UNIVERSITY OF CAPE COAST

KEY FACTORS INFLUENCING THE SUSTAINABILITY OF LOCAL NGOS

IN THE WASSA EAST AND WASSA WEST DISTRICTS OF THE WESTERN

REGION OF GHANA

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research work and no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature ………………………….   Date …………………..

Name: Edmund Ebenezer Nkrumah

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature ………………………….   Date………………..

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ABSTRACT

Despite the role of Non Governmental Organisations (NGOs) as actors in development, the question of NGOs' sustainability has been a major issue of concern. This study sought to determine key factors that local NGOs in the Mpohor Wassa East and Wassa West Districts see as critical to their sustainability and the measures they are employing to achieve organizational sustainability. The research was a case study research which collected both qualitative and quantitative data on the phenomenon. The results show that local NGOs' organizational sustainability can be viewed from several areas of organisation's needs – availability of funds, quality material resources, supportive leadership, development of need-based and demand-driven programmes and effective management. Significantly, leadership emerged as the most important factor critical to organizational sustainability of local NGOs in the study areas.

The study suggests that local NGOs can adopt several measures to ensure their sustainability in terms of funding, resources, leadership, programme development and general management. These include the writing of good demand-driven project proposals, transparency, accountability, training and mobilisation of local resources including funds.

To strengthen local NGOs sustainability, it is recommended that leadership training for local NGOs is necessary. Training institutions including University of Cape Coast, University of Development Studies and Ghana Institute of Management and Public Administration with programmes in NGOs Studies and Management can play an important role in this direction.

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This work is dedicated to my wife and children; Millicent, Angela, Michael and

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TABLE OF CONTENTS

LIST OF TABLES

CHAPTER ONE

INTRODUCTION

Background to the Study

Increasing food prices coupled with the turmoil in the financial markets gave the developing countries, like Ghana, every reason to be worried (Reuters, 2008). The World Bank has warned that hundred (100) million more people could be pushed deeper into poverty by the soaring food and fuel prices and cost of fertilizers (Westcott & Hammond, 2008).

To deal with the above challenges, governments in many developing countries, including Ghana, are increasingly turning to Non-governmental organizations (NGOs) and Civil Societies as partners in meeting their countries' development needs. This expanded role for the NGO sector has been accompanied by heightened expectations of accountability and requirement for demonstrable evidence that NGOs can significantly contribute to development.

The complimentary role that NGOs play in the social, political, economic and cultural development of Ghana is highly appreciated and recognized by the government of Ghana. That is why NGOs have been accepted as partners in socio-economic development. They mobilize communities to take active interest in the problems affecting them to facilitate development. That is why the Government of Ghana is putting in place

policies that aim at encouraging and supporting NGO formation and operation in the country.

One of such policies is the introduction of the Trust Bill which aims at strengthening the legal framework of NGOs so that they can become vibrant and more effective in their operations. The purpose of the Trust Bill is to provide for the creation of, and the registration of trusts by the Trust Commission as established under the law. Currently, the law of trusts is derived from the common law and the United Kingdom ACT of 1860. To date, the only other statutes concerning trusts in Ghana are the Public Trustee Ordinance of 1952 (ACT 106). This is how faith based organizations have been registered by the Registrar General, but these laws are restrictive in their applications. It has, therefore, become necessary to make the legal position more certain. The Government of Ghana has therefore considered it expedient to clearly stipulate the role of trustees and other in a fiduciary relationship in the best interest of all concerned.

This has become more urgent because Non-governmental organizations (NGOs), which are civil society groups formed for public benefit are increasing in numbers in recent times. There are now more than three thousand NGOs in Ghana (Department of Social Welfare – Head Office, Accra, 2008). Many of these are local NGOs operating in various parts of the country. They play a vital role in the public and private partnership development of the country and enjoy privileges such as tax exemption and waiver.

Despite the important roles of local NGOs in Ghana, they are faced with a number of challenges. Key among these is the issue of sustainability.

According to the Department of Social Welfare which currently registers non-governmental organizations (NGOs), many NGOs are registered but many fold up and only a few remain active for several reasons not yet understood (Register of NGOs Registered by Department of Social Welfare, Head Office, Accra, 2008). The worse affected are local NGOs.

Statement of the Problem

Even though the Western Region has great potential for socio-economic development as a result of abundant commercial trees and rich mineral resource base, the people are poor. Marfo (2008). Through the interventions of the Highly Indebted Poor Countries (HPIC) Funds, President's Special Initiatives (PSI) and the District Assemblies Common Funds programmes and initiatives, the Government of Ghana has been making efforts to assist the people of the Western Region. These initiatives and programmes are intended to spearhead the expansion and deepening of the economy, create jobs and reduce poverty (especially in the rural sector) through agribusinesses.

Giving the challenges confronting the country, it is evident that the Government cannot address them alone. The Government is of the view that it will take sustained and committed efforts of development partners and non-governmental organizations (NGOs) to assist in bringing development to the people and thereby achieve the goals of poverty reduction.

To supplement government effort in fighting against poverty, it is on record that several local NGOs have registered to operate in the WASSA area of the Western Region in the past decade (Department of Social Welfare –

Regional Office, Sekondi, 2008). Interestingly, only few of these local NGOs are functional. However, there is limited information on the key factors that have contributed or are influencing the organizational sustainability of the few local NGOs that are functional and striving. It is to contribute to enhancing our understanding of these local NGOs' sustainability that this research was conducted.

General Objective

Given the research problem, the general objective of the study was to provide an understanding of the key factors that can influence the sustainability of local NGOs in Ghana.

Specific Objectives

To achieve the general objective, the following specific objectives were formulated to drive the study:

1. Conceptualise the scope of the term "organizational sustainability" as applied to local NGOs in Mpohor Wassa East and Wassa West Districts;

2. Determine the key factors that local NGOs in the Mpohor Wassa East and Wassa West Districts perceived as critical to their sustainability, and

3. Describe the measures the local NGOs use to achieve their organizational sustainability.

Significance of the Study

The existence of NGOs stems from the gradual retreat of the government in public service delivery because it cannot alone meet the needs

4

of it citizens. This has left a vacuum that NGOs have come to fill. The study sought to provide lessons for existing local NGOs and emerging ones on how they could ensure their sustainability. As an exploratory research, the finding will open new areas for further research in the areas of NGO sustainability, contribute to literature and knowledge in the concepts of sustainability and local developments, serve as a source for further research for academics, students and development practitioners.

Limitation of the Study

The study depended mostly on the internet, newspapers and the limited literature on NGOs in the country. The study was also limited to selected NGOs in the Wassa East and Wassa West Districts of the Western Region of Ghana, it therefore constituted a small proportion of the NGOs in Ghana. The views expressed by the NGOs and other respondents covered may not necessarily be what generally pertain to all NGOs in Ghana..

Delimitation of the Study

The study was restricted to the Western Region of Ghana to allow for in-depth investigation. It was also carried out in two out of the seventeen districts in the region. This was because of the researcher's familiarity with the area and also due to financial and logistical constraints. Reconnaissance studies showed that only thirty (30) had reliable addresses (i.e. contact telephone numbers and location) and hence, were covered. For purposes of sampling, twenty (20) were selected. This was so because of constraints by way of time and finances.

Organisation of the Study

The study is organised into five chapters.

Chapter one deals with the introduction of the study, statement of the problem, general objective, specific objective, significance of the study, limitation of the study, and delimitation of the study. Chapter two deals with the review of literature relevant to the study.

Chapter three contains the design and procedures that were followed. Items, described include the survey population, sample size and sampling procedures and instrumentation. The data collection and analysis strategies were also presented. The presentation and discussion of findings based on the analysis of data are captured in chapter four. A summary of the study, the conclusions, recommendations and implications for future research are presented in chapter five.

The next chapter reviews relevant and related literature on the topic under discussion. Issues such as the meaning of organisation, the concept of sustainability, organisational sustainability, financial sustainability, laws on the operation of NGOs in Ghana among others have been discussed in the chapter.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

The problem of how Local Non–Governmental Organizations (NGOs) can ensure their sustainability has come into focus in recent years. In the past, this problem was not so acutely felt as there were enough resources to fund projects and programmes. Moore (2005).

With the changing economic environment world-wide, sustainability, is perhaps one of the debated subjects on non-governmental organization (NGOs). With the folding up of even financially stable NGOs, the traditional view of sustainability being equated with having adequate resources is greatly challenged.

The World Bank (2009), in a paper prepared for the meeting of the Group of Twenty (G-20) Finance Ministers and Central Bank Governors held in London in April 2009 issued a warning to developing countries. It noted that developing countries faced a financing short falls in 2009 as trade income would dwindle and rich nations would vie for capital to deal with the global slump. The World Bank concluded that the impact of the economic downturn would make poor countries more reliant on development assistance because as richer countries borrow more, it would become more difficult for poorer countries to raise capital. BBC (2009).

The head of the International Monetary Fund (IMF) at a Conference in Tanzania dealing with the effect of the global crisis on Africa commented that millions of Africans could be pushed back into poverty as a result of the global financial crisis. At that same Conference, Jakayo Kikweke, President of Tanzania told those gathered that there were growing worries about the potential effects of the global financial meltdown, coming so soon after the food and oil crisis.

Consequently, NGOs, like all effective organizations must endeavour to master the dynamic environment in which they pursue their mission. No organization remains stagnant in modern day society. It is either growing or shrinking. This makes sustainability of organization more critical.

The term "Sustainability" has been applied to several areas that affect human life. These include the environment (ecological sustainability), society (social sustainability) the economy (economic sustainability), political (political sustainability) and an organization (organizational sustainability). In this literature review, the focus is on organizational sustainability.

Meaning of Organization

To understand the term "organization sustainability" it is important to first explain the concept of organization. Rao and Narayana (2000) state that the term "organization" is a word that can be used in a number of ways. They contend that we can speak of organization as the activity that is an important function of management and that we may speak of organization as made up of people who are invited by a common purpose.

Mooney and Reiley (1939) also described organization as a form human association for the attainment of a common purpose. That is, simply put, people working together for a common goal. Barnard (1938) added that it is a system of consciously coordinated activities or forces of two or more persons. Etzioni (1965, p.1) in a similar vein, expressed the following: "organizations are social units deliberately constructed and reconstructed to seek specific goals".

