are sometimes confused to mean the same thing, however they are two different words which have separate functions. Monitoring is a continual function that strives to provide management and stakeholders with indicators of progress or lack of progress in the accomplishment of project or program results.

Otieno (n.d.) posits that monitoring is viewed as a process that provides information and ensures the use of such information by management to assess project effects both intentional and unintentional and their impact. It aims at determining whether or not the intended objectives have been met. Evaluation on the other hand draws on the data and information generated by the monitoring system as a way of analysing the trends in effects and impact of the project. In some cases, it should be noted that monitoring data might reveal significant departure from the project expectations, which may warrant the undertaking of an evaluation to examine the assumptions and premises on which the project design is based.

According to Edmunds and Marchant (2008), monitoring of inputs and outputs is monitoring and evaluation (M&E) at its very basic level where inputs are tracked. These inputs recorded or noted include human, physical and financial resources as well as how they are converted to outputs that is project goods and services. The indicators monitored are both financial and non-financial and are usually stored in a computer management system (MIS). At its basic level therefore monitoring is about keeping books or records of progress.

Evaluation is a chosen process with the goal of deliberately and objectively assessing progress toward the accomplishment of desired ends or results. This entails assessing breadth and depth at various periods in time in response to changing demands for knowledge and learning. Evaluation should never be a one-time event or activity, but rather a continual process. In assessments, the relevance of the project and program, as well as its performance and processes, should be examined (United Nations Development evaluation Office, 2002).

In the view of Atkinson (1999) and DAC (n.d.) evaluation criteria is concerned with relevance, effectiveness, efficiency, impact and sustainability. The criteria was first articulated alongside evaluation principles in 1991. The overall objective of the criteria is to support better evaluation which will then lead to sustainable development or project/program success. The assessment criteria are as follows:

Relevance: In determining the relevance of a program or project, assess whether or not, and to what extent, the program's objectives are still relevant as originally established, and whether or not activities and output are compatible with the overall goal and objectives. To find out whether actions and outputs compatible with the anticipated impacts and effects.

Effectiveness is to assess effect, review what happened as a consequence of the program or project, the difference the activities made to the recipients, and the number of persons affected.

Sustainability; evaluates the extent to which benefits remain when financing is terminated, as well as the variables that affected the attainment or non-achievement of sustainability.

Impact: An evaluation of a program's impact assesses what happened as a consequence of the program's genuine difference made by activities to beneficiaries and how many individuals were affected.

Efficiency: assesses outputs in proportion to inputs and, in general, necessitates a comparison of various ways. When analysing program efficiency, examine whether or not activities were cost effective, objectives were met on schedule, and the program was implemented cost effectively (Jeremiah & Kabeyi, 2018).

2.16 Empirical Review

Researches have been conducted over the years on the roles that NGOs play in the development globally and nationally. The country Ghana has seen a lot of work by NGOs as well as studies conducted. These ranging from health, education, sanitation and water, economic empowerment to reduce poverty, among others. Even though much work has been done in Ghana and in all regions, not much literature is evident in the Lower Manya Municipality to show all the work that has been carried out. It therefore became necessary to look into that, review literature and to add to the already existing literature in the field.

Nyang'au et al (2016) contend that in recent years more and more development resources are being channelled to and through NGOs in all sectors. NGOs work mainly to alleviate poverty, improve social welfare and develop civil society however this has increased dependency on international donors which has in turn increased the number of NGOs. International NGOs have been at the forefront of many social movements such as anti-slavery movement, women's suffrage among others. The role of NGOs in the development of communities has been well documented. Studies add that NGOs and state need to supplement each other. Studies by Wahab (2000) established that in Zanzibar, NGOs have filled the development gap in the education

sector by providing sponsorship to students in Unguja Island and also providing teaching materials, constructing schools and providing furniture as well. The research established that without these interventions the education sector would remain massively under developed. It is in this vein that Nyang'au et al (2016) contend that the role of NGO in development is indisputable and obstacles they are facing should be addressed if development is to take place.

Kooli (2017), as cited in Adu-Baffoe and Bonney (2021), concludes that a decision by the Omani government about the role of infrastructure on learner readiness to learn and highlight the fact that the infrastructural gap in the Bangladeshi educational system could not be entirely handled by the central government. It was therefore imperative that the NGOS respond swiftly to the Education for All (EFA) policy put in place by the government. These NGOs were so effective that the government of Bangladesh handed over some of the most ineffective state schools to some renowned NGOs with the aim of revamping them. In Ghana, Frempong (2011) concluded that insufficient study materials was a cause of poor performance in the BECE which agrees with Okyerefo et al (2011) which showed that high performing private and public schools had access to high quality Teaching and Learning Materials. According to UNESCO (2013) studies in Nigeria, Guinea and Botswana showed that schools that received support from NGOs tended to do well. In light of this, NGOs must give support to the educational sector since government support is not enough. Some major NGOs in Ghana involved in education like Plan International have introduced a Community Learning Assistance Program (CLAP) to strengthen the schools. Action Aid International has also introduced the Shepherd Schools and Rural Education program aimed at promoting leadership in adolescent girls. Action Aid has also worked extensively in the Tamale to arrest the deficits in the educational sector. The

research further highlights that NGOs provide some follow up and supervision in the distribution of resources which is not always common in the public school setup which is a major determiner of the success of interventions in the educational sector. Kooli however contends that despite these, the overall gains made by the NGOs is quite insignificant albeit important owing to the enormity of the task to be done. The research also established that while these interventions by NGOs are important in making the school experience more wholesome they do not necessarily translate into examination success (Adu-Baffoe & Bonney, 2021).

Non-governmental organizations (NGOs) have long played an important role in providing sanitation services to communities throughout Southeast Asia and the Pacific, particularly in rural regions. In contrast to large scale infrastructure efforts, NGO programs frequently focus on bridging the technological and social domains (Carrard et al., 2009). In the sector, the need for strong engagements with community members and processes that will foster behaviour change are key (Hardi 2000; Bartram et al. 2005). Sanitation needs should go beyond the financing and provision of toilets facilities to supporting individuals in communities to also change their behaviour when it comes to sanitation (WSSCC/WHO 2005). Robinson (2007) as cited in Carrard et al., (2009) posits that few unserved households are fully aware of the invisible costs of inadequate sanitation including poor health, lower productivity, inconvenience and environmental degradation. Since these households are usually the poor and marginalized, existing demand for sanitation is often ignored. Carrard further discusses that NGOs have assisted to facilitate access to sanitation needs to the poor often relying on the relationships they build with community members.

Anbzhagan and Anbzhagan, (2016) postulate that global health is essential for development. A major issue is the inequitable distribution of research efforts and

funds directed towards populations suffering the world's greatest health problems. This imbalance is fostering major attempts at redirecting research to the health problems of low and middle income countries. NGOs are an essential element of global health diplomacy, and their significant presence on the global stage is one of the trends that has been linked to the field's growth. (Frist 2007 cited in Anbazhagan and Anbazhagan, 2016). Non-governmental organizations (NGOs) in the health sphere have gained strength, momentum and numbers over time. NGOs in the various roles played also have the health aspect in their programming. They work towards gaining primary health care for all. Their services include providing information to the general population and developing innovative methods of communicating basic health care. In the fields of health care and integrated human development NGOs may help shape national policies. They may convey health-care needs based on their connections with communities, and they can also translate primary health-care plans for relevant donor organizations (Anbazhagan & Anbazhagan, 2016).

Odoom (2021) contends that NGOs are increasingly asserting themselves as the third force in the development drive of nations. NGOs have and continue to show interest in providing development interventions aimed at improving the lives of people especially in rural areas. Studies on the Cocoa Life Programme which was focused on farming, community, livelihoods, youth and environment to bring about improvements in the various aspects to transform their communities (Mondelez International and Cocoa Life, 2013 cited in Odoom, 2021). World Vision International being the major implementing partner supported the communities in Wassa East District in fields like education, agriculture, water and sanitation, financial literacy, among others. After the interventions, beneficiaries in the communities spoke

highly of the interventions in the communities. They mentioned of the awareness creation on the importance of education, the provision of microcredit facilities, financial literacy, awareness on sanitation, capacity building and behaviour change activities not forgetting the many infrastructures such as ICT centres in the schools to help the youth in the schools. The overall results of this research confirm the Alternative Development Theory's practical significance. The ADT regards non-governmental organizations (NGOs) as powerful actors in providing development services to communities. In other words, the ADT is based on the notion that community development may be achieved via the active participation of non-governmental organizations (NGOs) in development service delivery (Odoom, 2021). There is rising concern regarding the underwhelming results of many HIV/AIDS management initiatives in Sub-Saharan Africa (Gregson, Adamson, Papaya et al., 2007). One reason given for these disappointments is that many initiatives are imposed by outside professionals and experts on passive populations, failing to resonate with their targets world views, perceived needs, and interests (Campbell, 2003). It is therefore necessary to involve community members in planning and implementation stages of every project. The project was to support the responses given to HIV/AIDS locally in three different ways that is to train a team of local volunteers who are normally women and youth offering nursing support in households affected with AIDS for years, to strengthen the local volunteers and their links with their leaders locally and supporting the youth and women groups to foster relations between volunteers and agencies outside the community supporting them. According to Campbell, the findings show how the women and youth have been active in supporting families and friends with HIV. The involvement of the

individuals in the community was key however some challenges were faced which did not make them achieve fully what they wanted to do (C Campbell et al., 2019).

The study looks at Afghanistan and what the roles of NGOs in the part of the world and how they interact with the government and the community members. The country presents itself as hostile government and makes work for NGOs quiet difficult. In some cases they have to go as far as suspend their work or halt operations because of the many atrocities they are faced with. NGOs therefore develop their programmes to the country's general development plan (Jelinek, 2006). Jelinek (2006) further adds that NGOs are almost becoming contract takers. Donors are now pushing for advocacy and capacity building, but how much money can be spent on capacity building workshops. In Balkh, an international NGO representative stated that their relationship with the government at the provincial level was tense: things are tense because there is a difference in approach with the government. The government expects things from NGOs that they can't possibly do. Good qualified and highly regarded NGOs are performing a fantastic job, and when the results are positive, the local public regards NGOs favourably. The outcomes of the initiatives that NGOs execute influence people's perceptions of them. Findings in Herat show that people in general rely more on non-governmental organizations (NGOs) to deliver services, despite their desire to see the government more present in their areas (Jelinek, 2006).

It is an undeniable fact that NGOs that seek to make a lasting impact on society must involve the community in all development projects that they undertake. Srinivas (2009) makes the case that NGOs that are interested in community development tend to access resources, frame community issues and conduct interventions at the local level. They (NGOs) do not do this alone but in cooperation with other local entities that make up the public, private and social sectors. However, Cooke and Kothari

(2001) contend that because participation is generally accepted as being positive without recourse to its aims and forms it takes, it may rather end up being detrimental to the community members. They continue that NGOs claim to resolve power imbalances in society participation in development but these remain at best theoretical and that the participation is still undertaken by only certain individuals and groups. It is therefore important that the NGOs examine the level of participation exhibited by a community closely. Bebbngton, Hickey and Mitlin argue that because of the approaches used by most NGOs the community actors are not actively seen as being members of the development process instead they are merely seen people to be exploited by the NGOs to achieve their aim and objectives thereby reducing the role of the community participants as agents. However this ideology is countered by other scholars who argue that community development cannot take place without participation of the people hence the NGO if well managed is seen merely as a facilitator of the development process with the main power lying in the hands of the people. In this regard participation is very common in examining how community development can be achieved and that the term participation is ubiquitous in development (Chambers 2004; Dosner, 2004).

