**Development in Africa**

**North - South NGO Partnerships and Implications for**

**Sub-Saharan Africa’s Development**

**Masters of Social Science Thesis**

**In Development and International Relations**

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# List of Acronyms

AI- Action Aid International

BEAC – Banque des Etats de l’Afrique Cantral

BRICS – Brazil, Russia, India, China and South Africa

CEMAC - Communauté Economique Monétaire de l’Afrique Centrale

ECOWAS – Economic Community for West African States

ECCAS – Economic Community for Central African States

CFA F – Communauté Financiére de l’Afrique Franc

FF – French Franc

GDP – Gross Domestic Product

GPTZA- Global Platform Tanzania

INGO – International Non-Governmental Organization

MS/AADK – Mellemfolkeligt Samvirke/ActionAid Denmark

MS – Mellemfolkeligt Samvirke

NGO – Non-Governmental Organizations

NNGOs – North Non-governmental Organizations (representing USA or Europe)

N-S NGO – North-South Non-Governmental Organization

MDGs – Millennium Development Goals

OCAM – Organization Commune des Afrique et Madagascar (an Accounting system)

OECD – Organization for Economic Co-operation and Development

OHADA – Organization for the Business Harmonization on Commercial Law in Africa

PD – Paris Declaration

SNGOs – South Non-governmental Organizations (representing SSA)

SSA - Sub-Saharan Africa

SWOT – Strengths, Weaknesses, Opportunities and Threats

UDEAC – Union Douaniere des Economie de l’Afrique Centrale

UN – United Nations

UN-ECOSOC – United Nations Economic and Social Council

USAID – United States Agency for International Development

WTO – World Trade Organization

# Abstract

This research investigates the implications of North-South NGO partnerships for Sub-Saharan Africa’s Development. Its hypothesis is that these partnerships mutually benefit both the North and the South; the North offers technical skills and knowledge, while the South offers the constituency and indigenous knowledge and skills in SSA’s Development. In this wise, such partnerships are said to pursue symmetrical and sustainable Development. That is because partnerships with such NGOs are more people-focused, and pursue Human Development that undoubtedly sustains economic and political development in SSA. This position taken by this research is a contradiction of conventional North-South partnerships. They are inter-governmental, aimed at pursuing only economic growth and political development, and are characterized by asymmetry, dependency and hegemony in its development pursuits in SSA. The major point to contend here is the assumption that partnerships are initiated by the North (USA/Europe) and implemented by the South (SSA), with secondary and unfair intensions. This is seen later on.

The main concepts in this investigation include NGOs, North-South partnerships and Development. Implications on SSA treated as variables. Two schools of thought (pessimists and optimists) debate these concepts and variables throughout the research. The main debate focuses on Development trends in SSA. Debates take sociological and economic dimensions of development, and exhume constructions like Modern Societies that characterize the North and Traditional Societies that characterize the South. The North is further constructed as Rich, Developed and Capable, while the South is constructed as Poor, Underdeveloped and Incapable. A debate on Power Relations emanates from these constructions. Furthermore, a discussion on the role of state and market economies in SSA’s Development happens. Scholars also play a major part in investigations bringing their thinking on SSA’s Development through variables like Human Capabilities and Freedoms, and Wealth and Human Capital. A case study enables the investigation of the incidence and operationalization of a real-life case of North-South NGO partnership for SSA’s Development. This partnership is facilitated through the use of a special tool in determining fair partnerships, called the Due Diligence Process, that is discusses later.

Another characteristic of this research is the difference it makes between inter-governmental partnerships and NGO partnerships. This is because pessimists’ seem to assume that N-S partnerships are inter-governmental and thus their operations are asymmetrical, cause dependency and promote hegemony in the South. They also think that the financial power and level of development of the North adversely influences Development trends in SSA. This is a generalized criticism that means that all N-S partnerships are the same. On the other hand, optimists, whose thinking is guided by N-S partnerships operated by NGOs, hypothesize that these partnerships are symmetrical, sustainably proactive and are a mark of morale, collaborative responsibility, and not hegemony. They think that such partnership is reciprocal because it focuses on Human Development with comparative advantages. The North NGOs have a constituency advantage, which is, access to better skills, ‘donor public’, influence on ‘policy and advocacy’; while the ‘South NGOs’ have a constituency (space) advantage, ‘knowledge’ of local milieu and ‘presence’ (Brehm 2001, p.1). Optimists, in this sense, are very specific in their thinking. This research adopts this optimists’ assumption. For further guidance, a research question is posed: *What are the implications of North-South NGO partnerships for Sub-Saharan Africa’s Development?*

The concept of Development is given particular attention because it is the pivot of partnership in this research. One may wonder why Development is written with a big ‘D’. The big ‘D’ Development is *‘‘an immanent unintentional process; it is an international activity or project of intervention in the third world emerging as an aftermath of decolonization and the cold war’’* (Bebbington et al. 2008, p.5). This ‘D’evelopment also denotes a people-centric one, distinguishing it from a capitalist, state-centric small ‘d’ development (ibid). This research adopts the big ‘D’ Development. In this context, Development refers to Human Development rather than state-centric, which pursues only economic growth and political development.

The order of investigation in this research is guided by a methodological framework, which provides a thorough description of sources of, and how data is collected and used, how it is analyzed and how conclusions are reached. Data collected elucidates on the implications of N-S NGO partnerships for SSA’s Development. It further finds out whether Human Development is primordial to economic growth and political development or not, and which pattern is necessary for SSA’s Development. Data is analyzed using the deductive approach.