In the words of Duncan (1978, p.4), "an organization is a collection of interacting and interdependent individuals who work towards common goals whose relationships are determined according to a certain structure". The term "organization" as used here is general and it is not restricted to industrial or commercial firms. Education, medical institutions, social clubs and wide range of other organized human activities fall within the definition. These definitions clearly bring out four essential features common to all organization, namely:

i.   An organization always refers to people i.e. an organization is developed for people;

ii.   These people interact with one another in some way;

iii. These interactions are specified by some sort of structure; and

iv.   Interactions are ordered to achieve joint objectives.

Therefore, by definition, an organization is created deliberately to achieve one or more specific goals. Without goals, organization would be purposeless and chaotic.

Malunga and Banda (2004) likened the growth of an organization to the life cycle of a roaster that is from an egg, to a chick to a roaster. For them, no matter how long it takes for the egg, it will definitely hatch to become a

chick for the cycle to begin. They define organization as a natural social system that grows over time, typically started as an idea of individual with the help of friends. As the organization begins to grow, it goes through three (3) distinctive phases namely, the pioneer, independent and interdependent stages.

In the pioneer stage, the structure of the organization is informal in nature with usually no policies and procedure. Every activity in the organization resolves round the leader who spearheads its formation as well as its value, vision, commitment and solidarity. The strength of the organization here rests on the charisma of the leader and the power of its values and commitment. For them, this alone is enough to sustain the organization at this stage. This phase is so called the pioneer stage because the existence of the organization is dependent on the pioneer leader.

Like a rooster, Malunga and Banda (2004) contend that the organization cannot remain an egg forever, but must grow and develop. The transitions from an "egg" to a "chick" to "rooster" are often precipitated by crises that cause power shifts in the organization. Such crises are usually in the form of loss of leadership, radical shift in environment, rapid growth in staff which tends to bring about conflicting values and beliefs. These crises may sometimes kill the organization unless the transition is handled correctly to usher in the independent phase.

For Malunga and Banda (2004) the independent phase comes into existence as a solution for the crisis in the pioneer stage. This phase is characterized by more law and order as polices, procedures and systems are introduced. Here, there is more order and departmentalization as well as

professionalism, there is less personification and more formality as control is increasingly shifted to the top.

The next natural crisis that shapes the organization is usually a bureaucratic one stimulated by a growing commitment to profession over organization. There is an increased alienation and isolation with less informal interpersonal interactions. The alienation calls for more flexibility and a better organizational climate. This is done through improving communication, flattering management structures, enhancing team dynamics, managing conflict and encouraging self development.

Malunga and Banda (2004) conclude that the solution to the problems of this second phase usher in the third phase called the interdependent phase or phase of effectiveness since it continues the positive characteristics of the first two phases. They point out that relationships in this phase are symbolic and interdependent in nature. It is only in the third phase (i.e. interdependent phase) that an organization can become truly financial and organizationally sustainable as such organizational leaders need to create facilitative conditions to speed up the progresses of the organization to get it to the phase of effectiveness and sustainability.

In recent times, organisation, especially in the Western World have undergone enormous changes, driven by the need to improve competitiveness and respond to technological, social and economic trends in the external environment. These changes have been structural, cultural or process – focused. Some organizations have suffered endless rounds of transformational changes. The people who are supposed to be an organization's "greatest assets" have been treated like any other "resource".

For some time now, there have been questions about the cost of all these organizational changes. If the cost of organizational change outweighs the benefits for a long time, an organization eventually becomes unsustainable. This therefore, raises the question, what makes organization sustainable?

Meaning of Sustainability

Thomas and Thomas (2000) define "sustainability" as the ability of the system to perpetuate itself using locally appropriate strategies (mission) which are predetermined by the governance of the system, which would like to see the system continue until its goals (vision) are fulfilled.

According to Selafani (2000), sustainability refers to the probability that an organization's programmes-, activities and services will continue to produce benefits of sufficient value to the clients. He identifies two basic approaches to the theory of sustainability, namely;

1. The traditional approach, which is a project – based model; and

2. An alternative approach, which is a client – driven model.

Selafani (2000) states that the traditional approach has been primarily focused on Public Sector interventions. These tackle issues on how activities can be transferred or absorbed by existing administrative structures in order to sustain the benefits derived from such activities. For him, this can be described as an approach that focuses on strengthening internal management systems – such as planning, personnel, training, supervision, financial, logistical and informational.

Selafani (2000) further states that the Alternative Approach to sustainability looks at the organization that is producing the benefits that are

intended to be continued. Here the organization is seen as a social enterprise that mobilizes inputs and markets opportunities from the external environment and managed their sustainable production into useful goods and service. Thus, the marketing function is the critical operation within this approach, focusing its attention on identification of client needs.

Selafani (2000) observes that the traditional approach has been found to be old and static as compared with the more recent and dynamic client – driven model. This has, therefore, shifted the focus of many NGOs to the latter model. Nevertheless, developing a client – driven approach to sustainability in NGO calls for building the capacity of the NGO in order to sustain the benefits it provides for its clients. There is, therefore, a useful advantage in merging both approaches.

In the areas of capacity building in NGOs, as required for the development of the client–driven approach, Selafani (2000) suggests the need to develop certain institutional characteristics as follows: -

(a) Strategic Management– Which enables an NGO to identify revenue enhancing opportunities and strategies;

(b) Financial management– Which enables an organization achieve appropriate level of efficiency in its administrative and service delivery operations;

(c) Marketing Management– Which enable an organization adapt to the ever changing needs and demands of its Clients;

(d) Organization and Human Resource Development– Which enables an organization to effectively manage planned and unanticipated changes in operations; and

(e) Management Information Systems – This provides the raw material which the organization's strategic planning, financial, marketing and human resources development systems need to function effectively.

Sustainability, in a general sense can be described as the capacity to maintain a certain process or state indefinitely. In recent years, the concept has been applied more specifically to living organization and systems. As applied to the human community, sustainability has been expressed as meeting the needs of the present without compromising the ability of future generation to meet their own needs, (UNEP 1987: p.48).

The term is also commonly used in the business world to qualify the viable continuity of inter and intra enterprise. Here sustainability is used as a synonym for supporting business practices, processes and systems enabling the long term development and growth of an activity. The term has its roots in ecology as the ability of an ecosystem to maintain ecological processes, function, biodiversity and productivity into the future, Sutton (2000). To be sustainable, nature's resources must be used at a rate they can be replenished naturally.

It is also argued that sustainability has become a controversial and complex term that is applied in many different ways, that is, to different levels of biological organization (for example, wetlands, forests), human organization (for example, eco villages, eco – municipalities, sustainable cities) and human activities and disciplines (for example, sustainable agriculture). It is also observed that, sustainability is many things to many people. It can simultaneously be an idea, a property of living systems, a manufacturing method, or a way of life.

The seed of sustainability was planted in the 1987 with the publication of the United Nations World Commission Report on Environment and Development. The Commission introduced the concept of "sustainable development" to mean economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs, (UNEP, 1987). Although this definition is the most frequently quoted, it is not universally accepted and has undergone various interpretations. The difficulty in defining sustainability stems in part, from the fact that it may be seen to encompass all human activity. It is a very general concept like "liberty" or "justice". A further practical difficulty with a universal definition is that the strategies needed to address "sustainability" will vary according to the particular circumstance under consideration.

Organizational Sustainability

When we talk about Organizational Sustainability, it refers to the ability of an organization to fulfil its mission and vision and maintain its organizational strength by taking into consideration the effectiveness of the organization's systems, strategies, governance, leadership and management.

So Organizational Sustainability can be defined as managing a business or organization so as to meet present expectations without compromising the ability of a future generation of management to meet future expectations, Malunga and Banda (2004).

According to Malunga and Banda (2004) the impact an organization makes in its environment, its credibility and accountability to its stakeholders, and most importantly, its financial and organizational sustainability determine

the organization's long term success. It is the view of Malunga and Banda (2004) that an organization can ensure its sustainability through the use of two approaches: namely, the Conventional Approach and the Organizational Development Approach. They concluded that the two approaches are complementary, however, one is more effective in the long term.

(a) Conventional Approach: Malunga and Banda (2004) argue that the Conventional Approach of sustainability in organization focuses on the ability to get money so that activities on the ground can continue. Here, money is both the emphases and the target. They enumerate the means to generate the money as follows:

1. Training individuals in proposal writing;

2. Diversifying the donor base;

3. Identifying local sources of money (for example, social events); and

4. Creating endowment trusts.

They explain that staff members approach people or organization that have money and convince them to give some money or material resources to the NGOs. With the ever-increasing number of Non – governmental organizations (NGOs) the competition is becoming fierce for getting money for their field activities. This has compelled some NGOs to change focus and undertake other activities strictly for the sake of money, although their beneficiaries may not need the new activities being offered.

Malunga and Banda (2004) predict that it is likely to continue to get more difficult to access development funding as more funds are being diverted to relief efforts that address global crises such as HIV/AIDS, WARS and NATURAL DISASTERS (such as floods and droughts). They, therefore,

conclude that the old methods for getting money into the organization may not work in this difficult environment.

(b)   Organization Development Approach: Malunga and Banda (2004) explain that the organization development approach of sustainability is more complex and comprehensive than the traditional conventional approach. They note that with organizational sustainability, money is not everything. They state that the organization Development Approach builds the capacity of the organization to be self – sustaining and attract resources needed to perpetuate its existence, continuously improving its activities with decreasing external support and this means that organization properly takes care of its human resource.

Financial Sustainability

Among the most pressing questions facing the non-governmental organizations is financial sustainability. This is because local NGOs are still predominantly dependent on foreign donor funding. Foreign donors are withdrawing or reducing their levels of support in recent times, especially in this era of global financial crisis. This has consequently, increased the urgency of the challenge of long – term sectoral sustainability.

To appreciate the challenge of financial sustainability, it is necessary to understand the potential sources of revenue for the NGO sector. This is particularly true to developing countries where the NGO sector is largely dependent on a single category of NGO income.

Moore (2005) outlines three broad categories under which nearly all NGO revenue fall. They include (1) private giving or philanthropy (2)

government funding and, (3) self-generated income. Moore (2005) explains that private giving usually comes in the form of cash and in-kind donations from individuals, businesses and foundations or other grant – making entities. In Moore's (2005) view, the efforts of volunteers may also be considered donations and can be embraced by the concept of philanthropy.

On government funding, Moore (2005) indicates that it includes a broad range of direct and indirect support. He explains that direct funding can come in the form of State subsides, government grants and contracting. He notes that self-generated income includes membership dues, fees and charges for services as well as income from investments.

According to Moore (2005), good regulatory practices have emerged in many developing countries to support the financial sustainability of NGOs. In this regard, each major category of NGO income, from self-generated income to government funding to private philanthropy, can be encouraged through appropriate regulatory mechanisms.