The forms of NGOs have evolved over time. While many NGOs, notably in Latin America, were founded with the stated goal of tackling systemic issues of power and inequality and growing civil society against hegemonic or weak and unrepresentative regimes, they have experienced a transformation in the character of their organization and the nature of their work, instead focusing on technical and administrative solutions to social challenges such as poverty through service delivery and welfare provision. In Kenya, for example, 90% of registered NGOs are primarily focused in service delivery (Brass, 2011). The author stated that there is a significant difference

in empowerment outcomes between advocating for the poor and assisting the poor to advocate for themselves. 9 and experiment, their ability to quickly adopt new programs, and, most importantly, their links with the grassroots, which allow for participation in program design and implementation, encouraging self-reliance and sustainability (Bebbington et al 2008; Lewis & Kanji 2009).

Banks and Hulme (2012) allude that the external determination of local agendas erodes the concept and processes of grassroots participation. NGOs flutter around the bottom rungs of a participation ladder with communities rarely exercising control over their activities. NGOs rose to prominence as local, grassroots-level development organizations with the potential for innovative bottom-up agendas reflecting the needs and desires of local communities and disadvantaged groups, as they were seen to offer participatory and people-centred approaches to development that were both innovative and experimental (Banks & Hulme, 2012).

The United Nations' popular participation programme in the early 1970s aided the emergence of community participation as an approach to social development, as did subsequent publications on the subject, one focusing on the concept and its relationship to community development and the other on the concept and its implementation. (Rashied & Begum, 2016). It is a sign of people's participation in either project decision-making or project implementation (Kyamusugulwa, 2013). Stakeholders in the community can contribute in a number of ways and at many levels, spanning from planning to implementation to assessment. Nance and Ortolano (2007), in their research show that increased participation does not enhance performance rather mobilization and decision making are associated with better project outcome. Low-income populations in developing nations, such as slums and squatters, are frequently deprived of essential utility services. Because it is impossible

for the government to offer all essential services in a densely populated metropolis like Dhaka, nongovernmental groups step forward to supply those services through participatory techniques. However, most such programs do not last long due to a lack of active beneficiary engagement. In many situations, individuals have no knowledge what sort of developments are taking place in their neighbourhood or have a hazy concept, which frequently misleads the development trend (Rashied & Begum, 2016).

Humans tend to live in groups because society protects their socioeconomic and political interests. As a result, civil society and non-profit organizations arose. Non-Governmental Organizations (NGOs) are any organization that works for the welfare and development of society (Brown and Kortzen, 1989 as cited in Bromideh, 2011)

NGOs play an important and critical role in the development of societies in developing countries. They frequently play an interesting role in a nation's health, economic, or social activities, as well as assessing and addressing problems in both national and international issues such as human, political, and women's rights, economic development, democratization, inoculation and immunization, health care, or the environment (Grobman, 2008). The extent and severity of problems vary by developing country, and governments in most nations want to oversee all NGOs' operations. As a result, it is not unexpected that various quasigovernmental NGO exist in some developing nations, depending on the ruling system. One of the most pressing challenges confronting NGOs is decision-making procedures. Tensions frequently arose between employees and senior management as a result of staff expectations that they would be equal partners in decision-making. Another typical issue is organizational governance and the internal relationships between board members and personnel (Mukasa, 2002). NGOs were judged to be lacking in terms of staff career development. So, the other issue is one of staffing, which includes recruiting,

assignment, and layoff, as well as human resource development and administration, and lastly, day-to-day staff management (Vilain, 2002). Not all people who work for NGOs are volunteers, and paid staff members typically earn less than those in the commercial private sector, have limited organizational and professional skills, and the poor quality of training or lack of importance placed on training NGO workers is one of the most serious concerns of NGOs (Mukasa, 2002). Bromideh (2011) adds that the most commonly identified challenging issues for NGOs include; Fundraising, limited financial and management expertise, limited institutional capacity, low levels of self-sustainability, isolation/lack of inter organisational communication and/or coordination, lack of understanding of the broader social or economic context difficulties of managing NGOs with operations in several countries also raised concerns.

Since the late 1980s, the notion of civil society has grown in international popularity. It often appears in public discussions, scholarly papers, media stories, and policy assessments and recommendations on virtually any contemporary subject of concern. Civil society groups, particularly NGOs, have seen remarkable development throughout this time, with increasing funding from international institutions, governments, the corporate sector, and the general public (Lu, n.d.).

Lu, n.d. indicates that China watchers have always shown great interest in the development of civil society in the country, largely because of its widely perceived potential for bringing about democratic political change. But they have also attached importance to civil society, especially NGOs, on account of the other vital functions they are supposed to be able to perform, such as providing social services, promoting community development, protecting vulnerable social groups and generating debate on public policies.

Lu continues to say that despite the growth of these NGO, factors ranging from government policies and the features of political participation are examples of those they are facing. The challenges as mentioned are those that do not have easy solutions because they have to do with institutions and structures. To assist Chinese NGOs in better realizing their potential, interested parties must go beyond the NGOs themselves and focus greater efforts on strengthening the overall environment for the development of these organizations.

Kang'ethe and Manomano (2014) posit indubitably the effectiveness and effectiveness of NGOs especially in African countries are increasingly being threatened by a barrage of factors, the huge one being diminishing state of funding. The necessity for more NGO engagement, particularly in developing nations, has become increasingly pressing as visible expressions of poverty and its consequences have emerged (Mulinge & Mufune, 2003). Most notably, it is estimated that the activity of non-governmental organizations (NGOs) in the developing world reaches around 250 million people in areas such as food security, community development, human rights, gender, environment, and agricultural development, among others (Kabir 2000; Weiss & Gordenker 1996: cited by Kang'ethe & Manomano, 2014). Because most or all NGOs operate on a non-profit basis and rely on contributions, their sustainability is inherently uncertain, particularly when market swings occur and global economies experience recessions (Agere, 2014)

Corruption and its repercussions, shown in theft of organizational money, payment of phantom labour, abuse of organizational infrastructure such as cars for personal benefit, and so on, are a cankerworm that significantly undermines the productivity of organizations, NGOs included (Agere, 2014; Coetzer, 2013)

Also lack of government goodwill for NGOs, which has resulted in poor coordination between the government and the NGOs, has hampered the NGO fraternity's efficacy and efficiency, occasionally causing the NGOs to fail to meet their stated aims and objectives. It is also discouraging to realize that most NGOs struggle to find competent labour, such as social workers. This might be because they do not pay as well as the government or other private entities. The NGO problems are exacerbated by an environment of insufficient financing, a failure to attract permanent social workers, corruption, and a lack of government goodwill. It is critical that the government show an interest in resolving these issues if the efficacy and efficiency of non-governmental organizations are to be achieved (Kang'ethe & Manomano, 2014). A lot of researchers have been conducted but not on the role of NGOs in social development in the Lower Manya Krobo Municipality hence the need to conduct this to examine their roles and how community members are involved in the planning and implementation of developmental projects.

2.17 Summary

The review of related literature on the role of NGOs in social development has led to a conceptual understanding of NGOs and development. Social development has also been conceptually explained as the improvement in living standards of people in underdeveloped areas. The role NGOs play in bringing development in terms of education, healthcare delivery, provision of water, among others and finally the involvement of local people in development planning has been explained to show how development can be brought about in a very effective and efficient manner. This study will fill the knowledge gap by examining the activities of NGOs in Lower Manya Municipality and what they are doing to improve education, health, water provision, among others and the local participation of the people in the community.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the research methodology which emphasizes on the various approaches or methods that were used to gather data in answering the research questions and further analysing to achieve the objectives of the study. It is basically the focal point of every research. It focuses on the research design adopted, study setting, population of the study, sources of data, research instrument, data collection techniques and analysis, ethical considerations used have been explained. Finally the design and administration of questionnaire have been clarified.

3.2 Study Design

The design explores probable connections between variables without attempting to alter those variables. It evaluates if and to what extent a connection exists between two or more measurable variables. The study used a survey design. McCombes (2019) posits that descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It could answer what, where, when and how questions, but not why questions. A descriptive research design could use a wide variety of research methods to investigate one or more variables. Unlike in experimental research, the researcher does not control or manipulate any of the variables, but only observes and measures them.

A mixed method of research was used for the study which consists of a qualitative and quantitative approach where a focus group discussion each was conducted in all the communities as well as the use of structured interview schedule read to solicit responses from community members and structures questionnaires for the staff of

NGOs to answer. A quantitative cross-sectional research technique was used to collect data on study variables at certain points. The advantages of this research design are that it reflects the opinions of the participants. Mixed methods studies offer research participants a voice and guarantee that study conclusions are anchored in the experiences of the participants. It also encourages scholarly exchange. Some downsides of this design are that they can be more difficult to carry out. It may need more experience to gather and analyse data, as well as understand the results, than using just one approach. Combining several approaches necessitates the expenditure of additional resources, such as time and money.

3.3 Study Setting

The Lower Manya Krobo Municipality (LMKM) is located at the Eastern corner of the Eastern Region of Ghana and lies between latitudes $-6.2-6.5^{\circ}\text{N}$ and Longitudes $-0.3 - 0.0^{\circ}\text{W}$ of the Greenwich Meridian and Altitude of 457.5m. With its capital in Odumase – Krobo, the Lower Manya Krobo Municipal was the parent Municipality from which Upper Manya Krobo District was carved-out by Legislative Instrument 1842 in 2007. The Lower Manya Krobo Municipal Assembly was upgraded into the Municipal Status on 9Th February, 2012 by L.I. 2046.

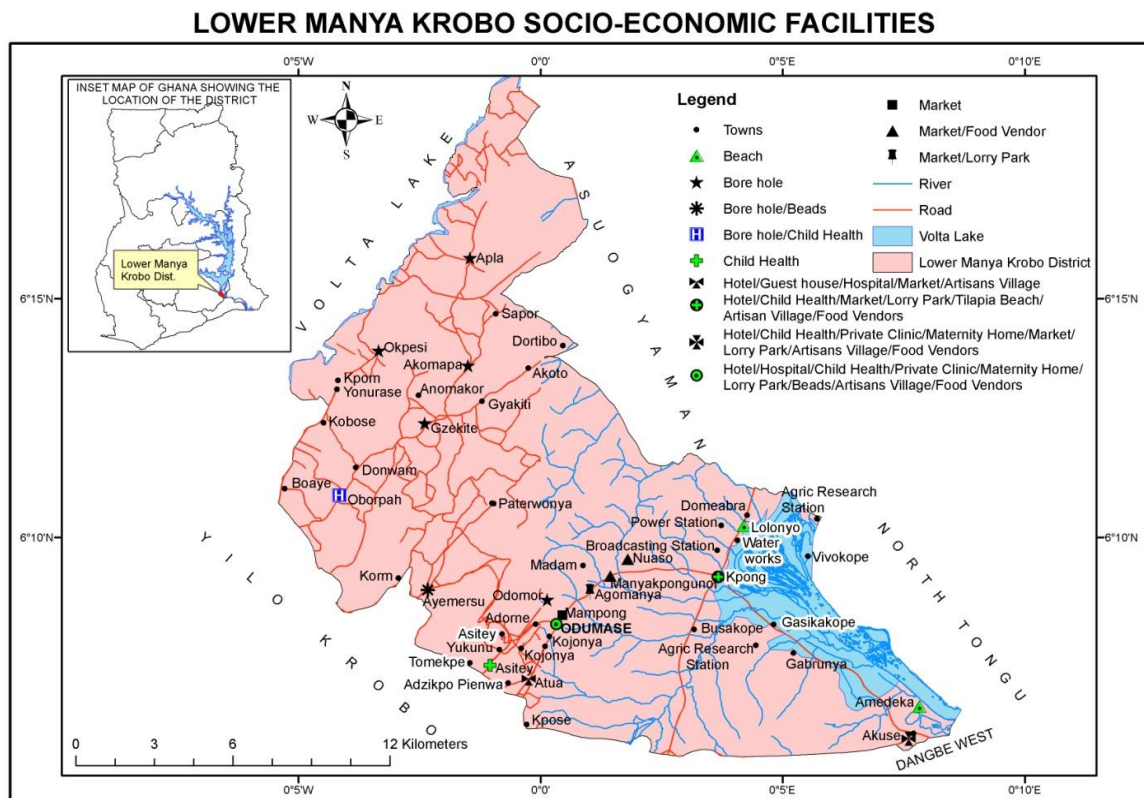
The Municipality covers an area of 591 square kilometers constituting about 3.28% of the total land area of the Eastern Region of Ghana (18,310km). It is bounded at the North-west with Upper Manya Krobo District, North-east with Asuogyaman District, South-eastern part is North Tongu District and the South are Yilo and Dangme West Districts respectively. The 2010 Population and Housing Census indicated a population size of 89,246 for the Municipality. This comprised 39,986 males representing (46.46%) and 47,776 females representing (53.54%). The 2020 projected population stands at 145,471. The projected 2020 population stands at 145,471.