The Modernization and Organization Theories are used to provide further academic scholarship and more evidences to shape arguments. While the Modernization theory guides investigations on the Development advancements, the Organization Theory guides understanding of partnerships and NGOs. These two theories are middle-range theories because they offer the opportunity to draw inference from, and debate or discuss relevance of, as well as facilitate linkage of N-S NGO partnerships, to global perspectives of the problem.

Debates on major concepts and variables are highly polarized. Pessimists uphold generous criticisms that North-South partnerships have brought more misery to SAA than development. They support their assumptions with historical besets of SSA. This reliance is construed to hinder them from innovating change and from being proactive. Thus they are unable to suggest best ways of developing SSA, assuming a problem-prone stance. Optimists on their part adopt a more proactive and solution-prone approach. They accept the fact that SSA’s beset is heinous, but stress that these besets should rather be used as a lesson on which best possible approaches to partnership for SSA’s Development can be built. The focus on a more people-centric (NGO) partnership that encourages Human Development is thus their approach to SSA’s Development. This is the position of this research.

In the research, other types of partnerships are brought in to show the global trend of partnerships that have trumped *de jure* principles and assumed *de facto* tenets. South-South and Intercontinental or inter-regional partnerships that are mostly inter-governmental show how they pursue un-sustained and elite-centric economic development to the detriment of the masses through Regional, or continental, trade/economic blocs, etc. - *de facto tenets*. They also show how SSA is creating several blocs with intractable operations, thus ensuring progress of elites and negligence of masses, or trumping Human Development.

At the end of this research, it is clear that North-South NGO partnerships for SSA’s Development have positive implications. Promoting Human Development means that these partnerships pursue symmetrical, sustainable, and non-hegemonic Development for SSA. This thinking leads to a suggestion that can change the way historical facts are used in thinking about SSA’s Development i.e. using a solution-prone and not problem-prone thinking. It suggests that history should not be used as a factor for knowledge stagnation, but as a factor for innovation, planning and solution. It also suggests a new research premise, which is Regional Integration of NGOs that focuses on Human Development in SSA - from problem-prone to solution-prone Development. Such a research should partly consider a new theory that may be called ‘Theory of Possibilities and Human Capabilities’. This thinking can help in understanding how SSA’s besets can be used to design best Development practices in the region focused on Human Development.

**Contents**

[i. List of Acronyms ……….1](#_Toc375176548)

[ii. Abstract 2](#_Toc375176549)

[Chapter 1 8](#_Toc375176550)

[1. Introduction 8](#_Toc375176551)

[1.1. The Problem Domain 8](#_Toc375176552)

[1.2. Problem Formulation 10](#_Toc375176553)

[1.3. Contextualizing the problem and scope 12](#_Toc375176554)

[2. Definitions of key concepts 13](#_Toc375176555)

[2.1. NGO 13](#_Toc375176556)

[2.2. Development 13](#_Toc375176557)

[2.3. North-South NGO Partnerships 14](#_Toc375176558)

[2.4. Donor 15](#_Toc375176559)

[2.5. Sub-Saharan Africa (SSA) 15](#_Toc375176560)

[Chapter 2 16](#_Toc375176561)

[Methodological Framework 16](#_Toc375176562)

[1. Introduction 16](#_Toc375176563)

[2. Thesis orientation 16](#_Toc375176564)

[3. Strategy used 17](#_Toc375176565)

[4. Academic Approach 17](#_Toc375176566)

[5. Concepts 18](#_Toc375176567)

[6. Choice of Period 18](#_Toc375176568)

[7. Research Design 19](#_Toc375176569)

[8. Choice of Theories 20](#_Toc375176570)

[9. Hypothesis 21](#_Toc375176571)

[10. Epistemology 21](#_Toc375176572)

[11. Ontology 21](#_Toc375176573)

[12. Objectivism, Constructivism and Reductionism 21](#_Toc375176574)

[12. Data Collection and Use 22](#_Toc375176575)

[13. Content of Thesis 24](#_Toc375176576)

[14. Limitations 24](#_Toc375176577)

[Chapter 3 26](#_Toc375176578)

[Theoretical Framework 26](#_Toc375176579)

[1. Introduction 26](#_Toc375176580)

[2. Plan of discussion 26](#_Toc375176581)

[2.1 Research question and hypothesis 26](#_Toc375176582)

[2.2. Sub-questions 26](#_Toc375176583)

[2.3. Theories 27](#_Toc375176584)

[3. The Modernization Theory 27](#_Toc375176585)

[3.1. Academic Field 28](#_Toc375176586)

[3.1.1. Development and International Relations (DIR) 28](#_Toc375176587)

[3.2. Historical overview 28](#_Toc375176588)

[3.3. Theoretical overview – from criticism to accommodation 29](#_Toc375176589)

[3.3.1. The Evolutionary School 29](#_Toc375176590)

[3.3.2. The Functionist School 30](#_Toc375176591)

[3.4. Structural Differentiation approach 30](#_Toc375176592)

[3.5. Functional Imperatives approach 31](#_Toc375176593)

[3.6. Economic and Sociological approaches 32](#_Toc375176594)

[3.7. Implications of the Modernization Theory 33](#_Toc375176595)

[3.7.1. On Policy 33](#_Toc375176596)

[3.7.2. On Individual values and ways of life 34](#_Toc375176597)

[3.7.3. On Democracy and Economy 34](#_Toc375176598)

[3.7.4. On Scholarship 35](#_Toc375176599)

[3.8. Limitations of the Modernization Theory: 35](#_Toc375176600)

[3.8.1. On Methodology 35](#_Toc375176601)

[3.8.2. On concept of underdevelopment 35](#_Toc375176602)

[3.9. The New Modernization Theory 36](#_Toc375176603)