Some Laws in Ghana that Promote Regulatory Practice

In Ghana, the Draft Trust Bill (2008), which is about to be submitted to Parliament, provides laws and mechanism to promote financial sustainability. Section Ten (10) of the Trust Bill states that a non – governmental organization registered under this ACT qualifies for:

(a) Access to public funds for development which may be from external development partners or the government; and

(b) Tax exemption and variation.

The Minister for Labour, Manpower and Employment, in consultation with the Minister responsible for Finance, shall determine tax exemption and waiver in accordance with Article 174 of the Constitution.

Moore (2005) gives details of his three (3) broad categories of NGO revenues as follows:

(a)   Government Support

Moore (2005) explains that Government support comes in the form of tax exemptions, indirect government subsidies in the form of direct financing, grants for specific purposes and contracts to perform certain work. Tax exemptions recognize that NGOs are using income to pursue a not – for – profit mission, often for public benefit. For example, income from grants and donations is typically exempt from income taxation. Direct government financing is growing in importance as an income source for NGOs. As recipients of government grants and bidders for government contracts, NGOs are becoming increasingly engaged in service delivery.

 (b)   Private Philanthropy

Moore (2005) indicates that the most common mechanism for encouraging individuals and companies to make cash and in – kind donations to NGOs is through tax incentives to donors. Corporate tax incentive for giving to NGOs are commonly available, and generally in the form of tax deduction. Individual tax incentives are also available. While this is important, tax incentives are not sufficient to promote corporate philanthropy; donors give on the basis of a variety of motivations, of which tax preferences are only one of them. At least equally, if not more important to NGO sustainability are the donated efforts of

volunteers. Yet, few countries in the West African sub-region, have developed a frame work to support and encourage volunteering.

(c)   Self – generated Income

Moore (2005) states, that one of the most significant issues affecting the ability of NGOs to generate their own income are the laws and regulations governing income from economic activities. In nearly all countries, NGOs are able to engage directly in economic activities within certain defined limitations. Furthermore, income from economic activities is exempt from taxation, albeit to a limited extent.

Critical to many associations and membership organizations is income from membership dues, and such income is exempt from taxation. Grant – making foundations may rely significantly on investments and the income generated from those investments in the form of interests, dividends and capital gains.

Pillars of NGO Financial Sustainability

For Lassen (2001), the operations of NGOs are rapidly changing. No longer do foreign aid and government fund most, if not all of their expenses. As such there is the need for NGOs to redefine what it means to be public service organization because if they choose to give away all of their goods and services, they can benefit very few. NGOs, therefore, need to analyze information, income expense, output etc, for a productive use of resources. This is a different type of financial management than merely preparing expenses accounts for Donors. Thus, without abandoning their social mission and commitment to the poor, modern models of development demand NGOs

to use business thinking, methods and systems to be able to reach a level of financial sustainability.

Lassen (2001) further advocates that this level of sustainability can be attained by accruing enough income to cover not only direct costs of projects or the indirect cost of planning, developing administrative systems or raising funds but also enough income to cover unforeseeable expenses from problems to be solved and opportunities to be pursued.

In practical terms, an NGO that is autonomous of critical financial dependencies should raise enough revenue to cover its operating costs and further create at least a thirty per cent (30%) surplus. No single source of support should be so dominant that it is impossible to carry out the mission if the project should end.

Lassen (2001) recommends, that no one source should provide more than sixty per cent (60%) of the funds. The types of revenue should be adequately diversified among grants, donations and earnings that are local as well as international.

For Lassen (2001), any NGO that seeks to improve itself financially will have three areas in which it must progress and three specific things under each of these areas that can improve an NGO's financial self – sustainability.

The first of these areas is to try to increase the NGO's income. Here, Management should undertake strategic financial and business planning, diversify and increase granted and donated funds, and use a non – profit business model that will increase the NGOs earnings.

The second area is to increase cost – saving and management. Here, Lassen (2001), says the specific thing to tackle will be to improve NGOs cost

savings, utilization of assets and productivity. Likewise, it should create a high performance programme model and manage financial information.

Finally, the third area is to strengthen leadership and organizational capacity for sustainability. The NGO must strengthen or have leadership with a strong vision and commitment to sustainability and build a fundraising board. It should create teamwork and capacity for organization. It must also take actions to get on the road to financial sustainability.

It can, therefore, be said that financial sustainability is an on-going challenge for NGOs in developing countries, such as Ghana. The developed countries that have been most successful in meeting this challenge have employed a range of legal mechanisms that allow NGOs broad opportunities to diversify their funding bases as appropriate to their organizational needs. To address the transition of NGO sector to greater financial sustainability, governments in partnership with NGOs will need to consider the multiple potential sources of NGO income. There is also the need to promote greater opportunities for philanthropy, improved mechanisms for government funding and support from volunteerism.

Factors That Can Affect Organizational Sustainability of NGOs

Doppelt (2003) observed that since the mid-1980s, there had been tremendous development of "sustainable development" initiatives (organizations) world-wide. Despite the increased activities of these organizations, their progress towards sustainability had been slow. In his search to find out why so few organizations had successfully adopted effective sustainability measures, Doppelt (2003) came up with seven key

"Sustainability blunders". He was convinced that any organization that would take note of these blunders would be taking the first step in creating a sustainable enterprise. Doppelt (2003) listed the seven blunders as follows:

Blunder One: Patriarchal thinking that leads to a false sense of security. According to Doppelt (2003), organizations that struggles to adopt a more sustainable path invariably employ a patriarcal approaches to governance. In this regards, employees do only what management orders, and the organizations strictly follows government mandate. To Doppelt (2003), this creates abdication of personal responsibility.

Blunder Two: A "silo" approach to Environmental and Social-Economic issues. In most organization, different functions, such as environmental and labour relations, are usually assigned to separate units. Executives see sustainability as yet another special programme and do not understand how it affects all other units, thus the status quo is perpetuated.

Blunder Three: With no clear vision of sustainability, organization struggling to adopt a sustainable path usually lack clarity about what they are striving to achieve. Without a clear vision, these organizations often assume that being in compliance with the law is the sole purpose of their policies. But compliance is a back ward oriented vision focused on what not to do. But sustainability is a forward – looking vision that excites people and elicits their full support.

Blunder Four: Confusion over cause and effect. The prevailing mental models held by most Executives lead them to focus on the symptoms and not on the true sources of sustainability challenges.

Blunder Five: Lack of information. People need a tremendous amount of clear and easily understood information. Most organizations fail to communicate effectively about the need for and the purpose, strategies and expected outcomes of their sustainability efforts.

Blunder Six: Insufficient mechanisms for learning. When employees are given limited opportunities to test new ideas not much learning occurs. Organizations struggling to become sustainable rarely institute mechanism that allow workers to continually test new ideas, expand their knowledge base and learn how to overcome barriers to change.

Blunder Seven: Failure to institutionalize sustainability. The ultimate success of a change initiative occurs when sustainability – based thinking, perspectives and behaviours are embedded in everyday operating procedures, policies and culture.

Doppelt (2003) argued that it is possible to avoid or manage these blunders by changing a mindset towards achieving sustainability, introducing sustainability transition teams, changing goals by crafting an ideal vision and sustainability principles, restructuring the rules of engagement by adopting new strategies, shifting information flows by tirelessly communicating the need, vision and strategies for achieving sustainability, correcting feedback loops by encouraging and rewarding learning and innovation, and finally aligning systems and structures with sustainability.

In their studies, Thomas and Thomas (2000) grouped the factors influencing sustainability under five categories, namely, (1) organization, (2) policies (3) management, (4) leadership and (5) financial. According to Thomas and Thomas (2000) organizational factors that can influence their

sustainability may include: institution building, developing organizational values and developing self-reliance. In their view, these will require the establishment of credible governance, appropriate legal framework, institutional ethics, and transparency of organizational affairs.

Regarding policies, Thomas and Thomas (2000) gave the factors of sustainability to include: developing need related policies; developing strategies manageable within available resources; participation of all stakeholders in developing vision, mission and objectives; developing polices congruent with national plans. They believe these are possible if the organization institute participatory analysis of needs and resources and feasibility study before starting the programme, develop strategies through participation of stakeholders, include all direct and indirect stakeholders in decision making, clarify its policies and plans and develop quantifiable definition of strategic activities.

Under management, Thomas and Thomas (2000) noted the factors influencing sustainability to include establishing accountability, efficient administrative systems and personnel management systems. These they can do by improving transparency through communications, clarifying roles and responsibilities and institute appraisals, establishing consensual decision–making and regular monitoring, avoiding high staff turnover, instituting career planning for personnel and enhancing training in appropriate skills.

Leadership factors which can influence sustainability include the personality of the leader, transparency in communications, technical skills, motivation of the leadership and supervisory ability (Thomas & Thomas, 2000). In the authors' view, the following leadership factors can improve

sustainability. They include, promoting democratic leadership, phasing out unsuccessful strategies, avoiding hidden agenda, enhancing motivation of personnel and interest of all stake holders.

Finally, Thomas and Thomas (2000) argued that the key factors of financial sustainability include optimal use of resources, ensuring cost effective and cost beneficial interventions, availability of financial resources, access to national government and non-governmental funds, avoidance of over funding beyond the projects capability for expansion, research and monitoring and evaluation. These will require certain measures including taking advantage of multiple sources of funding, accessing governmental funds and donor funds, avoid overfunding of projects and instituting cost efficiency and cost benefit analysis system.

Measures for Improving Sustainability

Atiti (2006) affirms that since the 1992 Rio Earth Summit, sustainability change has become increasingly important to organizations. He sees organizations as complex social systems which possess norms and values, and these can enhance or constrain sustainability change. For Atiti (2006) a focus on transforming norms and values through learning is therefore, fundamental for sustainability initiatives in organization.

Atiti (2006) identifies nine (9) pillars for a sustainable organizations. The pillars are (1) motivated and competent top leaders; (2) a committed and competitive Board of Directors, (3) highly qualified and motivated staff, (4) dynamic and responsive public programmes (5) cutting edge research, (6)

steady revenue generation (7) an improved mandate and revised legal frame works; (8) adequate facilities; and (9) supportive general public and partners.