Lower Manya Krobo Municipality lies within the semi-equatorial climate belt with a mean annual rainfall ranging between 900mm to 11,500 mm. Relative humidity is high during the wet season, between 70% and 80%, and low in the dry season with about 55% to 60%.

Krobos' constitutes about 66.00% of the total population, followed by the Ewe 18.00%, Akan 7.00%, Hausa 3% and others 6.00%. Krobo is the main language spoken in the Municipality. Ewe is spoken widely in the fishing communities which are dotted along the Volta Lake. Krobo language is widely spoken in farming settlements in the Municipality.

The economy of the Municipality is dominated by agriculture with commerce and industrial sectors least developed. Agriculture accounts for about 65% of the Municipal labour force, commerce account for about 20%, while industry and other sectors account for about 15%. The Map below shows the socio-economic facilities in the Municipal.

Figure 1- Map of Lower Manya Krobo Municipality



3.3.1 Education

Lower Manya Krobo Municipal has eight circuits with 97 pre-schools, 90 Primary Schools, 51 Junior High Schools and 9 Senior High Schools (public and private).

3.3.2 Health Services

There are two (2) government hospitals and one mission hospital in the Municipality that serves as the first referral point namely: Atua Government Hospital, Akuse Government Hospital and St. Martin's Hospital (Catholic). There are 2 private clinics and maternity home and four (4) Reproductive and Child health facilities in the five (5) sub-districts; Odumase, Kpong, Asitey, Oborpah, Akuse sub-districts which provide both curative and preventive services.

3.3.3 Recreation and Tourism

The Municipality also have some tourism potentials including Beautiful landscape and scenery along the Volta Lake, Extensive Lake shores for development of beach resorts, Kpong Airfields, Water transport and River sport in the Lake. A waterfall with rich scenery is also found at Tsledom. The Krobo Mountain, which is the ancestral home for Krobos is an important landmark that needs to be link to the Municipal tourism development.

3.3.4 The Traditional Festival

The Ngmayem Festival is celebrated annually by the people of the Manya Krobo Traditional area made up of the Lower and Upper Manya Krobo Municipality and district respectively. The festival attracts hundreds of people who are mainly Krobos to Odumase and its adjoining towns.

3.3.5 Beads and Artisans Village

At the right side of the entrance of the Akuse-Amedeka road, off the Akosombo-Tema highway the “Kloyom” the mountain believed to retain relics of the rich history of Krobo ancestry. The foot of this mountain, a beads and artisans village can be developed to promote tourism development in the municipality.

3.3.6 The Kpong Tilapia Beach

An over five hundred (500) metre stretch of the land bordering the Volta lake at Kpong has been proposed for a tilapia beach resort. The potentially huge project which is intended to be funded through a Public-Private Partnership arrangement host spots and recreational centres.

3.3.7 Natural Treasures

The Volta River Block I, Yongwa forest reserve is a pride of the Municipal tourism potential. Within the Yongwa forest, there is rare species of tree by the name of Talbotiella that attract scientists to the area and this plant needs to be protected and multiplied to attract more revenue to the Municipality.

3.3.8 Climate

Lower Manya Krobo Municipality lies within the semi-equatorial climate belt with a mean annual rainfall ranging between 900mm to 11,500 mm. Relative humidity is high during the wet season, between 70% and 80%, and low in the dry season with about 55% to 60%.

The municipality experiences two major seasons, namely wet and dry seasons. April to early August as well as September to October are the wet seasons, whereas the dry and warm season is experienced from November to March. However, August is dry,

but cold. Temperatures are generally high with average temperatures ranging between 26°C and 35°C.

The Municipality falls under the influence of two winds: the wet southwest monsoon winds which blow across the Municipality from the Atlantic Ocean between March and July and the northeastern trade winds (Harmattans) from Sahara Desert which blows between November and early March. These winds come together with the wet and dry seasons respectively. The pattern of temperature, winds and rainfall distribution in the Municipality presents a climate that is conducive for plantation and agricultural development throughout the year.

This climatic pattern is good for food crop production and to a lower extent, forest development. However, the concentration of the rains in between six months affects and interrupted farming within the rest of the year, compelling most farmers to spend the dry season idling without any serious economic activity. Similarly, the rain season also affects the rural roads networks as most of the community access roads develop gullies and pot holes due to erosion during raining.

3.3.9 Physical and Natural Environment

The municipality which is semi-urban has most of its population engaged in agricultural activities like crop and fish farming. Hence, a sizeable amount of lands in the municipality is used for this purpose. However, due to local methods of farming, reliance on rain, bad farming practices like burning, as well as inadequate access to improved variety of seedlings and other planting materials, the yield per farmer annually is on the lower side. The fish farmers on the other hand has some of its farmers who uses chemicals in the lakes for huge and easy harvest. Some fish farmers have also adopted positive methods of fishing by farming in the ponds.

Although the population engaged in farming produce some yield annually, the output in general is very low since the output is approximately proportional to the mouth or populace to be feed. Thus farmers do not earn much from their harvest. This has contributed to the low standard of living within the municipality. The trickledown effect can be reverse to have a positive impact on development. That is if farmers are provided with improved variety of seedlings, irrigation, proper extension services, etc. it will go a long way to increase productivity, income and standard of living of the people (Lower Manya Krobo Municipal Assembly).

3.3.10 Conditions of the Built Environment

Almost all the settlements in the Municipality exhibit linear form of nucleated settlement patterns along the major roads throughout the Municipality while the outskirts has the scattered settlement. The major factors for this can be attributed to the 'Huza' system being practiced by the Krobos and the topography of the district. In the older parts of relatively urbanized towns such as Odumase-Krobo, Agomanya, Kpongunor, Kpong, Akuse, Nuaso, etc conditions within the built environment are generally poor due to lack of access roads and insignificant maintenance habit of the people. Traditional building materials such as stabilized earth, concrete, iron roofing sheet were predominantly used. Drainage and garbage disposal are visible problems throughout the major towns. In the more rural areas, settlements are detached. The collection and disposal of refuse is a serious problem. Refuse is managed on site with disposal being done by raking and burning. Most of the time, the rate of dumping exceeds the rate of disposal leading to huge mounds of refuse at the various refuse sites.

This is traceable to poor spatial planning, poor waste management, lack of bye laws, poor building technology, among others. With the absence of effective development

control machinery in the district, physical development has been haphazard and uncoordinated leading to uneconomic land use especially in the urban and semi urban settlements of Odumase-Krobo, Agomanya, Kpongunor, Atua, Kpong, Akuse etc. General absence of drains in the municipality has exposed most communities to severe erosion resulting in rills and gullies which has exposed foundations of buildings. Worse still the communities along the Limestone mines building are now be exposed to strong vibration of Dynamites blasting and atmospheric pollutions and this need to be check. Also port holes believed to have being developed by heavy duty trucks for limestone winning has led to increase in road accidents on the road leading from Odumase-Krobo to Oborpah.

3.3.11 Water Security

The municipality has major sources of water supply to its populace, these sources are, the Kpong water plant, the Somanya water plant and the rural water supply system which is undertaken in collaboration with NGO's. The rural area does not have access to pipe-bone water, they rely on the rural water system. This is due to the hilly nature of their part of settlement. However, the urban areas have access to pipe-bone as well as some rural water systems like the bore-hole.

3.3.12 Challenges of the municipality

- Inadequate logistics and equipment for effective service delivery
- Inadequate revenue mobilization or collection
- Poor conditions of markets
- Inadequate staff capacity for effective service delivery
- Bad nature of roads and poor drainage system
- Low farmer-extension-officer ratio

- Indiscriminate dumping of refuse
- Lack of office accommodation at the District Education Directorate
- Lack of motivation for staff
- Inadequate electricity supply
- Inadequate school infrastructure
- Inadequate working equipment and other logistics e.g. vehicles
- Ineffective sub-structures
- Low Internally Generated Funds
- Inadequate access to credit facilities
- Inadequate portable water
- Inadequate farm inputs
- Market day absenteeism from school
- Inadequate health facilities
- Revenue leakages due inadequate monitoring and supervision
- Low quality of export products (Lower Manya Krobo Municipal Assembly)

3.4 Study population

Community members and employees of NGOs operating in the District constituted the study population.

3.5 Sample and Sampling Procedure

Purposive and convenience sampling methods were used in this study. First, purposive sampling method was used to select NGO employees whose tasks related to the planning and delivery of development projects. In all, fifteen (15) employees from five (5) NGOs, 3 respondents from each NGO who are into direct implementation and management of project activities. Also, convenience sampling was used to select one

hundred (100) community members from five (5) different communities. That is, twenty (20) members from each community that NGOs have their interventions in were selected. The community members were chosen based on their preparedness and willingness to answer the questions. In all, 115 respondents were involved in the study.

3.6 Sources of Data

To give the needed answers to the research questions, the study employed both primary and secondary data sources. Primary data was primarily gathered using questionnaires for staff members of non-governmental organizations (NGOs) who are into direct implementation and management of projects and interview schedules for community members because they have in-depth knowledge on project activities. Focus group discussions were also held in all 5 communities to confirm responses from respondents. Secondary data sources included related books, publications, journals, newspapers, and previous research works.

3.7 Research Instruments

A set of questionnaire, an interview schedule and a focus group discussion guide were used for the study. A set of questionnaire was used to collect data from the employees of the NGOs in the Lower Manya Krobo Municipality whilst an interview schedule was relied upon to gather data from the community members. Focus group discussions were held in all five (5) communities that the interview schedules were administered to confirm the responses given by the community members. This was to give an effective and flexible way of collecting data using the research questions that could be well communicated for comprehension and a good understanding.

3.7.1 Pilot-Testing of the Research Instrument

Pilot testing of the research instruments was conducted on 10 respondents from the population with respondents randomly selected from two communities. The ten pilot test respondents were not included in the final sampling survey. Pilot testing ensured that the respondents to confirm that questions were succinct, understandable, and consistent. The researcher additionally asked respondents to participate in the study in order to assess whether or not the questions in the questionnaire were relevant and suitable. The questionnaire was examined, and required revisions were made to include all important information in the phrasing and presentation.

3.8 Data Collection Techniques

Before the data gathering procedure began, the researcher sought prior permission from the NGOs engaged in the study. This was after receiving approval from the graduate school and my supervisor to conduct the research. In advance of beginning data collection, the researcher visited community leaders from the five communities to inform them about the exercise and started clearly its beginning and ending dates. The researcher, assisted by a research assistant, visited the respondents at various times and obtained their consent to collect data after explaining the objective of the survey and assuring them of anonymity for any information submitted, which was used for academic purposes only.