[3.10. Lessons learnt from working with Modernization Theory 37](#_Toc375176604)

[4. The Organization Theory 38](#_Toc375176605)

[4.1. Introduction 38](#_Toc375176606)

[4.2. Focus on the Theory 38](#_Toc375176607)

[4.3. Organization complexities 39](#_Toc375176608)

[Chapter 4 40](#_Toc375176609)

[Empirical Framework 40](#_Toc375176610)

[1. Introduction 40](#_Toc375176611)

[2. Position taken by this Research 41](#_Toc375176612)

[3. Part I - Historical perspective 41](#_Toc375176613)

[3.1. The period before 1945 41](#_Toc375176614)

[3.2. Besets of Sub-Saharan Africa 41](#_Toc375176615)

[3.3. The period after 1945 - Emergence of formal partnerships 43](#_Toc375176616)

[3.4. Failure of Polities and rise of Civil Society 44](#_Toc375176617)

[3.5. The State and Market Economies 46](#_Toc375176618)

[3.6. Scholars and North-South NGO Partnerships 48](#_Toc375176619)

[3.6.1. Human Capabilities and Freedom 48](#_Toc375176620)

[3.6.2. Wealth and Human Capital 49](#_Toc375176621)

[4. Part II: Case Study 50](#_Toc375176622)

[4.1. Danish INGO and 13 NGOs in Tanzania 50](#_Toc375176623)

[4.2. Tanzanian government’s request 51](#_Toc375176624)

[4.3. Power Relations in Partnerships 53](#_Toc375176625)

[4.4. Establishing GPTZA and 13 NGOs’ partnership 53](#_Toc375176626)

[4.4.1. The Due Diligence Process 53](#_Toc375176627)

[4.4.2. Revisiting Pessimists and Optimists debates 55](#_Toc375176628)

[4.4.3. North-South NGO Partnership Traffic 59](#_Toc375176629)

[4.4.4. S.W.O. T Analysis 60](#_Toc375176631)

[Chapter 5 63](#_Toc375176632)

[Analysis Framework 63](#_Toc375176633)

[1. Introduction 63](#_Toc375176634)

[2. Major concepts and variables analyzed 63](#_Toc375176635)

[2.1. Historical perspective of partnerships 63](#_Toc375176636)

[2.2. Pessimists and the Problem-prone stance 63](#_Toc375176637)

[2.3. Optimists and the Solution-prone stance 65](#_Toc375176638)

[2.4. Current partnership perspectives 66](#_Toc375176639)

[2.4.1. Human Development versus Economic/Political growth 66](#_Toc375176640)

[2.4.1.1. Human Development 67](#_Toc375176641)

[2.4.2. Human Capabilities and Freedom 69](#_Toc375176642)

[2.4.3. Wealth and Human Capital 70](#_Toc375176643)

[2.4.4. The State and Market Economies 72](#_Toc375176644)

[3. The Case Study 72](#_Toc375176645)

[3.1. Danish INGO and group of 13 NGOs in Tanzania 72](#_Toc375176646)

[3.1.1. Introduction 72](#_Toc375176647)

[3.1.2. Focus on GPTZA and 13 NGOs 73](#_Toc375176648)

[3.1.3. Power Relations in Partnerships 74](#_Toc375176649)

[3.1.3.1. Related to training 74](#_Toc375176650)

[3.1.4. The Due Diligence Process 75](#_Toc375176651)

[4. Analysis of Theories 75](#_Toc375176652)

[4.1. The Modernization Theory 75](#_Toc375176653)

[4.2. The Organization Theory 77](#_Toc375176654)

[4.3. Pessimists and Optimists debate 77](#_Toc375176655)

[4.4. Economic power 78](#_Toc375176656)

[Chapter 6 81](#_Toc375176657)

[Global Perspectives 81](#_Toc375176658)

[1. Introduction 81](#_Toc375176659)

[2. CEMAC 81](#_Toc375176660)

[2.1. Formation and Characteristics 81](#_Toc375176661)

[2.2. CEMAC’s Complicated Partnership 82](#_Toc375176662)

[2.3. CEMAC’s Complicated Accounting 83](#_Toc375176663)

[3. BRICS 85](#_Toc375176664)

[Chapter 7 86](#_Toc375176665)

[Conclusions 86](#_Toc375176666)

[Suggestions for further research 89](#_Toc375176667)

[Bibliography 90](#_Toc375176668)

# Chapter 1

# Introduction

## **The Problem Domain**

The International Development milieu is witnessing a key phenomenon known as North-South NGO partnerships pursuing Human Development of Sub-Saharan Africa (SSA) (Brehm 2001, p.1). As the number of International NGOs surges around the world, ‘‘increasingly assuming importance in both practice and policy of development cooperation’’, so too are these partnerships (Woods 2000, p.7). The aim to pursue Human Development is because SSA governments have continuously neglected this in pursuit of economic growth, thereby causing development failures (ibid). It is assumed that Human Development is a catalyst of sustainable economic growth. The benefits of these partnerships are based on ‘comparative advantages’ (ibid). The comparative advantages are that North NGOs have a constituency advantage, which is, access to better skills, donor public, influence on policy and advocacy; while South NGOs have a constituency (space) advantage for action, knowledge of local milieu and presence (ibid). Despite this, many critiques still swam these partnerships. This research investigates them from pessimists and optimists’ perspectives.

Pessimists assume that, although North-South NGO partnerships are founded on ‘comparative advantages’ they are asymmetrical. That they are often times initiated by, and from the North, which directly or indirectly play a pace-setter role, while the South simply accepts the in-plant for survival. To them, the North seems to need the South as a source for primary data (experimental ground) for research, to construct North-modeled partnerships, later implemented in/by the South, while the South simply accepts because it is vulnerable (INTRAC, 2012). They assume that they cause dependency and are tactics for hegemony.