Atiti (2006) is of the view that improvement in information flows will go a long way to cause cultural change in organizations. In this regard, he sees poor communication and information flow in organizations to be deeply ingrained problem that have to be addressed for cultural change to be effected. He notes some of the root causes to include fear of the unknown, lack of confidence, lack of trust, poor feedback mechanism and government bureaucracies. He observes that information is power, informed individuals are more demanding in terms of asking for their rights, therefore, the flow of information should be controlled from the top through occasional circulars and memos. He concludes with the reconstruction of a new basic assumptions and values on communication as follows:

1. A newsletter is a basic tool for improving communication;

2. It is the responsibility of all employees to improve communication in the organization;

3. Improving infrastructure without addressing the communication issue will not bring about cultural change;

4. Trust and commitment with employees is a reflection of good communication;

5. Voicing one's opinion even if they are dissenting to those in top management is an element of good communication; and

6. Communication is at the centre of every organizational change process for it is through this that dialogue is fostered.

For Atiti (2006), sustainability is an on-going multi-dimensional learning process that seeks cultural change rather than a concept to be implemented. From the foregoing, it can be stated that most of the studies pointed out that the context for organizational development is ever changing. Local NGOs, like all effective organizations, must endeavour to master the dynamic environment in which they pursue their mission. The factors influencing sustainability enumerated above present both challenges and opportunities for local NGOs and their partners, be they donors or supporting organizations.

It can be observed that the institutionalization of the concept of Organizational Sustainability took some time to be understood. With the influence of the internet, it is likely the institutionalization of the concept of organizational sustainability will take much less time. The challenge now is for managers of local NGOs to translate this appealing concept into organizational systems and practice, so that local NGOs operate to meet present expectations without jeopardizing a future generation of the NGOs to meet future expectation.

It has also become obvious that the philanthropic environment in Ghana is experiencing rapid change. As traditional funding is on the wane, NGOs must understand and take steps to address and harness philanthropic opportunities to ensure continuation of social development programmes.

A growing number of Ghanaian companies/firms are integrating philanthropy into their policies on corporate responsibility. Firms are becoming more aware of what philanthropy can do to promote the company as a good corporate citizen. In tandem with this growing corporate awareness,

civil society organizations need to work towards developing complementary partnerships with companies/firms for greater impact of social causes and sustainability of programmes.

Sustaining philanthropy support calls for good governance, better transparency and sound management of project funds. Local NGOs need to keep contributors well apprised of how their donations have been utilized and offer them opportunities to deepen and expand their involvement. Significant and reliable information needs to be available and in a timely manner. Standard of good governance, management and accountability must be firmly in place to build strong and lasting philanthropic relationship.

The chapter following states the research methods and procedures used to generate the data for the study. Issues such as research design, study population, sampling procedure and sample size among others have been treated in the chapter.

CHAPTER THREE

METHODOLOGY

Introduction

This chapter presents the research methods and procedures that were used to generate data to determine the key factors that can contribute to the sustainability of local NGOs. The sections include research design, the population, the sample size, the sampling procedure, the research instrument, data collection and data processing and analysis that were used.

Research Design

The study adopted a case study approach to understand in-depth the organisational sustainability of factors of local NGOs in the study. The use of case studies in organisational research is widely acknowledged (Fox-Wolfgramm, Boal and Hunt, 1998). Hartley (2004) argued that a major way to understand organisational behaviour and /or processes is through case studies, although he acknowledged that there are other ways such as surveys. From the perspective of organisational studies, Hartley (2004, p.323) defined case study research as an investigation of a phenomenon, within a context with an aim of providing an analysis of the context and process to illuminate the theoretical issue being studied. In this case study, both quantitative and qualitative data were collected to permit the researcher to summarize the characteristics of the organisations.

Study Population

Population refers to "all members of a particular group of individuals (events, organizations, institutions or other subjects being studied) that one wishes to describe or about which one wishes to generalize" (Fraenkel, Wallen & Sawin, 1999, p.4). The population considered for the collection of primary data were all local NGOs in Mpohor Wassa East/ Wassa West Districts of Western Region of Ghana. As at January 2008, the Ministry of Manpower, Youth and Employment through the Department of Social Welfare had registered thirty (30) local NGOs in the two Districts. The population for this study was therefore thirty (30) local NGOs.

Sampling Procedures

The researcher was able to identify 20 NGOs including all those that have registered with the Department of Social Welfare to participate in the study. Key informants were used for the study. To select the key informants, purposive sampling was used to select staff that have been in the NGOs business for at least 2 years, had acquired requisite experiences and in-depth knowledge in the running of NGOs, and willing to share their experiences for the purpose of the study. In all, 28 key informants from 20 NGOs were selected to represent their organisations in the study (see Table 1), constituting 20 field staff and 8 directors.

Table 1:   **NGOs in the WASSA area and those that participated in the study**

Districts	Number of NGOs	Number of NGOs Sampled
Mpohor Wassa East	10	5
Wassa West	20	15
Total	30	20

Source: Ministry of Manpower, Youth and Employment-Social Welfare, 2008.

Instrumentation

Focused interview schedule was developed as an instrument for the study (Appendix II). In addition to this, a validated questionnaire was also used to collect some quantitative data (Appendix 1). The questionnaire was designed based on the objectives of the study. These variables and how they were measured are described below. Both the interview schedule and the structured questionnaire consisted of four main parts. Part one was designed to determine the key factors that could contribute to the sustainability of local NGOs. A five point Likert – type scale (ranging from: Very Effective to Very Ineffective) was developed to measure respondents' understanding/perceptions on the level of key factors. Part two measured the key factors that respondents saw as critical to the sustainability in local NGOs in the Mpohor Wassa East and West. Part three was on the process/measures the NGOs used to ensure their organizational sustainability. Part four considered the demographic and other characteristics, namely, sex age, educational level and years of experience of the respondents.

Both face and content validity were ensured. Face validity was ensured by the researcher while content validity was checked by the supervisor. According to Baker (1999), the content and face validity are the most basic methods of carefully measuring a concept in the light of its meaning, and to determine whether the instruments really measure the underlying concept.

Data Collection

A letter introducing the researcher was sent to relevant respondents with the view to elicit data (Appendix III). Telephone conversations and personal visits were also made for the purpose of data collection. A cover letter was also attached to the questionnaire to explain the purpose of the research. The letter also appealed to respondents to answer the questions honestly. Furthermore, an assurance of confidentiality and instruction were provided to encourage participants to give honest responses.

The specific questions were carefully structured and worded to allow the respondents to freely express their view. This enhanced the respondents' participation as the interviewer was able to lead the respondents through the interview while answering their questions.

Data Analysis

The study using structured interview schedules and questionnaires generated both quantitative and qualitative data. The quantitative data were analysed with descriptive statistics including frequencies, means and percentages with the help of Statistical Product for Service Solution (SPSS), Version 13. The use of statistics here was primarily not for the purpose of

generalizing the findings to all local NGOs in Ghana, but to show the differences in views of the key informants in relation to key NGO sustainability factors. The qualitative data from the interviews and documents were analysed by summarizing, coding and establishing relationships among the factors that promoted or hindered the effectiveness and survival of the participant NGOs. To ensure a high quality case study, strategies including data triangulation and the establishment of chain of evidence were adopted to improve dependability and transferability of the findings.

In the following chapter, the presentation and discussion of findings based on the analysis of data are captured.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the findings from the study. It is presented in line with the objectives of the study. These include a discussion on the background characteristics of the respondents, the scope of organizational sustainability, factors influencing organizational sustainability and measures the NGOs used to achieve organizational sustainability.

Background Characteristics of Respondents and the Organization

The results of the study suggests a case of youthful male dominance in terms of proportions of those involved in the administration of NGO activities in the study area. Out of the 28 respondents covered by the study, 82 percent were males and 18 percent were female (see Table 4.1). In addition, majority (71.4%) were below the age of 40 years with only a few (14.3%) that were either 45 years and above. Not surprisingly, there appeared to be a considerable enthusiasm among the youth in the work of NGO operations in the area of study. Most respondents had some experience in terms of number of years they had worked in their respective NGOs. Those who had worked between 3 and 4 years constituted over 80 percent of the respondents. The results also show that majority (77.8) of the employees of the NGOs involved in the study were middle-level management personnel with secondary or post-

secondary (vocational and technical) educational levels. The rest had higher qualification and were those in higher management positions. These distinctions in relation to educational and job position is in line with the view of Byrness and Byrness (1978) that educational level of a person determines the type of tasks one can undertake in any programme and the level of participation. Seventy-five percent of the NGOs included in the study, they had been in existence for 5 to 16 years, and as such, were in a position to talk about what had contributed to their sustainability.

Table 2:   Background characteristic of respondents

Characteristics	Frequency	Percentage
Sex		
Male	23	82.0
Female	5	18.0
Age (in years)		
<30	9	32.1
30-34	7	25.0
35-39	4	14.3
40-44	4	14.3
45-59	4	14.3
Experience (in years)		
Two	3	11.1
Three	16	61.5
Four	6	23.1
Five	1	3.8

Table 2 continued

Educational Level	11	40.8
Senior High School	10	37.0
Post Secondary	6	22.2
Tertiary		
Years of Existence of NGO		
<5	7	25.0
5	6	21.4
7	5	17.9
>10	10	35.7

Source: Field survey, 2009

Scope of Organizational Sustainability

The result of the study shows that organizational sustainability can be viewed by NGOs from several aspects of organization's activities. The scope includes the availability of funds, availability and quality of material resources, supportive leadership, development of need-based and demand-driven programme and effective management, (Thomas and Thomas, 2000). It came out that all these factors moderately (means are >3) affected the effectiveness and survival of the NGOs. Interestingly, leadership came out as the most important (mean=3.86) factor critical to NGOs organizational sustainability in the study area (see Table 4.2). This was followed by funding which has always been a limiting factor especially, in developing country such as Ghana. Understandably, leadership is critical for marshalling the needed funds particularly for non-profit organizations such as NGOs where the literature has argued that the conventional approach for their sustainability has been their ability to mobilize money to implement their activities (Malunga & Banda, 2004). Compared to the other factors, availability and quality of

material resource for NGOs' operation (Means = 3.2143; 3.3704) were found as the least critical to NGO sustainability in the study area (see Table 3).

Table 3:   Scope of organization sustainability

Factor	N	Mean	Std. Dev.
Leadership	28	3.86	.59
Funding	28	3.71	.88
Programme Development	28	3.50	.88
Programmes Management	28	3.50	.88
Quality of Material Resources	27	3.40	.84
Availability of Material Resource	28	3.21	.83
Overall Mean	28	3.50	.83

Source: Field Survey data; 2009

Means were calculated from a scale of 1= very low; 2=low; 3=moderately high; 4=high; 5 very high.