3.9 Data Analysis Procedure

The data analysis involved a number of steps, including editing completed questionnaires for completeness and consistency, as well as checking for mistakes and omissions. The quantitative data acquired using the closed ended questionnaire was analysed using descriptive statistics and the Statistical Package for Social Sciences

(SPSS) version 16. The quantitative data acquired using closed-ended items was assigned ordinal values and evaluated using frequency table statistics, percentages, mean and median values of the Likert 5-point scale rating. The findings were given in the form of tables, frequencies, and percentages. The qualitative data from the focus group discussions was transcribed, classified, and presented accordingly.

3.10 Ethical Considerations

Because this investigation includes delicate problems, permission from the proper authorities will be requested. The Non-Governmental Organizations to be sampled will first be approached for permission to conduct the research. This study adhered to research ethics by keeping the information acquired from respondents secret and for use solely for the purposes of this academic research. The respondents were also informed that the information acquired through this research would be kept with the utmost confidentiality.

Respondents were asked not to include their identities anywhere on the questionnaire and to supply the needed information truthfully and honestly. Finally, respondents were told that the study's findings will be conveyed to pertinent persons, including interested stakeholders, upon request.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter was presented in line with the objectives of the study. Results and discussions were presented based on two parts. The first part considers the demographic data of respondents while the second looks at the research objectives.

4.2 Demographic Data of respondents

The section addresses the respondents' social and demographic characteristics. This information includes their sex, age, education, marital status, and religion. Table 1 and 2 show the demographic features of NGO staff and community members.

Table 1: Demographic Data of NGO staff

Variable	Frequency (No.)	Percentage (%)
Sex		
Male	11	73
Female	4	27
Total	15	100
Age		
25-29	1	6
30-34	5	33
35-39	2	13
40 and above	7	47
Total	15	100
Educational Levels		
Secondary (SHS & TVET)	2	13.33
Tertiary	13	86.67
Total	15	100
Marital status		
Single	7	46.67
Married	8	53.33
Total	15	100
Religious affiliation		
Christian	15	100
Total	15	100

Source: Field Data, October 2021

From table 1, out of the 15 respondents of the NGOs, there were 11 males and 4 females representing 73.3% and 26.7% respectively. This means that, there are more males than females in the NGO sector. Also 47% of the staff of NGOs were over 40 years, one person was in the age range of 25 and 29 and five (5) respondents were between ages 30-34. Assessing their level of education, out of the 15 respondents 2 had attained secondary/ Technical or vocational education and the other 13 were graduates from tertiary institutions. Table 1 clearly shows that 8 out of 15 respondents were married and the rest were single. This makes a percentage of 53.33 for the married and 46.67 who were single. All 15 respondents of the NGOs were Christians which makes a 100% of the population.

Table 2: Demographic Data of community members

Variable	Frequency (No.)	Percentage (%)
Sex		
Male	46	46
Female	54	54
Total	100	100
Age		
Below 20	9	9
20-24	14	14
25-29	8	8
30-34	17	17
35-39	16	16
40 and above	36	36
Total	100	100
Educational Levels		
No formal education	20	20
Basic (primary, middle & JSS)	45	45
Secondary (SHS & TVET)	22	22
Tertiary	13	13
Total	100	100
Marital Status		
Single	55	55
Married	43	43

Divorced	1	1
Widow / Widower	1	1
Total	100	100
Religious affiliation		
Christian	87	87
Islam	13	13
Total	100	100

Source: Field Data, October 2021

The second table shows the demographics of community members and this presents 8% more women than men. The male percentage stood at 46 as that of the females was 54. This confirms the municipality's population of women being more than the men in the 2010 population census. This clearly shows that even though the population has a greater number of women than men in the municipality, not so many of them work in the NGO space. It also means that NGOs should look more into interventions of women. Respondents from the communities who were over 40 years of age form 36% of the total population. Seventeen (17%) of them were between age 30 and 34 and the smallest percentage of 8 were between 25 and 29. Community members of about 45% had gone to the basic school, 22% to the secondary, 20% had no formal education and 13% had their tertiary education. This however was possible because of the infrastructural needs that the NGOs provided. From table 2, 55% of respondents were single, 43% married, one was divorced and the last percentage was a widow. The religious affiliation of the community members show that 87% of them were Christians and the last 13% were of the Islamic religion. This means that the municipality had more Christians than other religions.

The two tables show that generally the respondents for both the NGO sector and the community members were in the ages of 40 and above.

4.3 Various interventions undertaken by NGOs in the municipality within the last decade.

The first research objective sought to look at the interventions that NGOs in the municipality provided in the last decade.

Table 3: Responses from the NGO staff on interventions in the last decade

Intervention(s)	SA	A	U	D	SD	NR	Total	%
Educational projects	14 (93.3)	1(6.7)	0	0	0	0	15	100
Health services	14 (93.3)	1 (6.7)	0	0	0	0	15	100
Provision of water	10 (66.7)	4 (26.7)	1(6.7)	0	0	0	15	100
Employment opportunities	8 (53.3)	4 (26.7)	3 (20)	0	0	0	15	100
Promotion of human rights	12 (80)	2 (13.3)	0	1 (6.7)	0	0	15	100
Promotion of local governance	8 (53.3)	4 (26.7)	3 (20)	0	0	0	15	100
Promotion of gender equality	11 (73.3)	2 (13.3)	2 (13.3)	0	0	0	15	100
Agriculture	10 (66.7)	3 (20)	2 (13.3)	0	0	0	15	100

Source: Field Data, October 2021

Table 4: Responses from the community members on interventions in the last decade

Intervention(s)	SA	A	U	D	SD	NR	Total	%
Educational projects	22	74	2	2	0	0	100	100
Health services	23	71	5	0	0	1	100	100
Provision of water	9	70	13	5	3	0	100	100
Employment opportunities	13	51	31	3	1	1	100	100
Promotion of human rights	4	26	65	3	0	2	100	100
Promotion of local governance	4	19	73	1	1	2	100	100
Promotion of gender equality	15	57	25	2	0	1	100	100
Agriculture	8	52	37	0	1	2	100	100

Source: Field Data, October 2021

NGO staff of 93% strongly agreed as the 7% agreed that they had interventions in education. Majority of the community members forming 74% and 22% agree and strongly agreed that NGOs provided interventions in the educational sector. Two (2%)

of them were undecided and the last 2% disagreed that there were interventions in the educational field.

The NGOs identified in the Lower Manya Krobo Municipality by the respondents undertake different activities towards the development of the people of the municipality. All these organizations offer support to individuals, groups and communities all over the place in aspect of education, health, water provision, provision of employment opportunities, promotion of human rights, promotion of good governance, gender equality and agriculture & food security. As Kavaarpuo (2019) postulates that education is one of the pillars for sustained and accelerated socio economic transformation of economies in the world over. Governments all over the world have therefore made efforts to enhance the education sectors of their respective economies of which Ghana is no exception. Both NGOs and community members consented that interventions in the educational sector were implemented. Discussions from all the focus groups also affirmed that most NGOs have interventions in the educational sector and their main focus areas are in building schools, providing scholarships opportunities for students, providing teaching and learning materials to both teachers and students and taking care of orphans. This is in line with what Wahab (2000) established that in Zanzibar, NGOs have filled the development gap in the education sector by providing sponsorship to students in Unguja Island and also providing teaching materials, constructing schools and providing furniture as well. This shows that most of the NGOs are mainly into interventions on education.

As much as the NGO staff strongly agree that they have had interventions in the area of health over the years, 71% of community members agreed that NGOs in the last decade had interventions in the communities in health services as 23% strongly

agreed to the assertion. Five persons from the community who form 5% were undecided and one person did not give any response. Discussions held with the focus groups in the communities revealed that most NGOs had interventions in health, education and in the provision of water in the municipality.

Brinkerhoff et al. (2007) also reveal that health is critically important in achieving poverty reduction and development, as well as vital to human well-being in its own right. The inclusion of health in the United Nations Development Program Health Development Index, the World Health Organisation formulation of health as a conditionality of economic development, and the World Bank's call for an increased role of health in development activities in investing in health reflect the growing recognition of the importance of health in global socioeconomic development. The health of individuals and communities is therefore paramount hence the many interventions of NGOs in the area.

Majority (66.7%) of NGO staff strongly agreed that they were into the provision of water. The general views of community members also consented to it that NGOs provided water in the last decade even though 13% were undecided and 3% strongly disagreed to it.

According to the World Health Organization, Water for Life represents not just that no one can survive without clean drinking water, but also that access to quality water affects everyone's health, education, life expectancy, well-being, and social development in diverse ways at different ages. The NGOs and community members clearly stated that NGOs were phenomenal in providing water for them. The discussants in the focus groups reaffirmed this that NGOs were doing their best to provide water for them in the communities that lacked it.

Majority of the respondents from the NGOs and communities indicated that in the last decade, employment opportunities were provided for communities. Community members of about 31% were undecided and 1% strongly disagreed to it. In general respondents mentioned that NGOs have been helpful in providing employment opportunities. Four of the focus groups also affirmed that NGOs did well in providing employment opportunities in the last decade. This confirms literature that NGOs play a vital role in lowering the country's unemployment rate by providing various aspects such as short term training in which unemployed youths are taught in personal skills, e-skills, and entrepreneurial business.

Out of the 15 respondents from the NGOs, 80% of them conceded that they were into human rights interventions in the last decade however majority of the members of the community were neither for nor against the notion that NGOs promoted human rights in the municipality. Only 26% agreed and the 3% forming 3 respondents also disagreed.

Marcinkutė (2011) found that there is a widespread attitude that human rights NGOs are altruistic organizations that work in preventing the abuses of human rights and freedoms. The influence of NGO operations on standard setting carried out inside the framework of the United Nations, which is the most comprehensive and important institution for the creation and codification of international human rights norms, is, nevertheless, of the utmost significance (Van Boven, n.d.).

This clearly gives some two conflicting views about what NGOs do in the municipality in terms of the promotion of human rights however, discussions had in all five focus groups in five communities also affirmed what the respondents in the communities said that they did not see much of the promotion of human rights issues as the NGOs mentioned that they were doing.

Even though 53.3% which is the majority and 26.7% of NGOs strongly agree and agree respectively that they were into the promotion of local governance in the past, many community members were undecided on this assertion. A total of 73% were undecided with 19% who agreed and about 2% who also disagreed. This was like the words of the NGOs against that of community members. This clearly shows that NGOs in the municipality were not up and doing in this field. And even if they were it means that the community members do not know what was going on.

The discussions from the focus groups also revealed that there were no interventions by NGOs in the last decade which have to do with the promotion of local governance. This confirms the responses given by the respondents from the communities.

With regards to the promotion of gender equality 73.3 % of NGOs strongly agreed that they had interventions in the promotion of gender equality. Majority of community members forming a percentage of 57 also believed that NGOs have done their best in the field. Twenty five (25) of them forming the same percentage were neither for nor against it. Schlagel (2021) postulates that in order to alleviate global poverty, it is imperative to fight for gender equality. The President of the United Nations International Fund for Agricultural Development said, “When you invest in a man, you invest in an individual. When you invest in a woman, you invest in a community.” Women all over the world continue to struggle for equality in the workplace. Additionally, women often bear the burden of completing domestic responsibilities and unpaid labour.

Discussions from the focus groups also firmed it up that NGOs were up to the task in the field of the promotion of gender equality but mentioned that there was still more to be done.

Ten (10) in fifteen (66.7%) respondents of NGO assented that they had interventions in agriculture while 2 (13.3%) were undecided, 52% of community members also agreed that NGOs had interventions in agriculture as 37% were undecided and one person strongly disagreed to it. This clearly shows that NGOs have had interventions in the agricultural projects in the past. Focus group discussants also confirmed that NGOs had interventions in agriculture in the past decade in different communities.