Optimists on their part consider that this view is too generous and polarized because it seems to focus only on the advantages for the North, on one hand, and on the disadvantages for the South, on the other hand. Furthermore, it seems that it is not related to NGOs, because it does not make any allusion to the people-focused development pattern pursued by NGO partnerships. This lack of NGO knowledge means that they focus more on inter-governmental partnerships (that pursue economic and political development, neglecting Human Development), whose development pursuits are asymmetrical, dependent and hegemonic.

North-South NGO partnerships for Sub-Saharan Africa’s (SSA) Development have indelible implications for SSA. Pursuing Human Development means that they are people-focused, thus providing services that benefit the masses. The comparative advantage assumed in this partnership can be likened to a teacher-student relationship where the teacher needs the student as much as the student needs the teacher for knowledge and skills development and use. I consider North – South NGO partnerships to be a ‘‘practice of morale and possibilities’’, which means that North NGOs adopt the morale and eagerness to understand and share in the Development processes of the South, and the possibility is through partnerships, capable of pulling resources to realize this. At the same time, the South NGOs have the morale and eagerness to facilitate Development for the underserved, unreached masses and provide the arena for skills and knowledge exchange both for the masses and for the NGOs.

With this thinking, my position is that North-South NGO partnerships pursue symmetrical, sustainable and non-hegemonic patterns of Development for SSA. To relate this to theory, my hypothesis takes credence from a Development Theory, the ‘Modernization Theory’, which *‘seeks to explain how societies progress, what variables affect progress, and how societies can react to progress’’* ([www.wisegeek.org](http://www.wisegeek.org)). This is discussed under Theoretical Framework. As background knowledge, historical facts that inform SSA’s state of underdevelopment are investigated to show why these partnerships are now very important for its Development. The besets of SSA through slavery, colonization and WW I and II, disintegration of European Colonies, subsequent independence of these colonies and the rise of USA as a super-power after the WWII, constitute historical backgrounds that inform current Development in SSA.

Before these besets, most of SSA was *en route* to Development. These besets caused it to retract and almost completely stagnate. USA then took up the morale action to Develop SSA (which is part of the Third World). It is said that it ‘‘encouraged its Social Scientists to study the Third World nations… to understand their economic, political and social development needs…’’ to facilitate their Development (So 1990, p.17-18). Some knowledge of the actual situation of SSA was necessary to do this, and this could easily be obtained through Social Science research, thus an academic and research approach. This brings out an element of partnership between USA and the new polities, because research could not have been possible without the researchers and local population’s partnering.

The research advanced some nomenclatures to characterize the North and the South. The North (USA, Europe) is constructed as ‘modernized societies’ while the South is constructed as ‘traditional societies’ (So 1990, p.24). Building partnerships to develop the ‘South’ simply implies transferring the North’s modern patterns to the South (ibid). This research also investigates if this assumption is true or not. To do so it focuses on N-S NGO partnerships. By North NGOs I am referring to NGOs in USA and Europe, and by South NGOs, those in SSA.

It is a given that NGOs have in the past six decades, gained both domestic and international recognition (Heins 2013, p.2). I will return to this later under Empirical Framework. They equally form an invisible protectorate of human fragility, which means that they support underserved or disadvantaged masses within societies. They have protected vulnerable populations from governments’ bias, or from the antagonism of ‘business elites and politicians’ through partnerships (ibid). The number of International NGOs working in partnership with vulnerable people has surged tremendously (Lang 2013, p.13). This is discussed later on.

This research differentiates between inter-governmental partnerships that promote economic and political development, and NGO partnerships, which pursue Human Development as catalyst to sustainable Development of SSA. It assumes that inter-governmental N-S partnerships pursue asymmetrical, dependent-pro and hegemonic development in SSA. On the other hand, North-South NGO partnerships are symmetrical, sustainable and non-hegemonic because they pursue Human Development necessary to sustain economic growth. As case study to expose this, it uses the case of Mellemfolkeligt Samvirke, an affiliate of Action Aid International, currently working in 40 countries in the South serving four continents, through local partnerships ([www.ms.dk/en](http://www.ms.dk/en)). I will return to this under Empirical Framework.

## **Problem Formulation**

This research investigates the implications of North-South NGO partnerships for Sub-Saharan Africa’s Development by posing the following research question: *What are the implications of North-South NGO partnerships for Sub-Saharan Africa’s Development?*

Sub-Saharan Africa exhibits characteristics of North developmental projects in domains of education, health, humanitarian works, infrastructure, etc. as a result of partnerships. Because of this, the term ‘partnership’ more frequently occurs in reports, policy statements and speeches, directed towards ‘linkages and human capacity building’ (Lister 1999, p.2). It can be posited that such partnerships are complex combinations of qualitative and quantitative processes and actions, geared towards a common goal, Development. This statement is corroborated by the fact that partnerships have enabled *‘efficient use of scarce resources, increased sustainability and improved beneficiary participation in development activities’* through Human Development programs within the aforementioned domains (ibid).

However, these partnerships have been summoned by pessimists to scrutiny for being over-stretched to a point where they seem to shadow the fact that they impose affluent North developmental patterns on a vulnerable South. Pessimists assume that South (Sub-Saharan Africa) NGOs are often times simply invited to partnership structures that are already designed and heavily financed by North NGOs, and that South NGOs do not have any opportunity to alter or institute any meaningful suggestions (Sizoo 1996; Dichter 1989 in Lister 1999, p.3). By this, they mean that the financial weight of partnerships borne by the North, subjugates the less affluent South (ibid). To them, this inadvertently causes ‘power’ asymmetry (Elliott 1987, p.65 in Lister 1999, p.4). Figure.1.1 below paints a mental picture of this pessimists’ asymmetric consideration of North-South NGO Partnerships.