Factors Influencing Organizational Sustainability

Human Resource Capacity

The results from the study showed that NGOs in the study areas partially agreed that the number and competence of their human resource were satisfactory (mean: 3.46, 3.50, Table 4). Malunga and Banda (2004) have noted that for organizational sustainability money is not everything, but building the capacity of the organization to be self sustaining and attracting

resources needed to perpetuate its existence and this means that the organization properly develops its human resources. Not surprisingly, those key human resource issues that the respondents were affirmative were leadership issues, including managers instilling a spirit of team work and cooperation among the staff, and leading by example (Means: >4; Table 4). These go to confirm the earlier findings in Table 4 and the view of Kusi-Appiah (2006) that managerial leadership holds the key to the success and survival of organizations of today.

Thomas and Thomas (2000) stated that the "Personality" of the leader, transparency in communication, high motivation and supervisory ability could be used as strategies to improve sustainability. Within an organizational context, there are a variety of leadership. According to Kusi-Appiah (2006), it is generally understood that managerial leadership holds the key to the success and survival of organizations of today. This implies that neither effective leadership, management expertise nor the workforce alone can move organizations forward.

Other key human resources capacity factors that came out in the study as partially agreed were that the NGOs had adequate staff with managerial and technical skills, and good in-services training plan for staff development (Mean:3.6; Table 4). Atiti (2006) identifies qualified and motivated staff as one of the pillars for a sustainable organization. Also, Thomas and Thomas (2000) opined that instituting career planning for personnel could be used as strategies to improve sustainability. In that regard, respondents agreed that their management bring in trainers who introduced business skills to them and carried out in – service training programmes for the staff development.

Table 4:   Human resource factors influencing NGO sustainability

Factors	Mean[a]	Std. Dev.
Our managers instill a spirit of team work and cooperation	4.10	0.54
The managers in our organization lead by example	4.04	0.51
We get staff with adequate managerial skills for our work	3.64	0.68
Our management has good in-service training plan for the staff	3.60	0.57
We get staff with adequate technical skills to do our work as we wish	3.60	0.74
Our organization has structures that determine the roles and responsibilities of the individual and department	3.54	0.79
We get staff with adequate secretarial skills for our work	3.54	0.69
Management brings in trainers to introduce business skills to us	3.50	0.64
Our employees are always prepare to work with our NGO	3.50	0.79
Our organization is well organized as to personal and work routine	3.50	0.88
Our management has study leave plan for staff development	3.43	0.74
Our organization takes time to properly train all employees	3.30	0.59

Table 4 continued

Our organization has a recruitment policy	3.24	0.83
We are able to attract very competent staff	3.20	0.98
Our organization keeps on maintain key employees	3.10	0.98
Overall Mean	3.47	0.47
Number of human resource status		
	3.46	0.88
Competence of human resources	3.50	0.84

Mean[a] was measured on the scale of 1=very much disagree; 2-disagree; 3=somewhat; 4=agree and 5 very much agree Mean[b] was measure on the scale of 6=Excellent; 5=very Good; 4=Good; 3=Satisfactory; 2=Poor; 1=Very Poor

With a mean of 3.54, respondents agreed that their NGOs had structures that determine the roles and responsibilities of the individuals and the departments. Thomas and Thomas (2000) stated that describing roles and responsibilities, instituting appraisal could be used as strategies to improve sustainability. Respondents, with a mean of 3.20, somewhat agreed that their NGOs always got the right human resource to work with. But with a mean of 3.50, respondents agreed that the employees they had were always prepared to work with their NGOs and this had made the NGOs to take time to properly train their employees. Though the results showed that the NGOs partially agreed that their human resources situation was satisfactory, comparing among other factors, it seemed they were more uncertain on their recruitment policy, in respect of attracting very competent staff and keeping their key staff. The NGO staff indicated that they needed various refresher training programmes to improve their skills and competence. These training programmes could be

arranged internally or externally. They also emphasized the need for training in Information and Communication Technology (ICT). According to UNDP (2000), such training programmes are crucial in staff performance because it advances sustainable human development.

Funding

The results as shown in Table 5 indicate that in terms of financial management for mobilization and use of funds, the NGOs partially agreed to be doing well (mean: 3.22; Table 5). They indicated to have structures (board and directors etc) that ensured quarterly reviews of their financial statement; responsible use of resource to meet their missions; keeping of accounting records; and the organization made effort to obtain resource from local sources. This finding is expected because with good leadership as the study tended to suggest, these financial management issues could easily be managed.

The results also show that major sources of financial support for the NGOs in the study was from internal (within Ghana) as against external funding which was becoming very unyielding. The respondents somewhat agreed that they were able to raise the funds they needed from local sources to keep them going. They, however, disagreed that local source of funding could yield enough to enable them adequately undertake all their projects. Accordingly, they indicated that the NGOs in the study area would not perform well on internal support because it was barely adequate to meet all their operational costs. But, they were also of the view that beneficiary communities should not be charged fees for the services they receive from NGOs.

Respondents in the study suggested that their Board of Directors should device and use various methods of fundraising in a bid to improve the financial sustainability of NGOs. These methods should include training individuals in proposal writing, diversifying donor bases and identifying more local sources of funding. Respondents further suggested that management should ensure more transparency and accountability in their financial matters through proper documentation; through application of accounting policies and recording procedure to avoid ambiguities and suspicion.

Most respondents also indicated that Executive Directors with their Programme Managers should carry out monthly financial reviews to ensure judicious use of funds. The Board of Directors should also review the financial statements of the NGOs as a way of monitoring and evaluating the programmes and performances of the NGOs.

Table 5:   Funding factors influencing NGO sustainability

Factors	Mean	Std. Dev.
Our Board of Director ensures that our resources are used responsibly to meet our mission	3.61	0.63
The Board reviews the financial statement on quarterly basis	3.64	0.62
The accounting policies and recording procedures are clearly documented in a written policies	3.60	0.63
The executive director and the programme managers review the monthly financial statement.	3.60	0.74
All contributions are recorded in the accounting records book	3.60	0.69
Our organization makes great effort to obtain resources	3.53	0.75

Table 5 continued

from local source		
Our survival depends on how much money we are able to raise next year	3.50	0.69
Our NGO has a comprehensive annual budget which include source and use of funds	3.50	0.51
There are proper and timey financial reports - balance sheet, income statement, cash flow report in our NGO	3.50	0.58
Our NGO has a fundraising Board	3.43	0.57
Our NGO has financial sustainability plan	3.21	0.57
We can survive with financial support from internal source	3.21	1.07
Our major source of finance is from internal support	3.21	1.07
We are able to raise the funds we need from within Ghana	3.14	0.65
We will have to charge fees for our services to survive	2.64	0.68
Our organization can still do well with internal support	2.54	0.69
Our organization has enough financial support	2.40	0.83
We have adequate resources to undertake all our projects	2.32	0.48
Overall Mean	3.22	0.25

Source: Field Survey data; 2009

Mean[a] was measured on the scale of 1=very much disagree; 2-disagree; 3=somewhat; 4=agree and 5 very much agree

Programme Development

Although the study found that programme development was one of the key factors that could affect the sustainability of NGOs in the study area, a detailed analysis of the programme development factors showed that the major problems that might affect the sustainability of NGOs in the study area had little to do with programme development issues. The results depicted in Table 6 show that programmes developed by the NGOs were generally need-based and demand-driven (mean[a]:4.00).

Table 6: Programme development factors influencing NGO sustainability

Factors	Mean[a]	Std. Dev.
Programmes are need-based (based on needs identified in the community	4.00	0.33
Programmes are demand-driven (requested by the people)	4.00	0.38
Staff bring up innovative ideas to improve programmes	3.80	0.50
Target community (client) shows much interest in our programmes	4.08	0.55
The communities participate in our programmes as we wished	3.50	0.64
Our organization always get the right programmes to meet the needs of our target communities	3.50	0.79
We get users of services or programmes to become beneficiary owners and managers to ensure suitability.	3.50	0.64

Table 6 continued

	Mean	
We easily develop rapport with the community and the client.	3.43	0.63
We are able to get attitudinal change in our areas of operation.	3.41	0.50
We are able to develop good programmes to meet the needs of our communities as we wish.	3.40	0.92
Our organization always uses appropriate technology suitable to local culture.	3.40	0.88
We have the capacity to train and update intervention skills.	3.30	0.86
We encouraged maximum use of volunteers.	3.30	0.08
Overall Mean	**3.41**	0.55
Programme Development Status	**Mean [b]**	
Community participation	3.46	0.75
Usefulness of the programme to the people	3.64	0.68
Impact (effect) of the programme on the people	3.64	0.62

Source: Field Survey Data; 2009

Mean[a] was measured on the scale of 1=very much disagree; 2-disagree; 3=somewhat; 4=agree and 5 very much agree
Mean[b] was measure on the scale of 6=Excellent; 5=very Good; 4=Good; 3=Satisfactory; 2=Poor; 1=Very Poor

In other words development programmes were developed collaboratively to meet the felt and expressed needs of their target communities. To achieve this, community participation should be encouraged and the programme should be very useful and should have a great positive

impact on the people (Table 6). According to the beneficiaries, the NGOs together with them should develop relevant programmes to meet their needs. This supports Selafani's (2000) view of organizational sustainability as an organization's ability to produce programmes – activities and services – that will continue to produce benefits of sufficient value to their client.

Quite a number of the critical questions raised concerning programmes development, including the ease of building rapport with client, attitudinal change, meeting communities needs adequately, use of appropriate technology and volunteers, and the capacity to train and update intervention skills, there were no definite answers (Table 6). The respondents somewhat agreed that these issues were considered by their organizations. But all theses factors were critical to organizational sustainability as had been argued out by some authors (Atiti, 2006; Moore, 2005). Atiti (2006) made the point that dynamic and responsive community public programmes are pillars for a sustainable organization. According to Moore's (2005) view, the efforts of volunteers are form of donations to NGOs. With regards to the status of programme of their NGOs to the community in terms of community participation, usefulness and impact, these were found to be satisfactory (mean[b] 3.46 – 3.64; Table 6). Respondents suggested a number of measures which could improve programme developments of NGOs. These included the need for the NGOs to (1) improve community participation of their programmes, (2) ensure the usefulness of the programmes to the communities, and (3) achieve the desired impact (effect of the programmes on the people).