George (2020) mentions that non-governmental organisations help in the improvement of farmers awareness and agricultural knowledge through extension services found all across Africa so what this means is that these bodies help to train farmers and to educate them on the innovation of improvement based on varieties of all breeds of animals that are resistant to certain diseases found in certain areas of the Continent.

4.4 List of interventions NGOs in the municipality have provided

One third of the population (33.33%) and 20% of the staff of NGOs mentioned that the NGOs normally built schools and paid the school fees of children as well as providing teaching and learning materials to the schools (Table 5).

Table 5: Educational interventions listed by NGO Staff

Item	Frequency	Percentage
No response	1	6.67
Building of staff quarters	1	6.67
Building schools	5	33.33
Child enrolment, retention and school completion	1	6.67
Girl child education campaign in schools	1	6.67
Paid school fees and educational materials	3	20.
Training of teachers and provision of learning materials	2	13.33
Water and sanitation projects in schools	1	6.67
Total	15	100

Source: Field Data, October 2021

When community members were asked of the interventions that were done in the educational sector, 33% of them believed that NGOs were mainly into the building of schools as the 27% consented that they were into paying of school fees for children. Similarly 17% of them indicated that NGOs provided teaching and non-teaching materials for schools. The others mentioned scholarship schemes, capacity building programs for students and the provision of water systems like poly tanks and mechanised boreholes (Table 6).

Table 6: Educational interventions listed by community members

Item	Frequency	Percentage
No response	8	8
Building of school blocks	33	33
Building of school blocks and provision of teaching materials	4	4
Building of school blocks and supporting in fees payment	1	1
Building of school blocks, scholarship programs and provision of teaching materials	3	3
Capacity building programs for students	4	4
Paying of school fees	27	27
Provision of mechanised boreholes	1	1
Provision of teaching and learning materials	17	17
Supply of water systems and poly tanks	2	2
Total	100	100

Source: Field Data, October 2021

Focus group discussions also revealed that NGOs built schools, gave scholarships to students as well as taking of orphans in schools and provided water systems like poly tanks, boreholes and others for schools.

Three out of fifteen (20%) mentioned that NGOs paid hospital bills and renewed the health insurances of community members as same percentage said that they provided personal protective equipment (Table 7). Thirty nine respondents (39%) from the communities mentioned that NGOs were mainly into health screening as 10% said they were into the renewal of National Health Insurance cards for people. Thirteen

(13) respondents did not give any response and the other respondents also believed that NGOs built CHPS compounds, did health education, HIV, TB and malaria education and screening and the supply of water systems to health facilities (Table 8).

Table 7: Health Services listed by NGO staff

Item	Frequency	Percentage
No answer	1	6.67
Building of CHPS compound	1	6.67
Education on communicable diseases	1	6.67
Health care of children	1	6.67
Health screening	1	6.67
HIV and malaria intervention	2	13.33
Paid hospital bills and NHIS renewal	3	20.00
People for health project	1	6.67
Provision of PPE	3	20.00
TB cases	1	6.67
Total	15	100.00

Source: Field Data, October 2021

Table 8: Health Services listed by community members

Item	Frequency	Percentage
No response	13	13
Building and supporting CHPS compound	5	5
Health education	9	9
Health screening	39	39
Health screening and building CHPS compounds	2	2
Health screening and payment of hospital bills	3	3
Health screening and provision of mosquito nets	1	1
Health screening and renewal of NHI card	4	4
HIV and malaria education	9	9
HIV and TB education	2	2
NHI card renewal	10	10
PPE	1	1
PPE and WASH	1	1
Supply of water systems and poly tanks	1	1
Total	100	100

Source: Field Data, October 2021

A participant in one of the focus group discussions said “NGOs have been very good to us. They support CHPS compounds, enrol the aged and orphans on the National health insurance and renew their cards for them too not forgetting the frequent health

screenings that they do. We are grateful to them and I would personally love to work with them to help my people.”

The above clearly shows that the interventions that NGOs have been into are normally about health education and screening, renewal of health insurance cards and providing of PPEs.

In the provision of water, 7 members of NGOs (46.67%) mentioned that their interventions were into providing mechanised boreholes for communities, 2 added that pipe borne water, filter buckets and bore holes were provided (Table 9). Three respondents did not write anything under this intervention meaning that they did not know or are not privy to NGOs providing such services to community members. Similarly a majority of 56% members of the community endorsed that NGOs provided mechanised boreholes, poly tanks and wells. Thirty three (33%) of them did not give responses at all as 2% said they provided boreholes and wells (Table 10).

Table 9: Water facilities listed by NGO staff

Item	Frequency	Percentage
No answer	3	20
Mechanised boreholes	7	46.67
Provision of filter bucket	1	6.67
Provision of pipe borne water, filter buckets and bore holes	2	13.33
Provision of veronica buckets and poly tanks	2	13.33
Total	15	100

Source: Field Data, October 2021

Table 10: Water facilities listed by community members

Item	Frequency	Percentage
No response	33	33
Provision of mechanised boreholes	56	56
Provision of mechanised boreholes and wells	2	2
Provision of poly tanks	9	9
Total	100	100

Source: Field Data, October 2021

Discussions from the five focus groups also approved that NGOs have been into providing mechanised boreholes and digging of wells for communities and this helped in improving the health conditions of the communities that benefited.

From Table 11, 6 respondents making 40% did not provide answers which was to say that they did not know or believe that there were NGOs who were into providing employment opportunities to members of communities. Six (6) others also mentioned that NGOs did that through skills training and development whiles the last three added that NGOs employed community members to work, they also recruited volunteer teachers and cooks as well as giving short term recruitments to community members.

Even though community members of 31% mentioned that NGOs gave skills training to community members, 58 of them did not respond to this making it not fully certified (Table 12). The focus group discussions confirmed that NGOs had interventions like skills training in the communities. This however confirms the assertion made by the NGOs about their interventions.

Table 11: Employment opportunities listed by NGO staff

Item	Frequency	Percentage
No response	6	40
Employing workers	1	6.70
Recruitment of volunteer teachers and cooks	1	6.70
Short term recruitments	1	6.70
Skills training and development	6	40
Total	15	100

Source: Field Data, October 2021

Table 12: Employment opportunities listed by community members

Item	Frequency	Percentage
No response	58	58
NGOs accepting volunteers	2	2
Providing employment opportunities	1	1
Skills training	31	31
Skills and business management training	2	2
Supporting local businesses with loans	6	6
Total	100	100

Source: Field Data, October 2021

Additionally, majority of respondents (53.33%) of the staff of NGOs did not have anything to say under the promotion of human rights (Table 13). Three respondents mentioned that NGOs educated the citizenry on human rights, child protection and forms of abuse. Two others also talked about education on child rights and the promotion of child protection. The other respondents added that the general population was educated on human rights and access to basic education. This shows that NGOs in the municipality do not do much on the promotion of human rights. The earlier assertion was that NGOs did not do much in this field and the community members have confirmed that by 96% of them not giving responses at all under this. However 4% believe that they do so by doing civic education with them through community meetings (Table 14).

Table 13: Promotion of human rights identified by NGO staff

Item	Frequency	Percentage
No response	8	53.33
Access to basic education	1	6.67
Educating the general population on rights	1	6.67
Education on child rights and promotion of child protection	2	13.33
Education on human rights and child protection and forms of abuse	3	20.00
Total	15	100.00

Source: Field Data, October 2021

Table 14: Promotion of human rights identified by community members

Item	Frequency	Percentage
No response	96	96
Civic education	3	3
Civic education through community meeting	1	1
Total	100	100

Source: Field Data, October 2021

Focus group discussants approved that NGOs did not do much in the promotion of human rights in the last decade hence the inability on their part to give the interventions that they were into.

Table 15 indicates that NGOs have not had interventions in good governance as few respondents mentioned of the contribution of NGOs in sensitizing citizens on government policies, the need for participation, giving general education on governance and strategic planning through town hall meetings and education by key state institutions like NCCE, Social Welfare and CHRAJ. Majority of the respondents had nothing to say on the subject matter showing that NGOs in the municipality did not do much of interventions on local and good governance. Just as they believe that NGOs did not have interventions in human rights, it applies to local governance too because 96% did not provide responses as 4% mentioned that they do that through community durbars and meetings (Table 16).

Table 15: NGO staff's response on promotion of local governance

Item	Frequency	Percent
No response	9	60.00
Education on government policies	1	6.67
Education on the need for participation	1	6.67
Giving general education on governance	1	6.67
Strategic planning	1	6.67
Town hall meetings	1	6.67
Trainings from NCCE, Social Welfare and CHRAJ	1	6.67

Total	15	100.00
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Source: Field Data, October 2021

Table 15: Community members' response on promotion of local governance

Item	Frequency	Percentage
No response	96	96
Community durbars	3	3
Community meetings	1	1
Total	100	100

Source: Field Data, October 2021

All five (5) focus group discussions had all revealed that NGOs were not up and doing in terms of the promotion of local governance hence the need to channel resources into promoting good governance.

Tables 17 and 18 provide the results on promotion of gender equality.

Table 17: NGO staff's response on promotion of gender equality

Item	Frequency	Percentage
No response	7	46.67
Access to microcredit for women	1	6.67
Awareness on the girl child education	5	33.33
Education on gender and equal rights of children	1	6.67
WASH under how to use sanitary pads	1	6.67
Total	15	100.00

Source: Field Data, October 2021

Table 18: Community members' response on promotion of gender equality

Item	Frequency	Percentage
No response	45	45
Giving loans to women in business	10	10
Promoting girl child education	44	44
Training on uses of business loans for women	1	1
Total	100	100

Source: Field Data, October 2021

In the promotion of gender equality, there were interventions such as awareness creation on educating the girl child, sensitization on gender and equal rights of children, projects on Water Sanitation and Hygiene (WASH) under which girls were

taught how to use sanitary pads. Women also had access to loans and trainings to operate in businesses and keep financial records. Close to a majority of the respondents forming 46.67% of the staff of NGOs and 45% of community members respectively had nothing to say on the topic which accounts to the fact that even though some were playing their part and doing their best, there was still more to be done in promoting gender equality.

However forty four respondents (44%) also thought that NGOs do so by promoting education of the girl child and in some cases providing scholarships for them as well as empowering women by giving loans to women in business and training them.

Tables 19 and 20 summarized the views of respondents on NGO interventions in agriculture.

Table 19: Interventions in agriculture listed by NGO staff

Item	Frequency	Percentage
No response	5	33.33
Access to market produce	1	6.67
Agricultural inputs	5	33.33
Chemical application and processing and skills training	2	13.33
Rearing for food and jobs	1	6.67
Tree planting, provision of agro chemicals and animal farming	1	6.67
Total	15	100

Source: Field Data, October 2021

Table 20: Interventions in agriculture listed by community members

Item	Frequency	Percentage
No response	57	57
Providing credit facilities for farmers	2	2
Supply of farm inputs and training of farmers	5	5
Supply of farm inputs to farmers	23	23
Supporting agro base farming with loans	1	1
Training of farmers	9	9
Tree planting campaigns	3	3
Total	100	100

Source: Field Data, October 2021

Also in Agriculture, there were interventions such as provision of agricultural inputs like fertilizer, and farm equipment, among others to enhance food security, training on chemical application and processing skills, rearing for food and jobs, tree planting and access to market produce. Five respondents of NGOs (33.33%) of the total respondents did not give responses to this as the same percentage believed that they provided agricultural inputs to farmers. Majority of respondents (57%) of community members had nothing to say about the interventions of NGOs. Twenty three percentage talked about the supply of farm inputs to farmers and 1% which is least mentioned that the interventions in agriculture were in supporting agro base farming with loans. Four out of the five focus group discussions held in the communities also revealed that NGOs provided farm inputs to farms and also trained them on how to apply fertilizer and others.