North NGOs (all ideas & all the money)

South NGOs (no ideas, no money)

*Fig1.1. North-South Asymmetric Partnership axis*

Fig 1.1 shows that North NGOs possess ideas and Money to pursue North-styled Development on South NGOs that have no ideas and no money. That is NNGO is on the upper axis and SNGO is on the lower axis. This is the asymmetrical partnership view of pessimists’.

On the other hand, optimists assume that there are several merits in North–South NGO partnerships that seem to be overshadowed by these criticisms. They have and are causing tremendous useful Human Development in education, health, infrastructure, and this pursuit sees no near future interruptions. Figure 1.2 below is a sketch of mutual benefits in North-South NGO partnerships for SSA’s Development, which counterpoises the asymmetrical axis above.

*Fig. 1.2. North-South NGO partnership: Mutual Benefit.*

Fig.1.2 shows that North-South NGOs are for mutual benefits. While North NGOs contribute ideas and finance Development, South NGOs provide local ideas and space for Development. This develops into a bigger undertaking – N-S NGO partnership in Development.

## **Contextualizing the problem and scope**

This study addresses an International Development Issue, i.e. activities of institutions created by the International Community to salvage precarious situations in Sub-Saharan Africa. These institutions deal with matters affecting societies and patterns of Development. They are accorded scientific relevance for scholarly investigation. Using Development Theories to facilitate investigations is vital. This is seen later under the Theoretical Framework section. But the question about partnership itself is whether there is any legal instrument that authenticates partnerships? The Paris Declaration seems to be the legal Instrument for this.

One of the focal points of the Paris Declaration (PD) meeting of 2005 is the need to build partnerships and co-operations between donors (North) and developing countries (South), with defined roles (Stern 2008, p. v). The current surge in numbers of South (Sub-Saharan African) NGOs directly partnering with North NGOs seems to be the outcome of the PD. It is posited that through these partnerships, the South has gained skills and knowledge to develop independent structures that design and pursue own Development. Lister corroborates this fact with the following quotation from a USAID source:

‘‘[North-South] partnerships make it possible to tailor development projects to fit local needs and concerns, thus leveraging the development expertise and resources of outsiders well beyond Northern capabilities. Widespread capacity building enhances the ability of Southern partners to deliver and expand their services - while reducing costs and increasing legitimacy with local actors’’. (USAID 1997, p.220 in Lister 1999, p.3).

This statement designates a critical understanding of value of skills transfer and use, which are the implications of partnerships. It also implies through Human Development, South NGOs develop projects according to their local needs, contrary to pessimists’ views. Lastly, it mentions cost effectiveness, and this means that partnership reduces cost of expat/expert hiring for Development ideas. In this respect, I consider North-South NGO partnerships to be opportunities for very successful skills transfer and sustainable Development to SSA. That said, it is vital to define some of main concepts in this research to ensure that usage is understood.

## **Definitions of key concepts**

### **NGO**

This acronym refers to Non-governmental Organization, meaning any institution that does not function like the state. It is a term that has been pluralized both in appellation and meaning. It is sometimes referred to as ‘non-profit’ (in USA), Charity or ‘Voluntary Organization’ (UK) or ‘Civil Society’ Organizations (Lewis and Kanji 2009, p.7). It is also referred to as Not-for-Profit Organization. In some academic works, it is referred to as the ‘Third Sector’, because of its non-profit, people-centered development approach; the first sector is the state and the second sector is private businesses (ibid). Today NGO is used to refer mostly to Development and Humanitarian Organizations at national and International levels (ibid). They operate as International, transnational, national, local grassroots or village organizations. This is discussed further under Empirical Framework. The above plurality of NGO meaning, appellation and incidence leaves little doubt that building partnership with NGOs can also be a complex issue.

## **Development**

This refers to activities meant to pursue meaningful progressive change, or to upgrade existing conditions of any less developed region. Bebbington further provides clarity and distinction referring to ‘D’evelopment as ‘*an immanent unintentional process …, an international activity or project of intervention in the third world emerging as aftermath of decolonization and the cold war’* (Op. Cit. Bebbington et al. 2008 p.5). Human Development enables sustainable welfare of citizens through provision of Health, education, human rights services etc. (www.worldbank.org/whatisdevelopment 2004, p.9). Human Development can thus underwrite sustainable economic growth, and not vice versa. Sketches 1.1 a) and b) below shows how pessimists and optimists view Development in this research.

*Sketch 1.1: a) Pessimists Assumption: Economic growth leads to Human Development:*

**Economic Growth**

Economic Growth Conditions Human Development Conditions

**Goal is Human Development**

*Sketch 1.1: b). Optimists’/thesis’ Assumption: Human Development leads to Economic Growth:*

**Human Development**

Human Development Conditions Economic Growth Conditions

**Goal is Economic Growth**

Sketch 1.1a (pessimists’ assumption) shows that when economic growth is pursued, its outcome is Human Development. But sketch 1.1b (Optimists’ assumption) thinks rather that pursuing Human Development results to Economic Growth, because building human capital ensures best economic practices and not vice versa. This is also this research’s position.