Management

The results as demonstrated in Table 7 showed the positive contributions of management in the organization sustainability of NGOs in the face of limited external funding (mean: 4.00, Table 7). Respondents generally agreed that they had management capacity to oversee the implementation of their programmes and this had affected their effectiveness and survival as NGOs. Respondents agreed that their Executive Director and staff provided good up-to-date financial and strategic planning to their Board. This is significant as it brings to the fore, a workable partnership among the Management, the Staff and the Board. Although funding was seen as a critical factor, it was also observed that selfless leadership was the key (Haggai, 2006). This is because sustainable development cannot take place without a leadership that is visionary, strategic and caring to mobilize both human and material resources to empower the people for accelerated, socio-economic development (Addiah, 2008). Because management is transparent and accountable, it is able to get the necessary support from the rank and file of the organization.

Table 7:   Management factors influencing NGO sustainability

Factors	Mean	Std. Dev.
We have management capacity to oversee implementation	4.09	.42
Our Executive Director and staff provide good up-to-date information and strategic planning to our Board.	4.03	.47

Table 7 continued

Our NGO has the enabling environment which enables staff with innovative ideas to express them and try them.	4.01	.40
Our organization has good accountability.	4.01	.46
Our organization is good at organizing programmes .	4.01	.54
We do feasibility study before initiating our projects.	4.01	.57
We have improved transparency through communication.	4.01	.63
Our Director and Board set policies for shaping our NGOs	4.00	.43
We have management capacity to oversee fundraising	4.00	.52
The staffs are educated about our finances, product and service in relation to others.	4.00	.44
We have prescribed roles and responsibilities and instituted appraisals inn our organization.	4.00	.48
We are able to enhance motivation of personnel.	0.00	.75
We have organizational culture that blends commercial values with philanthropic principle.	4.00	.69
We enhance the interest of all our stakeholders.	3.40	.74
Overall Mean	4.00	.37

Source: Field Survey Data; 2009;

Mean were calculated from a scale of 1=very much disagree; 2-disagree; 3=somewhat; 4=agree and 5 very much agree

Atiti (2006) identifies motivated and competent leaders as one of the pillars for a sustainable organization. The results also show that the NGOs had the enabling environment which enabled staff with innovative ideas to express and try them. This supports Parker's (2001) observation that the role of management is to provide the environment and resource to support on-going organizational improvement. The key aspects of this role, he identifies as leadership that creates and deploys clear values to the organization. The results also show (with a mean of 4.01) that the organizations had good accountability policies and they were good at organizing programmes, thus enhancing the sustainability of the organization (NGO). Respondents also agreed that their organizations carried out feasibility studies before initiating strategies for their projects and had improved transparency through communication in their organization. Through this, energies were productively channelled for execution of programmes. Respondents (with a mean of 4.00) agreed that their Executive Director and their Board set policies for shaping their NGOs finances, thus bringing into play accountability. Atiti (2006) noted that a committed and competitive Board of Directors is one of the pillars for a sustainable organization.

On the critical issue of funding, respondents also agreed that their NGOs had management capacity to oversee fundraising. Most of the respondents agreed that staff of their NGOs were educated about the situation of their NGO's finances, cost and competitiveness of their products and

services in relation to other NGOs. Respondents also agreed that their organizations had prescribed roles, responsibilities and appraisals and these had gone a long way to enhance motivation of personnel in their organization. Several respondents again agreed that their organizations had the organizational culture that blended commercial values with philanthropic principles. However, respondents partially agreed by (a mean of 3.40) that their organizations were able to enhance the interest of all stakeholders of the organization. However, respondents agreed that their NGOs were surviving as a result of good management practices. This is because sustainable development cannot take place without a leadership that is visionary, strategic and caring to mobilize both human and other resources to empower the people for accelerated, socio-economic development. This agrees with Parker's (2001) view that the role of management is to provide the full involvement of the organization and its people.

Material Resources

The study revealed that the Material Resources factor moderately (mean of 3.20) affected the effectiveness and survival of NGOs in the study area. As has been illustrated in Table 8, comparing the other factors affecting NGO organizational sustainability in the study area availability and quality of materials resources for NGOs operation were found to be the least critical to NGO sustainability (Mean = 3.36; 3.50). With a mean of 3.40, respondents partially agreed that building the organization's ability to turn its resources into wealth was the bedrock for organizational effectiveness and sustainability. Respondents somewhat agreed that their organization easily got the right

materials to work with. Respondents again, partially agreed that their NGOs got right materials to undertake their programmes and projects. With a mean of 3.11, respondents partially agreed that their NGOs had strategic plans to monitor how well their recourses were being used. The difficulties associated with getting needed and requisite materials naturally calls for prudent use of such materials.

The respondents again, somewhat agreed that their NGOs had effective strategic plans that informed staff on how to attract needed resources for their programmes. In view of the difficulties in getting materials, it was considered necessary to make attracting such material resources a shared responsibility of all members of the organization. Respondents, by a mean of 3.36, partially agreed that availability of their material resources for their programmes and projects was satisfactory. Respondents partially again agreed that the quality of material resources for their operations was also satisfactory.

Table 8:   Material resources factors influencing NGO sustainability

Factor	Mean	Std. Dev.
Building the organization's ability to turn its resource into wealth is the bedrock for organizational effectiveness sustainability.	3.40	.57
Our organization easily get the right materials to work	3.30	.75
We get right materials to undertake our project	3.21	.83

Our organization has a strategic plan to monitor how well our resources are being used.	3.11	.69
Our organization has an effective strategic plan that informs staff how to attract needed resources.	3.04	.64
Overall Mean	**3.20**	**.56**
Resource Situation	**Mean[b]**	.78
Availability of resources	3.36	.69
Quality of resources	3.50	

Source: Field Survey data; 2009

Mean[a] was measured on the scale of 1=very much disagree; 2-disagree; 3=somewhat; 4=agree and 5 very much agree

Mean[b] was measure on the scale of 6=Excellent; 5=very Good; 4=Good; 3=Satisfactory; 2=Poor; 1=Very Poor

Measures NGOs Use to Achieve Sustainability

Respondents were asked to describe the measures they had in place in the areas of human resource, funding, programme development, management and material resource, to ensure the sustainability of their NGOs. The summary of the measures employed by NGOs in ensuring sustainability in the areas given above is presented under the following headings:

Human Resource Management Measures

From the study, human resource needs of local NGOs in the study area could be grouped under two broad categories, namely, (a) skilled personnel and (b) unskilled personnel. Skilled personnel included administrators, secretaries, accounts officers, micro finance officers and technicians.

Unskilled personnel were mainly field staff and general staff. Respondents indicated that they also used volunteers which might be skilled or unskilled staff in their programmes. When asked how they were able to attract their personnel, the respondents cited various means which included advertisements, peer recruitment (staff contacts), the labour office, and personal contacts through the churches, the national service scheme, students' attachment and volunteers. Respondents explained that in order to get competent staff, their NGOs took their staff through on-the-job training routines or arranged various training programmes for them to sharpen their skills.

Funding Measures

The study showed that local NGOs in the study area did not secure grants or funding from overseas donors and funders in the manner they would have wished. In the absence of external funding, they were compelled to generate financial support for their programmes from their Boards, Management, Friends and the public which included individual philanthropists and churches. They as well indicated that they secured some funding through good proposal writing, consultancy services and appeal for funds from corporate bodies.

Some local international NGOs were funded from external sources in addition to funds they received locally from the Ghana Health Insurance Project, the Malaria Fund, T. B Control Fund and the H IV Aids Fund. The general consensus was that getting funding from various sources should be the ideal for NGOs. This is supported by Thomas and Thomas (2000) who

advised that NGOs should have multiple sources of funding to improve their sustainability.

Respondents were asked to explain why their donors and funders continued to support their programmes and projects. The key reasons given were that they were transparent, accountable and committed to a good cause which was shared by the donors and funders. They also claimed to have good leadership donors and funders had confidence in, and working hard to meet needs of communities to the satisfaction of their donors and funders.

Programmes Development Measures

Respondents were asked to outline the strength of their programme management processes. It was noted that the strength of their programme management rested on two main pillars, namely, (i) the types of programmes they offered, and (ii) how the programmes are executed. With regard to the types of programmes they offered, respondents gave three main types of programmes – (i) capacity building programmes (ii) programmes tailored to meet the needs of beneficial communities and (iii) advocacy programmes. With regards to execution of programmes, respondents enumerated the following strengths: (i) staff exhibited dedication to work, (ii) they were focused with their programmes, (iii) they had strong management team to implement programmes, (iv) staff sacrificed to execute their programmes (spirit of voluntarism) and (v) work as team for synergy.

When the respondents were asked to identify weaknesses in their programme management processes, two broad areas came out. The first was external weaknesses which had to do with the attitudes of beneficiary

communities. Some communities were said to have show apathy to projects of the NGOs because their expectations were not met. They expected the NGOs to distribute physical cash or items to them and not necessarily took them through development programmes that would empower them – they wanted short lived immediate benefits. They also indicated lack of commitment by some of the beneficiary communities with the programmes initiated by the NGOs, and the sustainability of projects handed over to community people by NGOs.

The second area of weakness in the programme management process was internal weaknesses which dealt with the shortcomings of the NGOs in meeting their expectations. Here they indicated shortcomings with regards to lack of adequate staff, low recovery rate of loans they granted to beneficiaries under micro-finance schemes which limited the sustainability of NGO programmes in the area, lack of expertise (training) for some programmes and the last but not the least uncertainty with funding to sustain programmes, Lassen (2001).

Management Measures

Respondents outlined strategies that their NGOs had put in place to maintain high motivation and commitment among their staff. They disclosed that their NGOs had opportunities for human resource development training and this motivated their staff to work with passion. It was also gathered that the NGOs promoted shared vision among their staff and encouraged team-work spirit in all their operations. Respondents further explained that their NGOs carried out transparent operations and this made staff to give up their

best in the work they did. It was also disclosed that they were satisfied with their job – something which had contributed to their high motivation in the NGO work.   It was also observed that the provision of Administrative Manual to guide staff in their work, in a large measure, contributed to staff motivation and commitment as staff work with clear guidance and direction.

Material Resources Measures

The study highlighted three key material resources needed by the NGOs for effectiveness – (a) transport, (b) relief items and (c) equipment for work. Under transport, the respondents listed vehicles and motor-bikes which were used to facilitate their movements in the course of their work. Regarding equipments, they cited laptops and personal computers which were used to generate reports and carry out other administrative duties; multi-purpose digital cameras for taking projects pictures to enrich their reports; protective equipment used in their fire protection programmes; solar panels; solar accessories used in their work in the communities; office equipments; air conditioners and other electrical gadgets for office use. Football, jerseys, boots tents, food etc. as relief items they supplied to meet the felt needs of communities in distress. Explaining how these material resources were mobilized, a number of the respondents said they made appeals to public – spirited people and organisations for assistance. Others indicated that they mobilized material resources through their own efforts – through personal contributions of members of their management and members of their Board. Some of the respondents also indicated that their material resources come from donor support.