A critical examination of the responses by community members about the various interventions by NGOs as well listing the specific interventions, it was eminent that NGOs in Lower Manya were mainly into interventions around education, health, provision of water providing employment opportunities, the promotion of gender equality and agriculture of which education and health were many. In terms of education, both responds from the NGO sector and the communities talked about the building of schools by NGOs and catering for the needs of school children and this included their fees, teaching and learning materials. Their role in the municipality affirms what Adu-Baffoe and Bonney (2021) say that Non-Governmental Organisations play an indispensable role in the development process in Sub-Saharan Africa. This is evident in the educational sector where most major donor organisations have increased the resources apportioned through NGOs to implement their educational programmes. A participant in one of the focus group discussions

mentioned that “I do not know what I would have done in terms of the education of my wards if these NGOs had not come. I am a single parent and do not have the resources to have taken my wards to school. We always pray to God to bless them so that they continue to bless them.”

Brinkerhoff et al. (2007) also reveal that health is critically important in achieving poverty reduction and development, as well as vital to human well-being in its own right. Respondents also confirmed that the NGOs have been doing well in the health of health. They added that they have been phenomenal in health education and screening which is very good for them. The elderly in the discussions mentioned that these screenings have been helpful to them because they hardly go to the hospitals so the mobile ones that NGOs do tend to do a lot of good for them. Water as literature puts it is one of the most vital natural resources, yet it is not always accessible in the appropriate place, at the appropriate time, or of right quality. Improperly disposed chemical wastes from the past, rain water runoff, poorly maintained septic systems, and a variety of land disturbing activities all contribute to today’s difficulties with water quality and quantity however the respondents have mentioned that NGOs come to their aid by providing mechanized boreholes, wells, poly tanks and other water storage systems and these go a long way to help them. Majority of them also added that they also build their capacities by training them in basic skills like making of detergents, ice creams, hats and fascinators, arts and crafts, among others. Lastly they hinted on the fact that most of these NGOs take critical looks at the issues of women and girl child education. They promote them keenly and support women with some financial needs to be empowered and run their homes as the women that they are.

4.5 Views of community members on the various interventions undertaken by NGOs in the municipality.

The second objective explored the views of community members on the various interventions undertaken by NGOs in the municipality and how satisfied they have been (Table 21).

Table 21: Community members' level of satisfaction with NGO interventions

Intervention(s)	SS	S	U	D	SD	NR	Total	%
Educational projects	13	76	5	2	0	4	100	100
Health services	13	71	12	1	0	3	100	100
Provision of water	2	63	22	4	0	9	100	100
Employment opportunities	10	32	47	4	1	6	100	100
Promotion of human rights	11		70	5	1	13	100	100
Promotion of local governance	6		74	6	1	13	100	100
Promotion of gender equality	6	43	43	3	0	5	100	100
Agriculture	4	36	47	1	1	11	100	100

Source: Field Data, October 2021

Community members of about 76% were satisfied with interventions in the educational sector and 13% strongly agree to that. There is no doubt that they rated the interventions in the educational sector highly. Only about 2% were dissatisfied about them.

This confirms what UNESCO (2013) studies in Nigeria, Guinea and Botswana showed that schools that received support from NGOs tended to do well. In light of this, NGOs must give support to the educational sector since government support is not enough. Some major NGOs in Ghana involved in education like Plan International have introduced a Community Learning Assistance Program (CLAP) to strengthen the

schools. Action Aid International has also introduced the Shepherd Schools and Rural Education program aimed at promoting leadership in adolescent girls. Action Aid has also worked extensively in the Tamale to arrest the deficits in the educational sector.

Just as they were okay with the interventions in the educational sector, same applies with the health sector since 71% rated that they were satisfied. A few (12%) were undecided, one person was dissatisfied. Sixty three (63%) respondents forming the majority were satisfied with interventions on the provision of water. From the table, 22% were undecided and 9% did not provide responses. This confirms that they were okay with interventions on the provision of water.

Forty seven out of hundred (47%) community members were undecided showing that they do not know if they were satisfied or not or if they even agree that NGOs support in providing employment opportunities. Thirty two (32%) on the other hand were satisfied as 1% was strongly dissatisfied.

A significant majority (70%) of the population were undecided as one person indicated that was strongly dissatisfied with the intervention on the promotion of human rights. Thirteen respondents however did not provide responses. This confirms their earlier assertion that NGOs did not do much in the promotion of human rights.

Just like the case of human rights, local governance interventions are those that the community members believe that the municipality did not see much of that as 74% were undecided.

As 43% were undecided on the promotion of gender equality by NGOs, the same percentage were satisfied and 6 more were strongly satisfied on NGOs role to

promote gender equality in the municipality. This only means that they were doing their best but have to do some more for the communities.

Even though community members answered that NGOs had interventions in the Agricultural sector, they did tell much about what they were into to even comment on their level of satisfaction of the interventions had.

From the above discussions, majority of the community members were satisfied with the interventions in the education sector, health, provision of water and in the promotion of gender equality. Even though they mentioned that NGOs had been helpful in providing employment opportunities, discussions with them brought to bare that their operations were in specific parts of the municipality and they would be glad if they open their operations to other parts of the communities. They added that their initiatives were great but would appreciate more if others also get the same opportunities to better their lives. Discussions with community members revealed that some NGOs were not able to complete their projects and leave them half way. A participant in one of the focus group discussion said that “These NGOs have been very helpful, we appreciate their works especially in helping to build schools and paying the fees of our wards however we pray for other NGOs who will pay for the fees of our wards in the universities and those into habitats as well to help us with our housing issues too.”

Another person in one of the focus group discussions mentioned that: “Since they are doing some of the things that the government should be doing for us, we are happy and would even want them to come and build factories here so that we and our families can get jobs to do.”

4.6 Views of community members with respect to their participation in development interventions undertaken by NGOs in the municipality.

This objective sought to determine the views of community members with respect to participation in various stages that developmental projects from the planning stage, implementation and monitoring and evaluation levels. The quantitative results are shown in Tables 22, 23, 24, 25, 26 and 27.

Table 22: Responses from NGOs on involvement of community members in planning

Planning Stage	VH	H	N	L	VL	NR	Total	%
Awareness creation about developmental problems	9 (60)	5(33.3)	1 (6.7)	0	0	0	15	100
Identification of developmental problems	11(73.3)	3(20)	1 (6.7)	0	0	0	15	100
Ranking of developmental problems of communities	7(46.7)	6(40)	2(13.3)	0	0	0	15	100
Definition of project goals	8 (53.3)	5(33.3)	1 (6.7)	1(6.7)	0	0	15	100
Preparation of budget	6(40)	1 (6.7)	6(40)	2(13.3)	0	0	15	100

Source: Field Data, October 2021

Table 23: Responses from community members on their involvement by NGOs in planning

Planning Stage	VH	H	N	L	VL	NR	Total	%
Awareness creation about developmental problems	6	29	53	10	1	1	100	100
Identification of developmental problems	4	28	55	12	0	1	100	100
Ranking of developmental problems of communities	2	20	66	10	1	1	100	100

Definition of project goals	4	22	59	12	2	1	100	100
Preparation of budget	1	6	75	12	4	2	100	100

Source: Field Data, October 2021

Nine(9) of the respondents forming 60% of the population for NGO staff agreed that at the planning stages of interventions, awareness creation on the developmental interventions was very high as 33.33% mentioned that it was high. Only 1 person neither agreed to the notion nor disagreed to it.

About 53% of community members responded neutral and that tells a lot that NGOs do not do well with involving them in the awareness creation at the planning stage of interventions. Twenty nine (29%) said it was high as 1 rated it as very low. At the identification of developmental problems stage, 11 respondents mentioned that the rate at which community members were involved was very high. Three people making 20% said that it was high and the last person was not sure if it was high or low.

In contrast, community members did not believe that they were involved in the problem identification stage of developmental projects as 55% were neutral, 28% said it was high and only 4% said it was very high.

After identifying the developmental problems, there was the need to rank them to know which of them to intervene on first. During this period 46.67% of the population of NGOs said the involvement of the citizenry was very high, 40% said it is high and the last 13.33 % were neither sure whether it was high nor low hence were neutral.

In the terms of ranking of developmental problems too, many of community members indicated their neutrality about the topic which was to say they do not agree that they were involved.

At the definition of the project goals 8 persons said participation was very high, 5 said it was high, 1 person was neutral that is he/she was neither here nor there and the last person said it was low.

On the other hand, members of the community did not think that they are being involved here and this tells from their rating. Majority of them were neutral as about 22% said they were involved.

As 40% of staff of NGOs said participation in the preparation of budget was very high, one person added that it was high and 2 people said that the involvement of community members in the preparation of budgets was low. The preparation of budget stage has the worse score as majority 75% of community members were neutral. Community members did not think they are involved in in the planning stages of implementation of projects in the communities.

Table 24: Responses from NGO staff on implementation of activities

Implementation Stage	VH	H	N	L	VL	NR	Total	%
Selection of project management team members	10(66.7)	4(26.7)	1(6.7)	0	0	0	15	100
Deciding the time for commencement of intervention	9(60)	6(40)	0	0	0	0	15	100
Mobilising resources for intervention	7(46.7)	3(20)	2(13.3)	3	0	0	15	100
Executing project interventions	4(26.7)	6(40)	2(13.3)	1(6.7)	0	2(13.3)	15	100

Source: Field Data, October 2021

Table 25: Responses from community members on implementation of activities

Implementation Stage	VH	H	N	L	VL	NR	Total	%
Selection of project management team members	4	23	59	11	2	1	100	100
Deciding the time for commencement of intervention	3	24	60	10	2	1	100	100
Mobilising resources for intervention	6	21	58	13	1	1	100	100
Executing project interventions	3	20	64	10	1	2	100	100

Source: Field Data, October 2021

Srinivas (2009) makes the case that NGOs that are interested in community development tend to access resources, frame community issues and conduct interventions at the local level. They (NGOs) do not do this alone but in cooperation with other local entities that make up the public, private and social sectors. However, Cooke and Kothari (2001) contend that because participation is generally accepted as being positive without recourse to its aims and forms it takes, it may rather end up being detrimental to the community members. They continue that NGOs claim to resolve power imbalances in society participation in development but these remain at best theoretical and that the participation is still undertaken by only certain individuals and groups. It is therefore important that the NGOs examine the level of participation exhibited by a community closely.

Out of the 15 respondents from the NGOs who responded, 66.67% rated the selection of project management team under the implementation stage as very high, 26.67% said it was high and the last person was neutral whereas 59% of community members were neutral and as low as 2% said it was very low.

In deciding the time for the commencement of project, 60% of the staff of NGOs mentioned that the involvement of community members was very high as 40% said that it was high. On the other hand, only about one fourth of community members indicated that it was high. Majority (60%) of them were neither for nor against the notion that they were involved.

In terms of mobilising resources for interventions, 46.67% of the staff of NGOs answered that it was very high, 20% said it was high, 13.33% were neutral and the last 20% said it was low. However 58% of community members were neutral as 21% rated that it was high. One person also mentioned that participation was very low.

At the execution stage, 26.67% of the staff of NGOs said the involvement of community members is very high, 40% alluded that it was high, 6.67% said it was low. Just like the previous ones, majority of community members were neutral about their involvement in executing of projects.