## **North-South NGO Partnerships**

This refers to the collaboration between NGOs of Europe/America, (the North) on the one hand, and NGOs of Africa, Asia and Latin America (the South) on the other hand. It also refers to the collaboration between ‘richer’ and ‘poorer’ countries (Rosseel et al. 2008, p.11). The richer countries are further described as ‘donors’, while poorer countries are described as ‘recipients’. Partnership is seen in terms of Development works; from ideologies to projects, and use of funds. Partnership is also referred to as a ‘‘System of formalized co-operations grounded in legally binding agreements or informal understandings… among Organizations’’ (OECD 1990, p.18). Such involve agreements on policy and programme objectives, and the sharing of resources, responsibilities, risks and benefits over a specific period of time (Mcquaid 2009, p.3). Just like NGOs, it also has related terms used in its place. e.g. collaboration, ties, cooperation, etc. N-S NGO is regularly used as short form of North-South NGO partnerships.

## **Donor**

This term refers to individual(s) philanthropist(s), foundation(s), business (es), organization(s), agencies, etc., who have and provide funds to support specific Development activities (www.accahc.org/project-donor). In this research, donors refer to NGOs in Europe that pull funds to support Development programs/projects in SSA through N-S NGO partnerships.

## **Sub-Saharan Africa (SSA)**

This is an appellation of the African region that ‘lies south of the Sahara Desert; politically, it refers to all countries in this region, (en.wikipedia.org). SSA is regularly used in this research.

1. **Summary**

The above discussion has clarified the research field, the implications of North-South NGO partnerships for SSA’s Development. It has also brought out the research question, which aims at finding the implications of these partnerships on SSA’s Development. Furthermore, pessimists and optimists’ thinking has been introduced where the former considers partnership as asymmetrical, dependent and hegemonic, while the latter considers it as symmetrical, sustainable and non-hegemonic. The thinking adopted by this research, which is the optimists’ is clarified. The difference between Human Development and Economic growth has also been clarified, and noted that the former sustains the latter and not vice versa. At the end, main concepts like NGOs, donors, etc. used regularly in the research are defined and explained.

At this point where the problem field and problem formulation has been discussed, it is important to delve into the conduct of this research under the next chapter, Methodological Framework.

# Chapter 2

# Methodological Framework

## **Introduction**

*Methodology is the thorough description of source of, and how data is collected, and the analytical procedure used to draw conclusions in a research* ([www.ask.com/methodology](http://www.ask.com/methodology)).

This section presents the research orientation, design and empirical data. It demonstrates how data is collected and analyzed, and the choice and relevance of theories in this research. It also clarifies the hypothesis and conclusions arrived at. It further exposes the nexus between theory and empirical considerations, and brings the research problem into a global perspective. Finally, it presents the limitations of the method used. These are discussed as follows:

## **Thesis orientation**

In recent years, the Development of SSA has passed from inter-governmental N-S partnerships to include NGOs, which are playing a big role. This has attracted criticisms from pessimist scholars, who assume that it is asymmetrical, pro-dependency and hegemonic. The crux of the matter seems to lie in the donor and recipient paradigms, which is the typical approach to effecting Development in SSA. According to its critiques, the North is tagged as donors because they are financially viable and can direct the pattern of Development, while the South is tagged recipients because they are poor and simply desperate to follow the North’s pattern.

However, optimist scholars see partnerships as affective because they facilitate research, and design and implementation of programs aimed at improving living conditions of the masses – the underserved or disaster-stricken populations in SSA. NGOs perform these tasks best because they are primarily people-focused (ensuring the welfare of the masses) and not economic-focused (ensuring the welfare of elites). By this, optimists assume that North-South NGO partnerships lead to indelible transfer and sharing of Development skills, knowledge, and best practices, which would be used by SNGOs to pursue further Development programs. To them, partnerships that are asymmetrical, pro-dependence and hegemonic are those that pursue only economic growth primordially, without thought of Human Development that sustains it. As such, Human Development should be primordial to Economic Growth and not vice versa. This is remains the stance of this research.

To demonstrate pessimists and optimists’ arguments, empirical literature is used to critically investigate the historical background of N-S NGO partnerships for SSA’s Development, causal factors, the Power relations, among other concepts. A case study is used to investigate *de facto* N-S NGO partnership through a Danish NGO partnering with 13 NGOs in Tanzania to pursue Human Development aimed at sustainable poverty alleviation. With evidences from the investigations and the hypothesis revisited, the problem is brought to a global perspective and a conclusion is drawn on the matter. Ideologically the conclusion deconstructs the pessimists thinking and proposes a new thinking more relevant to Human Development.

## **Strategy used**

Relevant literature that supports claims in the investigation is gathered. This includes related theories and empirical data, which discuss various concepts. It then discusses the specific choice of Development Theories, particularly the Modernization theory from which the thesis’ hypothesis is derived, and the Organization Theory relevant to understanding the manifesto of NGOs and partnerships. Furthermore, it describes how data (quantitative and qualitative) relevant to the research question, is collected, analyzed and used. At the end, it links arguments generated through the problem formulation, hypothesis, and empirical findings with the theory and useful conclusions.

## **Academic Approach**

This research adopts a deductive approach. Bryman describes this approach as one which *‘‘the researcher, based on what is known about a particular domain and of theoretical considerations in relation to that domain, deduces a hypothesis and translates it into operational terms* [type and how data it is collected to back up concepts], *and then subjects it to empirical scrutiny’’* (Bryman 2012, p.24). The known fact here is that N-S NGO partnerships are happening, pursuing SSA’s Development. The Modernization theory informs the idea of Development, which debate is guided by a hypothesis, scrutinized using empirical data and factored back to the theory for conclusions.