To sum up, the results of the study amply portrayed a high level of enthusiasm among the youth in the work of NGO operations in the study area. Majority of the employees of the NGOs involved in the study were middle-level management personnel with secondary or post secondary educational level. The study also revealed that organisational sustainability could be looked at from the following areas, namely, availability of funds, availability and quality of material resources, supportive leadership, development of need-based and demand-driven programmes and effective management.

Leadership, however, emerged as the most important factor critical to NGOs' organisational sustainability in the study area. This confirmed Kusi-Appiah's (2006) view that managerial leadership held the key to the success and survival of organisations today. The next important factor was funding where literature had noted that the conventional approach for NGOs' sustainability has been their capacity to raise funds to carry out their work (Malunga and Banda, 2004). The other factors, namely, programme development, programme management, quality of material resources and availability of material resources, were found as the least critical to NGO sustainability in the study area (see Table 3).

In the next chapter, the summary of the study, the conclusions, recommendations and implications for future research are presented.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the study, draws conclusions and makes some recommendations. It also presents suggested areas for further studies.

Summary

NGOs have played increasingly important roles in the formation and implementation of development policies becoming key actors in the socio-political and economic development of Ghana. However, NGOs as development partners in Ghana are faced with many challenges despite the opportunities that lie before them. Some challenges to the sector include: proliferation of NGOs creating or reinforcing negative perceptions about the NGO movement everywhere; managerial and organizational weaknesses; over dependence on external funding resulting in donor driven activities or programmes; and the perception that many of them have been established as an income generating opportunity for their members.

Not surprisingly, there are a number of local NGOs operating in the area of Mpohor Wassa East and Wassa West Districts. However, only a few of these NGOs were currently operating. For those NGOs that were still operational, there was little information on which factors had contributed or were influencing their sustainability. This study, therefore, sought to determine the key factors that had contributed to the sustainability of these

local NGOs. Specifically, the study was guided by the following objectives to:

1. Conceptualise the scope of the term "organizational sustainability" as applied to local NGOs in Mpohor Wassa East and Wassa West Districts.

2. Determine the key factors that local NGOs in the Mpohor Wassa East and Wassa West Districts see as critical to their sustainability.

3. Describe the measures the NGOs in the study area use to improve their sustainability.

A case study design was used in interviewing twenty-eight (28) staff/operators of local NGOs in the study areas. Structured interview schedules were administered for the collection of the data. Statistical Package for Service Solutions (SPSS) was used to analyze the data into frequencies, percentages, means and standard deviations. The summary of major findings as they relate to the specific objectives of the study is as follows:

Scope of Organisational Sustainability of Local NGOs

The study found that availability of funds, quality material resources, supportive leadership, development of need based and demand driven programmes and effective management were perceived by NGOs to affect their effectiveness and survival as local development agencies. However, leadership emerged as an outstanding factor with a mean of 3.86. This was closely followed by funding, programme development, programme management, and availability and quality of material resources, in a decreasing order of importance.

Human Resource Factors Influencing NGO Sustainability

The result of the study indicated that the NGOs in the study areas partially agreed that the number and competence of their human resource were satisfactory. What seemed to have contributed to this was supportive leadership – the managers instilled a spirit of team work and cooperation among the staff and they were seen as leading by example. Besides leadership, the study suggested organizational sustainability of local NGOs could be improved if structures that determined the roles and responsibilities of the individual and departments of NGOs were established and were functioning. The other important human resource factor was the need to have adequate and dedicated staff with the right managerial and technical skills, coupled with good in-service training plan for staff development.

Funding Factors Influencing NGO Sustainability

It was discovered that in terms of financial management of mobilization and use of funds, the NGOs partially agreed to be doing well. The major sources of financial support for the NGOs in the study area was from internal (within Ghana) as against external funding. They however, disagreed that local source of funding was enough to enable them adequately undertake all their projects to meet the needs of farmers. Respondents suggested that their Boards of Directors should device and use various methods of fundraising in a bid to improve the financial sustainability of their NGOs. It was further suggested that management should ensure more transparency and accountability in their financial matters through proper documentation. It was clearly indicated that the Executive Directors with their

Programme Managers should carry out monthly financial review to ensure judicial use of funds.

Programme Development Factors Influencing NGO Sustainability

A detailed analysis of the programme development factor of the study indicated that sustainability of NGOs in the study areas had little to do with programme development issues. Programmes developed by the NGOs were generally needs – based and demand – driven because they were developed collaboratively with beneficiaries. In addition, they reviewed the programmes periodically and made mid-term changes in their activities to keep them responsive and relevant to the needs of beneficiaries. The results suggested that needs – based and demand – driven programmes could be achieved through improvement in community participation at all levels of the programmes development, involvement of volunteers from the communities and fostering of strong rapport with the community and clients. This could lead to the generation of innovative ideas among participating stakeholders and the development of the sense of ownership in the clients, which is necessary for programme sustainability.

Management Factors Influencing NGO Sustainability

In the face of very limited external funding, the study showed the positive contributions of Management in the sustainability of NGOs in the study area. Respondents generally agreed that they had management capacity to oversee the implementation of their programmes. That their Executive

Director and staff provided good up – to – date financial and strategic planning to their Board.

Top management set policies for shaping their NGOs finances; that their staff were educated about the situation of their finances, cost and competitiveness of their products and services in relation to others; demonstrated transparency through communication in their organization; and had the management capacity to oversee fundraising activities.

Material Resources Factors Influencing NGO Sustainability

The results of the study revealed that, generally, the material resource factors moderately affected the effectiveness and survival of NGOs. Availability and quality of material resources for NGOs operations were found as the least critical to NGO sustainability. Respondents partially agreed that building the organization's ability to turn its resources into wealth was the bedrock for organizational effectiveness and sustainability. There was general agreement that the local NGOs could attract and monitor the use of their resources, and that the availability and quality of materials at their disposal for operation were satisfactory.

Conclusions

Based on these findings, several conclusions could be drawn. The employees of local NGOs in the study area were youthful males below the age of forty (40) years with moderate level of working experience – between three and four years.

That local NGOs in the study area have a broader view of their sustainability (scope of sustainability) to include issues relating leadership, availability of funds, development and management of need based and demand driven programmes in a decreasing order of importance.

The key factors that affected NGOs sustainability the include role of human resources capacity, funding, programme development, management and material resources.

That it is becoming increasingly difficult for NGOs to attract funding from foreign donors to support their programmes and are therefore compelled to diversify their sources of funding with emphasis on domestic sources mobilization.

That the survival of local NGOs can be affected by their ability to develop need-based and demand-driven programmes to meet felt and expressed needs of beneficiaries.

They also raised funds through good proposal writings and consultancy services they undertake. These can be supported through the principle of transparency, accountability, commitment to work and programmes and projects driven by the needs and demands of their beneficiaries.

Recommendations

Based on the conclusions of the study, the following recommendations are submitted to improve the sustainability of local NGOs in Mpohor Wassa East and Wassa West Districts:

1. Given that leadership is critical to local NGO sustainability, it is recommended that institutions of higher learning such as the

University of Cape Coast, Ghana Institute of Management and Public Administration and the Institute of Professional Studies, Legon, that have programmes in NGO studies and management should promote their programmes to attract staff of local NGOs to train to improve their leadership competence.

2. One of the factors mostly considered for organizational sustainability was qualified and motivated staff. It is therefore suggested that management of NGOs should bring in trainers to introduce business skills and carry out in-service training programmes for staff development. Additionally, recruitment policy should be introduced in the operations of local NGOs to improve their personnel situation. Skills and competencies of staff should be improved through internal and external courses in various fields including Information and Communication Technology capacity training.

3. With increasing difficulty of attracting funding and material resources by local NGOs, it is recommended that government of Ghana should set up special development fund or grant to support registered local NGOs with responsive projects. Furthermore, local NGOs should be innovative in designing new programmes to avoid duplication of functions and waste of resources. Evidence from the study showed the difficulties associated with getting the needed and requisite material resources. Hence local NGOs should have effective strategic plans that inform staff on how to attract and use judiciously such resources.

Suggested Areas for Further Study

In view of the implications and recommendations provided, it is further suggested that future research could be conducted to:

1. Determine the training needs of staff of local NGOs in Ghana;

2. Assess the sources, nature and extent of local funding/resources to local NGOs in Ghana; and

3. Examine the role tertiary institutions can play to provide local NGOs with management training and development that can improve their sustainability

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APPENDIX I

UNIVERSITY OF CAPE COAST

[DEPARTMENT OF AGRICULTURAL ECONOMICS & EXTENSION]

QUESTIONNAIRE

The growth of NGOs over the past decades has given them an increasingly important role which has made them a distinctive sector within civil society. The complementary role that NGOs play in the social, political, economic and cultural development in Ghana has been appreciated and recognized by Government.

The department of social welfare since 2008 has Registered 3,000 NGOs. However, only a few of these NGOs, especially the Small, Local NGOs are operating now. For those NGOs that are still operational, there is little information on what factors have contributed or are influencing their sustainability

In the light of the above, this study seeks to determine the key factors that can contribute to the Sustainability of Small, Local NGOs. It is guaranteed that your responses will be treated with strict confidentiality and use only for academic purposes.

[RESPONSE GUIDE: **Please tick, state or list where appropriate**]

A. General Background Information

1. Name of Organisation…………………..

2. Your Sex:

    Male [ ]   Female [ ]

3. Your Age at last birthday (years)

 4 Position:

     Junior Staff   [ ]

    Senior Staff [ ]

Management Staff [ ]

Other [Specify…………………………………………………]

5. Designation………………………………………………………..

6. Working experience (years)……………………………………………

7. Educational Background

Vocational/Technical   [   ]

Senior Secondary   [ ]

Tertiary   [ ]

Other…………………………………………………………..

8. How many years has the NGO been in existence?

(if you know)………………………………………………….

B.   Meaning and Scope of Organizational Sustainability

Please, indicate how high or low the following factors are affecting the

effectiveness

And survival of your NGO using the scale provided below, tick to

express your view on the factor.