Table 26: Responses from NGOs on monitoring and evaluation of projects

Monitoring & Evaluation Stage	VH	H	N	L	VL	NR	Total	%
Monitoring of project activities	10(66.7)	2(13.3)	3(20)	0	0	0	15	100
Giving feedback about delivery of interventions	9(60)	3(20)	2(13.3)	1(6.7)	0	0	15	100
Assessing whether projects implemented were in line with set goals	8(53.3)	2(13.3)	3(20)	1(6.7)	0	1(6.7)	15	100
Assessing how resources were used	6(40)	4(26.7)	2(13.3)	2(13.3)	0	1(6.7)	15	100
Impact of inventions	4(26.7)	7(46.7)	1(6.7)	1(6.7)	0	2(13.3)	15	100

Source: Field Data, October 2021

Table 27: Responses from community members on monitoring and evaluation of projects

Monitoring & Evaluation Stage	VH	H	N	L	VL	NR	Total	%
Monitoring of project activities	1	9	76	10	1	3	100	100
Giving feedback about delivery of interventions	2	11	73	0	11	3	100	100
Assessing whether projects implemented were in line with set goals	3	8	74	11	1	3	100	100
Assessing how resources were used	3	8	74	10	2	3	100	100
Impact of inventions	4	12	71	10	3	0	100	100

Source: Field Data, October 2021

As 66.67% staff of NGOs believed that the involvement of community members in monitoring of project activities was very high, 13.33% said it was high and the rest forming a percentage of 20 were neutral. Majority of the community members neither rated it as very high nor very low.

About giving feedback to community members on the delivery of interventions, 60% of NGO staff mentioned that it was very high, 20% said it was high, two people forming 13.33% were neutral and the last person said it was low. However the respondents from the community were not sure of what the NGOs were saying and this affirms from their response above.

Also assessing whether projects implemented were in line with the set goals, 8 respondents said that it was very high that the projects were in line with the goals, 13.33% said it was high, 20% were neutral, one person said it was low and the last person did not give answer to the question posed. The table shows community members' response was in contrast with what the NGOs said.

In terms of assessing how resources were used 40% of the NGOs staff said it was very high, 26.67% mentioned that it was high, 13.33 believed it was neutral and same percentage said it was low and one person did not give answer to the question posed. Respondents from the community on the other hand were more neutral on that saying that it was either high or low.

Four respondents making 26.67% of the NGO staff think that the impact of the interventions they have are very high, 46.67% also mentioned that it was high, one person forming 6.67% was neutral and the last 6.67% also thought the impact of interventions was low. Respondents from the community were neutral in the impact of interventions as well.

From the responses and all indications, community members of over 50% were neither for nor against that they were involved at the planning, implementation and monitoring and evaluation stage. Right from the awareness creation, identification of problems, ranking, definition of project goals, preparation budget on to the implementation stage where project management members are selected, to deciding the time for commencement of intervention, mobilizing resources and executing project interventions. At the monitoring and evaluation stage all through monitoring of project activities, giving feedback about the delivery of interventions, assessing

whether projects implemented were in line with set goals, assessing resources were used and finally impact of their interventions.

The above tables show the responses from the staff of NGOs concerning the involvement of community members in the planning, implementation, monitoring and evaluation stages. From the beginning of awareness creation, problem identification, ranking of problems, definition of project goals to the budget preparation stage on to the selection of project management team members, deciding the time for commencement of interventions, mobilising resources, and executing to the part that project activities are monitored, feedback is given about delivery and assessing whether projects are in line with goals , assessing how resources were expended to the impact levels NGOs said they were doing very well in all these areas. However, community members do not think the same way about projects in the communities. Evidences from their responses show that they are neither for or against that is they do not believe that they are adequately participated in the development interventions of NGOs. Discussions from the focus group discussion gives a further twist to the whole participation bit. According to the participants, NGOs normally involve them at the resource mobilisation stages because they need commitments from them as a community to undertake the projects as a few of them also involved them in selecting project management team.

4.7 Challenges NGOs in the municipality face in their service delivery

The fourth and final objective of this research was to explore the challenges that NGOs in the municipality faced in delivering services to community members. Views of NGO staff were solicited in this objective as shown in Table 28.

Table 28: Views of NGO staff on challenges faced by NGOs

Challenge	SA	A	U	D	SD	NR	Total	%
Lack of funds	8(53.3)	3(20)	0	4(26.7)	0	0	15	100
Absence of Networking	1(6.7)	5(33.3)	0	8(53.3)	1(6.7)	0	15	100
Lack of Maintenance	3(20)	4(26.7)	1(6.7)	7(46.7)	0	0	15	100
No Strategic Planning	1(6.7)	2(13.3)	2(13.3)	9(60)	1(6.7)	0	15	100
Limited Capacity	1(6.7)	6(40)	3(20)	3(20)	2(13.3)	0	15	100
Relationships of NGOs with INGOs	0	7(46.7)	3(20)	4(26.7)	1(6.7)	0	15	100
Poor Governance	2(13.3)	2(13.3)	2(13.3)	9(60)	0	0	15	100
Development Approaches	1(6.7)	4(26.7)	2(13.3)	8(53.3)	0	0	15	100
Political Interference	7(46.7)	4(26.7)	3(20)	0	1(6.7)	0	15	100

Source: Field Data, October 2021

Of all the challenges mentioned 53.33% of respondents which was more than half of the population of NGOs staff in the municipality strongly agreed that lack of funds was one major challenge they face. Twenty percent (20%) also agreed to the assertion and 26.67% disagreed to it. This clearly points out that lack of funds was one of the issues that they are faced with.

Majority forming 53.33% disagreed that they as NGOs were not networking and it poses as a threat to them. One person also strongly disagreed as the other 5 and 1 person agreed and strongly agreed respectively. This shows that NGOs do not see the absence of networking as one of the challenges that they are faced with. They believed that they do a lot of networking and would only have to improve upon it.

As 46.67% of respondents disagreed that lack of maintenance was part of the challenges they faced, 26.67% also agreed as another 20% strongly agree. In all one person was undecided hence seven respondents believed it was a problem while the other seven also thought that it was not a problem.

Most of the staff of NGOs in the municipality believed that the absence of strategic planning was not part of the challenges they face. One person strongly disagreed, 2 were undecided, the other 2 agreed and the last person strongly agreed to the assertion.

About 20% were undecided on the matter, six persons believed that limited capacity was part of the challenges they faced and one person strongly agreed to that. The other 20% disagreed and the last 13.33% of the population strongly disagreed. In essence NGOs believed that their capacity was limited and it hindered in the work that they do.

About 46.67% and 6.67% respondents from NGOs agreed and strongly agreed that their relationships with international NGOs was part of the challenges they faced. Three were undecided and four disagreed that relationship with INGOs was a problem.

From Table 28 nine persons forming 60% disagreed that poor governance was a challenge. As 13.33% were undecided, the same percentage also agreed and strongly agreed.

Majority forming 53.33% disagreed that the approaches to development by NGOs was part of the challenges they were faced with. About 13.33% were undecided as 26.67% agreed that development approaches were part. The last which constitutes 6.67% strongly agreed to that.

Generally majority of respondents agreed that political interference in their work hinders them or poses as a challenge to achieving their set goals. 20% were undecided showing that they were neither for nor against and the final 6.67% also strongly disagreed that it was a challenge to them. This shows that the political interference causes challenges for NGOs as majority of them agreed to it.

From the study and the tables above, it was revealed that the real challenges that these NGOs were faced with were because they lack funds in going about their activities. As literature puts it that NGO's purpose was not only to complete a project but would like to keep touch with its beneficiaries and ensure that continued progress is made. Aside that, NGOs would like to be able to assist more individuals and communities based on their needs. To do so, NGOs must continually raise funds. In some situations, they get complacent and merely wait for donations or development partners to support them (Kirongo, 2010). Many NGOs realise that they have limited technical and organisational ability. Few NGOs can or will pay for such capacity building. Weaknesses in fundraising, governance, technical development areas, and leadership and management were highlighted. It was also eminent that they had limited capacity which they fail to invest in because they do not have the needed resources to do so. As literature puts it, INGOs frequently interfere without regard for the development of sustainable local CSOs. They compensate government and community people for their participation in their initiatives, but local NGOs do not have the ability to do so. Short-term project approaches that are not locally viable are also seen to drive INGOs. They provide competitive compensation and recruit employees from local non-governmental organisations. This intend poses a challenges to the local NGOs. The responses from the staff of these NGOs have it clear that they are not happy with the political interference of governments in their work as this is in tandem with what

literature says that in certain areas, NGO leaders cited local politicians and civic leaders as a key impediment to their work. Local leaders can intervene when NGOs are involved in sensitive topics such as land conflicts (Kironko, 2010).

4.8 Conclusion

To conclude, it was revealed and evidenced that NGOs' efforts in interventions like education, health, provision of water, promotion of gender equality and providing employment opportunities was on course and they to a high extent satisfied community members with the interventions but sought for more inclusion when it comes to planning, implementation, monitoring and evaluation of these programmes. Community members were happy with the interventions but a little more attention to some interventions like the promotion of good governance, human rights issues and more of helping the citizens in the field of agriculture. NGOs also face some challenges in getting of funds and others hence should pay attention to those areas to improve their work.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study's primary results, draws conclusions, and makes recommendations on the role of NGOs in social development using the case of Lower Manya Krobo Municipality. The research questions that inspired this study resulted into the study's objectives. To get the results, questionnaires were filled out using both quantitative and qualitative methods. This therefore presents the summary of the findings.

5.2 Summary of Key Findings

The study explored the role of NGOs in social development services using Lower Manya Municipality as a case in a mixed method research. Population was drawn from community members and NGO staff. Questionnaire, interview schedule and focus group discussion were used for data collection, with qualitative and quantitative tools for data analysis. Key findings include:

- There were NGOs operating in the Lower Manya Municipality. The research showed that their NGOs have been in the municipality in the past decade and to bridge the poverty gap, these NGOs have decided to contribute their bits to improve upon the standard of living of the people and also to add on to what the government does for people in these communities. They however have not been able to cover all the required or needed interventions that the people need.
- About 70% of the respondents in the NGO sector and community members all testified that NGOs were phenomenal in the education and health sectors. They also believed that they contributed to agriculture, promotion of gender

equality, provision of employment opportunities and the provision of water in communities. With regards to interventions like the promotion of local governance and the promotion of human rights, NGOs have not been so phenomenal in that space in the last decade. They went on to tell some of the specific interventions that these NGOs had in the communities.

- With regard to education, there was access to education due to availability of school facilities which were built by most NGOs, the provision of educational supplies like teaching and learning materials, and provision of scholarship to brilliant children and orphans. These raised the level of school enrolment at the basic level and especially the girl child education.
- The Lower Manya Municipality's health also improved. There was now access to health care, thanks to the efforts of non-governmental organisations. Orphans and the aged were provided for, as well as medical bills being paid and health insurance cards being registered and renewed when necessary. Previously, community members had to travel long distances to seek health treatment and often struggled to have their expenses paid. Some non-governmental organizations (NGOs) have supported CHPS compounds in order to enhance people's health. Members of the community were also given health education as well as regular health screenings to assist them improve their health.
- NGOs were also facilitated in the provision of water to communities who lacked portable water and also schools who needed water systems. Mechanised boreholes, digging of wells, providing of water tanks to store water were some of the specific interventions that these NGOs undertook and these had helped communities a lot and also improved on their health needs.