Figure 2.1 below is a summary of the academic approach to the thesis:

*Fig. 2.1 Academic Approach of Research*

Theory: informs the research idea

feedback

A Deductive Approach, means that theories are used to interpret phenomena arising from assumptions or hypothesis founded in these theories; these are then scrutinized and factored back to the theory for conclusions (Bryman, 2012, p.24). The empirical considerations discuss the problem at three levels: Micro, Meso and Macro to assess the implications of such partnership. This approach enables the choice/source and use of data that shapes the outcome of the investigation. A Deductive Approach, means that theories are used to interpret phenomena arising from assumptions or hypothesis founded in these theories; these are then scrutinized and factored back to the theory for conclusions (Bryman, 2012, p.24). The empirical considerations discuss the problem at three levels: Micro, Meso and Macro to assess the implications of such partnership. This approach enables the choice/source and use of data that shapes the outcome of the investigation.

Hypothesis

A Deductive Approach, means that theories are used to interpret phenomena arising from assumptions or hypothesis founded in these theories; these are then scrutinized and factored back to the theory for conclusions (Bryman, 2012, p.24). The empirical considerations discuss the problem at three levels: Micro, Meso and Macro to assess the implications of such partnership. This approach enables the choice/source and use of data that shapes the outcome of the investigation. A Deductive Approach, means that theories are used to interpret phenomena arising from assumptions or hypothesis founded in these theories; these are then scrutinized and factored back to the theory for conclusions (Bryman, 2012, p.24). The empirical considerations discuss the problem at three levels: Micro, Meso and Macro to assess the implications of such partnership. This approach enables the choice/source and use of data that shapes the outcome of the investigation.

Data collection on concepts

Empirical scrutiny/findings

Hypothesis confirmed/rejected

Revision of theory

*Adapted from Bryman 2012, p.24.*

Fig.2.1 shows that the research question is informed by theory, from which a hypothesis is derived. Data is then generated on relevant concepts and subjected to empirical scrutiny to either confirm or reject the hypothesis. The outcome of the hypothesis introduces a new or maintains theoretical thinking, which outcome is then fed back to the main for conclusions.

## **Concepts**

The research title embodies blocs of concepts and variables like NGO, partnerships, Development, partnership, SSA’s Development. These concepts have already been defined in Chapter One under definition of concepts. The concept of Development is considered most important because it is the converging point of the debate between the two schools of thought.

## **Choice of Period**

The period before and after 1945 is vital in this research because it presents a historical, and informs the current perspective of SSA’s Development thinking. For instance, before 1945, SSA was beset (enslaved, colonized, forced to wars), and immediately after 1945 (WWII), many SSA colonies gained political independence and needed further Development. USA also emerged as world-power from the wars, and wanted to develop the newly independent states to prevent them from Russian communist influence. This is also the period when Development thinking led to the partnership thinking; when discussions about Third World Development gained scholarship from Social Scientist. Discussions on earlier North-South NGO partnerships also stem from this period. Finally, it is a period that has seen the most critiques of these partnerships and has led to several dynamics in SSA’s Development and paradigm shifts in North-South NGOs partnerships thinking.

1. **Research Design**

The Research Question

Introduction to current debates

Pessimists thinking Optimists thinking

Position taken to answer research question

**Theoretical framework**

\**The Modernization Theory*: Operationalizing its relevance to Development of SSA: contextual data

**\****The Organization Theory*: Operationalizing its relevance to N-S NGOs partnership

\**Relevant Schools of thought*: Contextualizing their ideas and concepts of N-S NGOs partnership

**\****Outcome* of theoretical framework in answering the research question

**Methodological Framework**

\*Data Collection process, type and use, and delimitations

**Empirical Framework**

\*Historical and current debates

\*Period before and after 1945 – beset of SSA,

\*USA and third world Development,

\*Surge in NGO partnerships, paradigm shifts and critiques

**Case Investigation** (using constructivist objective approach):

\*Critical study of causal factors, outcomes for N-S NGO partnerships; Micro, Meso, Macro levels;

\*Critical investigation into the Power Structure in N-S NGO partnerships; Comparative Advantage;

\*Outcome of Empirical Framework; Hypothesis confirmed or rejected

**Analysis Framework**

\*Of problem field, theoretical and empirical frameworks

\*Critical analysis of emerging concepts in N-S NGO partnerships;

\*Linking research problem to theories and empirical considerations

\*Outcome of Analysis framework – Hypothesis confirmed or rejected

**Global perspectives**

\*Other forms of partnerships that reflect similar N-S NGO partnership characteristics e.g. CEMAC and BRICS

**Conclusion**

\*Outcome of the thesis question’s investigations from theoretical and empirical frameworks;

\*Do the visible implications of N-S NGO partnership for SSA’s Development confirm/reject hypothesis? \*Is a new theory eminent?

*Figure 2.2. The research design.*

Fig. 2.2 presents a step-by-step conduct and content of this research. It outlines discussion themes and approaches; the problem, the two debating schools, concepts, methodology, empirical, theoretical and analysis frameworks, global perspectives and conclusions.

## **Choice of Theories**

Theory is *‘‘an explanation of observed regularities’’* (Bryman 2012, p.21). Two kinds of theories exist: abstract and middle range (ibid). In this research, the theories used are ‘middle range theories’. They offer the opportunity to ‘‘draw inference that could be tested’’, and that enables the research to ‘‘link findings to a real world situation’’ (ibid). The real world situation is that the developed world with advanced development partners with the Third World, to cause sustainable Development via Human Development activities. This has attracted scholars, who are constantly constructing and deconstruction assumptions and theories on these partnerships. The hypothesis of this research is informed by theModernization Theory from which the research question is inferred, and which guides the investigation of events leading to the central concept of Development partnerships.