1 = Very High (VH)

2. = High (H)

3. = Moderately High (MH)

4. = Low (L)

5. = Very Low (VL)

FACTORS		LEVEL			VL	
Funding	VH	H	MH	L		
Availability of Material Resources.						
Quality of Material Resources.						
Leadership.						
Programme Development						
Programme Management						

71

C.   Factor Influencing Organizational Sustainability

    I.   **FINANCIAL**

Please, to what extent do you agree or disagree with the following statements concerning your NGO. Use the scale provided below to express your view.

LEVEL OF AGREEMENT
        1= Very much Agreed (VA)

        2=Agreed (A)

        3=Somewhat Agreed (SA)

        4=Disagreed (D)

        5=Very much Disagreed (VD)

FACTORS	LEVEL (Tick√)				
	VA	A	SA	D	VD
We cannot survive without financial support from overseas.					
Our major source of finance is from overseas donors.					
Without external support our organisation will still do well.					
Our major problem in this organisation is financial support.					
Our NGO has financial sustainability plan.					
We are able to raise the funds we need from local sources (within Ghana).					
We are unable to undertake many projects we wish to because of inadequate funds.					
My organisation makes great efforts to obtain resources from local source.					
We will have to charge fees for our services to survive.					

Our survival depends on how much money we are able to raise next year.				
There are proper and timely financial reports such as balance sheets, income statement, cash flow report, audit, budget statements on fundraising etc in our NGO.				
Our Board of Director is responsible for the solvency of our NGO and for ensuring that its resource is used responsibly to carry out its mission.				
Our NGO has a fundraising Board.				
Our NGO has comprehensive annual budgets which include sources and use of funds.				
The accounting policies and recording procedures are clearly documented in a written policy.				
All contributions are recorded in the accounting records.				
The executive director and the programme managers review the monthly financial statement.				
The Board Committee or the full Board reviews the financial statement on quarterly basis.				

II.   MATERIAL RESOURCES

Please to what extent done you agree or disagree with the following statements concerning your NGO.

LEVEL OF AGREEMENT

1= Very much Agreed (VA)

2=Agreed (A)

3=Somewhat Agreed (SA)

FACTORS	LEVEL (Tick√)				
	VA	A	SA	D	VD
We do not get the right materials to undertake our projects.					
Our major problem in this organisation is getting the right materials to work.					
Building the organisation's ability to turn its resources into wealth is the bedrock for organisational effectiveness and sustainability.					
Our organisation has an effective strategic plan that informs staff how to attract needed resource.					
Our organisation has a strategic plan to monitor how well our resources are being used.					

6. What major material resources does your organisation need/use for its operation?

   (a)
   (b)
   (c)
   (d)

7. How would you describe your material resource situation (Please tick √)

Parameters	Excellent	Very Good	Good	Satisfactory	Poor	Very Poor
Availability						
Quality						

III   MATERIAL RESOURCES

Please to what extent do you agree or disagree with the following statements concerning your NGO.

LEVEL OF AGREEMENT

1= Very much Agreed (VA)

2=Agreed (A)

3=Somewhat Agreed (SA)

4=Disagreed (D)

5=Very much Disagreed (VD)

FACTORS	LEVEL (Tick√)				
	VA	A	SA	D	VD
We do not get the right materials to undertake our projects.					
Our major problem in this organisation is getting the right materials to work.					
Building the organisation's ability to turn its resources into wealth is the bedrock for organisational effectiveness and sustainability.					
Our organisation has an effective strategic plan that informs staff how to attract needed resource.					
Our organisation has a strategic plan to monitor how well our resources are being used.					

6 What major material resources does your organization need/use for its operation?

(a)

(b)

(c)

(d)

7 How would you describe your material resource situation (Please tick)

Parameters	Excellent	Very Good	Good	Satisfactory	Poor	Very Poor

III. **HUMAN RESOURCE**

Please how do you agree or disagree with the following statements with regard to your NGO. Using the scale provide below Tick to express your view of the factor.

LEVEL OF AGREEMENT

1=Very much Agreed (VA)

2 = Agreed

3= Somewhat Agreed (SA)

4= Disagreed (D)

5=Very Much Disagreed(VD)

FACTORS					
Our organization has structures that determine the roles and responsibilities of the individual and departments.					
Our Major problem in this organization is getting the right resources to work with.					
The managers in our organization lead by example.					
The managers in our organization lead and inspire employees by instilling a spirit of team work and cooperation.					
Our organization is well organized as to personnel and work routine.					
Our NGO takes time to properly train all employees in the organization.					
Our organization has a recruitment policy.					
	VA	A	SA	D	VD
Our NGO keeps on loosing key employees					
Our NGO has problem with employees turnover					
We are able to attract very competent staff for our NGO.					
The caliber of staff we have in the organization do mot have adequate knowledge					

and skill to do the work as we wish.					
We do not get staff with adequate technical skills to do our work as we wish.					
We do not get staff with adequate managerial skills to do the work as expected.					
We do mot get staff with adequate secretarial staff to do the work as expected.					
Our Management has good plan for staff development(study-leave plan)					
Our Management brings in trainers who can introduce business skills to us.					
Our Management has good in-service training plan for the staff					
Key employees are leaving the organization for more money.					
Key people leave the organization to take up better positions elsewhere.					
We have programme for career planning for personnel of the organization.					

How would you describe your Human Resource status? (Pleasetick)

Parameters	Excellent	Very Good	Good	Satisfactory	Poor	Very Poor
Numbers						
Competence						

What kind of competence (knowledge and skills) do you need to work more effectively (Please list)

    a)
    b)
    c)
    d)

IV.   **PROGRAMME DEVELOPMENT**

Please, how do you agree or disagree with the following statements with

regard to your NGO. Using the scale provided below, tick to express your

view on the factors.

LEVEL OF AGREEMENT

1 = Very much Agreed (VA)

2 = Agreed (A)

4 = Somewhat Agree (SA)

5 = Disagreed (D)

5 = Very much disagreed (VD)

FACTORS	LEVEL(Tick)				
	VA	A	SA	D	VD
We are mot able to develop good programme to meet the needs of our target communities as we wish.					
Our major problem in this organization is getting the right programmes to meet the need of our target communities.					
Our major problem is the use of appropriate technology suitable to local culture.					
We do not have the capacity to train and update intervention skills.					
We do not have the ability to undertake research to upgrade interventions					
We do not have the means to aim at maximum coverage giving the available funds at our disposal.					
We do not have the resources to monitor regularly and make correction.					
We are not able to develop strategies to evaluate periodically and make mid-course changes in our activities.					
Our major problem in this organization is developing tine specific, area specific, sector specific plans.					
We are not able to improve community participation at all levels of the programmes including monitoring and evaluation.					
We are not able to encourage maximal use of volunteers from the community.					
Our major problem is developing report with the community and the clients.					
We are not able to get attitudinal change in our areas of operation.					

Staff are not able to bring up innovative ideas to improve our programmes.					
Our major problem is to get users of our services or programmes to become beneficiary owners and managers to ensure sustainability					
Our programmes are demand-driven (requested by the people)					
Our programmes are need-based (based on needs identified in the community)					
Our target community (clients) shows little interest in our programmes.					
The communities are nit participating in our programmes as we wish					

How would you describe the status of programme development by your organization? (Tick   )

Parameters	Excellent	Very Good	Good	Satisfactory	Poor	Very Poor	
Community Participation							
Usefulness of the programme to the people							
Impact (effect) OF The programme on the people							

V.   MANAGEMENT

Please to what extent do you agree or disagree with the following statements

Use the scale provided below to express your view.

LEVEL OF AGREEMENT
1= Very much Agreed (VA)

2=Agreed (**A**)

3=Somewhat Agreed (SA)

4=Disagreed (D)

5= Very much Disagreed (VD)

FACTORS	VA	A	SA	D	VD
Our Executive Director and staff provide good, up- to- date financial information and strategic planning to our Board.					
Our Executive Director and our Board set policies for shaping our NGOs finances.					
Our managers create mew culture that blends commercial values with philanthropic principle that drive our NGO.					
The staff of our NGO are educated about the situation of our NGO's finances, cost and competitiveness of our products and services in relation to other providers					
Our NGO has the enabling environment which enables staff with innovative ideas about efficiency, volume of services and cost recovery to express them and try them.					
Our organization has good accountability plan					
Our organization is good at organizing for programmes					
We do feasibility study before initiating strategies for our projects.					
We have improved transparency through communication in our organization.					
We have prescribed roles and responsibilities and instituted appraisals in our organization					
Our major problem is promoting democratic leadership in our organization.					
We are not able to enhance motivation of personal in our organization.					
Our major problem in this organization is enhancing the interest of all stakeholders of the organization.					
Our major problem is lack of management capacity to oversee fundraising					

Thank you very much for your time and cooperation.

APPENDIX II

UNIVERSITY OF CAPE COAST

DEPARTMENT OF AGRICULTURAL ECONOMICS AND EXTENSION

INTERVIEW SCHEDULE

1. We see your NGO as a survivor. Many NGOs have come and died off because of several problems.

   What would you say have contributed to your survival so far? [NB. ask why for each factor brought up]

2. What measures have your organization put un place that ensures that you have the resources needed for effective work?

(a) Financial Inflow:
   How do you secure grants etc from Donors, Funders?
   How are you able to generate financial support for your programme
   Why do you think Donors, Funders etc continue to support your programmes, projects?

(b) Materials for work:
   What major materials resources apart from financial does your organization use for its operation?
   How is your organization able to mobilize these material resources for its programmes, projects?

(c) Human Resources for Work
   What kind of personnel do you look for or use in your organization
   How are you able to attract your personnel?

(d) Programme Management

   What have you found as the strengths of your programmes/project management processes.

   What have you found as the weakness o f your programmes/project management processes.

(e) Staff Motivation and Commitment

   How is your organization able to ensure and maintain high motivation and commitment among its staff?

(f) Leadership
   What would you say are the strengths of leadership in your organization?

What would you say are the weaknesses of leadership in your organization?

(g) What do you think can be done by your organization in addition to what yoy are currently doing to improve your survival ability? (Ask for reasons)

BACKGROUND OF INTERVIEWEE:
1. Position:
2. Working Experience

BACKGROUND INFORMATION ABOUT THE ORGANIZATION
1. Year Started:……………………………………………………….

2. Core Mission:………………………………………………………

3. Donors/Funders of the Organization.

   ……………………………………………………………………

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   ……………………………………………………………………….

4. Beneficiaries of the Organization
   ……………………………………………………………………….

   ……………………………………………………………………………

   ……………………………………………………………………….

5 Coverage area:……………………………………………………

6 Development of the Organization

   …………………………………………………………………………

   ……………………………………………………………………….

7. Technical Staff: No of management

   No of Field Staff……………………………………………….