- In the aspect of agriculture, there was now an all year round farming, access to farm inputs, and also capacities of farmers were now built on mechanized farming, the application of fertilizers, among others. People tend to be doing better in farming, be it fish, crop or animal now than it used to be.
- Similarly, in providing employment opportunities, NGOs did their best in providing skills trainings for community members and also supporting them financially to start businesses of their own and also provided support and basic business management trainings to those who were already in business.
- In the promotion of gender equality, NGOs have had educational programmes to promote girl child education and also ensuring of participation of women and girls in all activities as well as empowering them through trainings and giving of support to them to economically boost their confidence.
- It was also revealed that community members to a high level were satisfied with the interventions NGOs provided in the area of education, health, provision of water, gender equality, provision of employment opportunities and agriculture. They however wished that there could a little more and also look at grey areas like the promotion of good governance and human rights since not much was done those fields.
- In terms of their participation in developmental projects undertaken by NGOs, community members believed that right from the planning stages to the implementation and monitoring and evaluation stages, they were not involved in them hence they would want to see NGOs do a lot more in that.
- Non-governmental organizations (NGOs) have improved people's and communities' living standards by improving educational infrastructure, scholarships, school fees payment, educational supplies, farming equipment,

sensitization, involvement, and health education in various aspects of health, among other things. However, it did not mean that, they had no challenges with the operations. Some of the problems NGOs faced were lack of funds for their operations, limited capacity, their relationships with international NGOs and political interference in their activities. There was also a realization of a gap between NGOs and community members in terms of effective communication and involvement in project planning, implementation and monitoring and evaluating project activities.

5.3 Conclusion

It was clear from the findings that the NGOs have contributed to the development of the people of the LMKM in the provision of educational infrastructures and facilities such as school buildings, exercise books, uniforms, school bags, teacher training, and employment. These NGOs have contributed to the development of the people in health education and screening and paying hospitals bills and renewing insurance cards. To improve agriculture in the municipality, community members have received agricultural inputs like as watering cans, fertilizer, and education on current farming methods. Advocating for gender equality, they NGOs have helped to raise awareness about female child education, empower women to engage in programs and become economically independent, and teach individuals in fundamental skills to enable them to establish their own enterprises. However areas like the promotion of local governance and human rights have not been ventured into by NGOS. All of the interventions offered by NGOs have had a positive influence in people's lives and practically every facet of development. In light of the contribution of NGOs in the municipality, and for that matter, in the lives of the people in the communities who are left out in all aspects of development, the NGOs should solicit more funding to

help in addressing most, if not all, of the problems, and to aid in the overall development of the municipality.

5.4 Recommendations

The following recommendations were made based on the findings of the study. The findings demonstrated that non-governmental organizations (NGOs) were the primary engines of growth in the community, and the following concerns were recommended as a result:

1. NGOs in the municipality should always involve community members right from the project planning stage, implementation, monitoring and evaluation in the communities, because community members complain about their involvement, this will make the projects sustainable because beneficiaries will feel that the project is for them, thus their responsibility to protect and maintain the project, community members should also be involved in project identification in the aspect of monitoring.
2. NGOs in the municipality should also strengthen their ties with international partners so as to get more funds, invest into building their capacities and also collaborating with other developmental partners to make accessing grants a bit easy for them. A municipality that has a lot more women than men should also have more interventions in the promotion of gender equality, good governance and the promotion of human rights. Interventions in other sectors can also be enhanced to make the world a better place to live.
3. Interventions like the promotion of local governance and human rights should also be considered by NGOs to help the citizens in the municipality.
4. There should be strengthened collaboration between partners (government and non-governmental organizations), as this will help to prevent duplication of

projects in some communities while other communities will be lacking some of this project to ensure sustainability, as revealed by research that, the NGOs and government sometimes end up implementing the same project in the same community but at different times.

5. Community members are encouraged to get involve in social development services of NGO in the municipality through resource mobilization and local initiatives.

5.5 Suggestions for Future Researchers

It is suggested that future researchers should focus on the effectiveness of communication strategies adopted by NGOs during the delivery of social development projects. Challenges associated with community participation in the delivery of development services by NGOs can also be examined by future researchers.

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APPENDICES

APPENDIX A – INTERVIEW SCHEDULE FOR COMMUNITY MEMBERS

Introduction

I am post graduate student at the Ghana Institute of Journalism undertaking a research on the topic “The role of Non-Governmental Organisations (NGOs) in Social Development- The case of Lower Manya Krobo Municipality” I kindly solicit your views to enable me complete the research. This research is entirely for academic purposes and your responses will be kept confidential, will not be shared for any reason but strictly for academic purpose. Thank you for your time!

Section A: Demographic information of respondents

1. Sex: A. Male [] B. Female []
2. Age range: A. Below 20 [] B. 20-24 [] C. 25-29 [] D. 30-34 [] E. 35-39 [] F. 40 and above []
3. Education Level: A. No formal education [] B. Basic (primary, middle, & JSS) []
C. Secondary (SHS & TVET) [] D. Tertiary []
4. Marital Status: A. Single [] B. Married [] C. Divorced [] D. Widow/widower []
E. Separated []
5. Religious Affiliation: A. Christian [] B. Islam [] C. Traditionalist []
D. Other please specify.....

Section B: Various interventions undertaken by NGOs in the municipality within the last decade.

6. The following are various areas of development interventions NGOs undertake as part of their services. To what extent do you agree or disagree to each of the following as areas NGOs in the municipality have provided interventions in the last decade using the following scale: 5= Strongly agree, 4 = Agree, 3= Undecided, 2= Disagree and 1= Strongly disagree

Type of Intervention	SA	A	U	D	SD
Educational projects					
Health services					
Provision of water					
Employment opportunities					
Promotion of human rights					
Promotion of local governance					
Promotion of gender equality					
Agriculture					

7. List at least three interventions NGOs in the municipality have provided within the last decade.

Educational projects.....

Health services.....

Provision of water.....

Employment opportunities.....

Promotion of human rights.....

Promotion of local governance.....

Promotion of gender equality

Agriculture.....

Section C: Views of community members on the various interventions undertaken by NGOs in the municipality.

8. Based on your answer in question 7, the following are various areas of development interventions NGOs undertake as part of their services. To what extent are you satisfied or dissatisfied with the interventions undertaken by NGOs in the municipality. Using the following scale: 5= Strongly satisfied, 4 = Satisfied, 3= Undecided, 2= Dissatisfied and 1= Strongly dissatisfied

Type of Intervention	SS	S	U	D	SD
Educational projects					
Health services					
Provision of water					
Employment opportunities					
Promotion of human rights					
Promotion of local governance					
Promotion of gender equality					
Agriculture					

Section D: Views of community members with respect to their participation in development interventions undertaken by NGOs in the municipality.

9. The following are various stages of activities of development interventions by NGOs. To what extent is your level of participation of each of these activities under planning, implementation and monitoring & evaluation by NGOs in the municipality in the last decade using the following scale: 5= Very high, 4 = High, 3= Neutral, 2= Low and 1= Very low

No.	Planning Stage	VH	H	N	L	VL
a.	Awareness creation about developmental problems					
b.	Identification of developmental problems					
c.	Ranking of developmental problems of communities					
d.	Definition of project goals					
e.	Preparation of budget					

No.	Implementation Stage	VH	H	N	L	VL
a.	Selection of project management team members					
b.	Deciding the time for commencement of intervention					
c.	Mobilising resources for intervention					
d.	Executing project interventions					

No.	Monitoring & Evaluation Stage	VH	H	N	L	VL
a.	Monitoring of project activities					
b.	Giving feedback about delivery of interventions					
c.	Assessing whether projects implemented were in line with set goals					
d.	Assessing how resources were used					
e.	Impact of inventions					

APPENDIX B – QUESTIONNAIRE FOR STAFF OF NON GOVERNMENTAL ORGANISATIONS

Dear respondent,

I am post graduate student at the Ghana Institute of Journalism undertaking a research on the topic “The role of Non-Governmental Organisations (NGOs) in Social Development- The case of Lower Manya Krobo Municipality” I kindly solicit your views to enable me complete the research. This research is entirely for academic purposes and your responses will be kept confidential, will not be shared for any reason but strictly for academic purpose. Thank you for your time!

Section A: Demographic Information of respondents

- 1. Sex: A. Male B. Female
- 2. Age range: A. Below 20 B. 20-24 C. 25-29 D. 30-34 E. 35-39 F. 40 and above
- 3. Education Level: A. Basic (primary, middle, & JSS) B. Secondary (SHS & TVET) C. Tertiary
- 4. Marital Status: A. Single B. Married C. Divorced D. Widow/widower E. Separated
- 5. Religious Affiliation: A. Christian B. Islam C. Traditionalist D. Other please specify.....

Section B: Various interventions undertaken by NGOs in the municipality within the last decade.

6. The following are various areas of development interventions NGOs undertake as part of their services. To what extent do you agree or disagree to each of the following as areas NGOs in the municipality have provided interventions in the last decade using the following scale: 5= Strongly agree, 4 = Agree, 3= Undecided, 2= Disagree and 1= Strongly disagree

Type of Intervention	SA	A	U	D	SD
Educational projects					
Health services					
Provision of water					
Employment opportunities					
Promotion of human rights					
Promotion of local governance					
Promotion of gender equality					
Agriculture					

7. List at least three interventions NGOs in the municipality have provided within the last decade.

- Educational projects.....
- Health services.....
- Provision of water.....
- Employment opportunities.....
- Promotion of human rights.....
- Promotion of local governance.....
- Promotion of gender equality.....
- Agriculture.....

Section C: Views of community members with respect to their participation in development interventions undertaken by NGOs in the municipality.

8. The following are various stages of activities of development interventions by NGOs. To what extent is the level of participation of each of these activities under planning, implementation and monitoring & evaluation by NGOs in the municipality in the last decade using the following scale: 5= Very high, 4 = High, 3= Neutral, 2= Low and 1= Very low

No.	Planning Stages	VH	H	N	L	VL
a.	Awareness creation about developmental problems					
b.	Identification of developmental problems					
c.	Ranking of developmental problems of communities					
d.	Definition of project goals					
e.	Preparation of budget					

No.	Implementation Stage	VH	H	N	L	VL
a.	Selection of project management team members					
b.	Deciding the time for commencement of intervention					
c.	Mobilising resources for intervention					
d.	Executing project interventions					

No.	Monitoring & Evaluation	VH	H	N	L	VL
a.	Monitoring of project activities					
b.	Giving feedback about delivery of interventions					
c.	Assessing whether projects implemented were in line with set goals					
d.	Assessing how resources were used					
e.	Impact of inventions					

Section D: Challenges NGOs in the municipality face in their service delivery.

9. The following are challenges NGOs face in their delivery of services. To what extent do you agree or disagree to each of the following as challenges faced by NGOs in the municipality using the following scale: 5= Strongly agree, 4 = Agree, 3= Undecided, 2= Disagree and 1= Strongly disagree

Challenges faced by NGOs	SA	A	U	D	SD
Lack of funds					
Absence of Networking					
Lack of Maintenance					
No Strategic Planning					
Limited Capacity					
Relationships of NGOs with INGOs					
Poor Governance					
Development Approaches					
Political Interference					

FOCUS GROUP DISCUSSION GUIDE

Dear Participant:

The goal of this focus group discussion is to collect pertinent data to examine “The role of Non-Governmental Organisations (NGOs) in Social Development- The case of Lower Manya Krobo Municipality.” I kindly solicit your views to enable me complete the research. This research is entirely for academic purposes and your responses will be kept confidential, will not be shared for any reason but strictly for academic purpose. Thank you for your time!

PART I: Various interventions undertaken by NGOs in the municipality within the last decade.

- How has your community benefitted from NGOs’ interventions in the last decade?
- What do you make of the interventions?
- What are some of the specific interventions that they had?
- What are some of areas that you want these NGOs to pay attention to?
- What are some of the things that you like about them?
- What are some of the things you do not like about them?

PART II: Views of community members on the various interventions undertaken by NGOs in the municipality.

- What can you say in terms of satisfaction about the interventions that they had?
- What are some of the things that you want them to change?
- What are some of the things that you want them to improve upon?

PART III: Views of community members with respect to their participation in development interventions undertaken by NGOs in the municipality.

- How have you been involved in the planning stages of projects interventions?
- How have you been involved in the implementation stages of the interventions?
- How have you been part of the monitoring and evaluation phases of the intervention?
- What would you like to say to them if given the opportunity?