The modernization Theory is chosen with the consideration that it informs the pattern of Development for underdeveloped societies, which SSA is a part. It should be noted that SSA countries gained independence impoverished by besets and were thus in search of appropriate Development models ‘‘to fortify their economic and political independence’’, and the Modernization Theory best suits this quest (So 1990, p.17). Considering also the fact that the research is investigating Development pursued through NGOs partnerships, the Organization Theoryis vital. It shows *‘‘a way of thinking about organizations’ patterns and functionalities; a way of seeing and analyzing them more accurately and deeply, …based upon patterns and regularities in organizational design and behavior’’* (Daft 1995, p.20). It is used because it informs the study on the organizational structure of North-South NGO partnerships, and clarifies and actualizes Development patterns through organizations.

Both theories are Development Theories. They converge at various points in the research on perspectives of North-South NGOs partnerships and Development. They also enable the possible theorization of another Development thinking that can be called Theory of Possibilities and Human Capabilities. This can help in understanding how SSA’s besets can be used to enable Development Programs for SSA with a focus on Human Development.

## **Hypothesis**

It refers to a central idea or explanation about a postulation that is put to test using an investigative study, and which might result to a possible theory ([www.vocabulary.com](http://www.vocabulary.com)). In this thesis, the following hypothesis is adopted: *North-South NGO partnerships for the SSA’s Development pursue symmetrical and sustainable Development and are not hegemonic*. This hypothesis is then tested through concise qualitative and quantitative empirical data, which problematizes, investigates/argues, justifies and interprets the hypothesis at micro, meso and macro levels. It guides the direction of investigation on causal factors of partnerships, power relations, among other concepts. Finally, it enables choice of theories, and direction of analysis.

## **Epistemology**

Epistemology ‘‘concerns the question of what is [or should be] regarded as knowledge...’’ (Bryman 2010, p.27). It is about how knowledge is reached; what is there that has to be known? This research is an analytical Social Science research and its concept is derived from a theoretical thinking, from which a hypothesis is constructed. From an epistemological viewpoint, knowledge is obtained about SSA’s Development through North-South NGO partnerships. Knowledge is also gained about criticisms of these partnerships. The conclusion is then restocked into the theoretical thinking and a new theoretical framework is introduced.

## **Ontology**

Ontology is concerned with the nature of social entities (Bryman 2012, p.32). It is the study of ‘existence’ or ‘being’ as such ([www.dictionary.reference.com/ontology](http://www.dictionary.reference.com/ontology)). This research investigates a social phenomenon ‘built up from the perceptions and actions of social actors’ (ibid). The hypothesis put forward challenges the perceptions and actions of pessimists that assume that N-S NGO partnerships for the SSA’s Development are asymmetrical, create dependency, and enhance hegemony. The investigations hereof subsume this construction and thinks differently that North-South NGO partnerships pursue symmetrical and sustainable Development for SSA and are not hegemonic because Human Development is prioritized. This is the ontological stance of this research too.

## **Objectivism, Constructivism and Reductionism**

The research question is investigated using an objectivist approach. Considering that the partnership in question is a social phenomenon that confronts a wider spectrum of thinking, to deconstruct it requires objectivity and unbiased arguments. It helps in critically reflecting on the problem field, empirical, theoretical and analysis frameworks, as well as in the global perspective chapter and possibly advances a new theoretical guideline.

Another approach used is the constructivists approach. Constructivism is *‘‘the ontological position that asserts that social phenomena and their meanings are continually being accomplished by social actors… and that they are in a constant state of revision’’* (Bryman 2012, p.33). Considering that change is central in constructivism, it gives room for this research to be able to construct own versions of social reality through the continuous questioning of pessimists assumptions and supporting adopted stances with optimists’ thinking. Since social realities are volatile, it can be said that constructivism provides the best method of approaching difficult matters logically, than confronting them with anarchy and indorsing chaos like pessimists do. This makes sense in the research question, which investigates the socially constructed position of pessimists and optimists on N-S NGO partnerships for SSA’s Development; a highly debated social phenomenon that involves social actors (NGOs and donors), and that affects stakeholders, the masses (humans).

Constructivism and objectivism converge on the epistemology of a morale view of the world. In in order for human action on human beings to be successful, it should uphold morale of humanity (Barkin 2003, p.336-337). This assumption confirms the research hypothesis on the fact that N-S NGOs partnership for SSA’s Development is an act of morale, sustainability, and not that of asymmetry, dependency and hegemony.

## **12. Data Collection and Use**

**12.1. Mixed Data**

This thesis uses ‘‘mixed data’’, that is both primary and secondary data. This is done in order to provide concepts and variables under investigation with completeness. Completeness means that a more comprehensive account of the investigation is better when both qualitative and quantitative data are used (Bryman 2012, p.628, 633).

**12.2. Primary data**

This is data generated for the first time on a pertinent matter under investigation. Primary data in this project is gotten from impact assessment exercises and interviews I conducted at Global Platform Tanzania (GPTZA), a NNGO partnering with 13 SNGOs in Tanzania to conduct Human Development. Findings from three basic Impact assessment exercises that were orally conducted in March and July 2013 show how partnership frameworks are constructed and how outcomes are used in capacity building courses carried out at GPTZA.

**12.3. Secondary data**

It is data generated and recorded by others, and might not have been generated for the purpose of another research, but are considered useful to corroborate some concepts of a current project (Bryman 2012, p.312). In this research secondary qualitative and quantitative data are used. Several sources are employed to help with analysis of different viewpoints, which facilitate investigation of North-South NGO partnerships and implications for SSA’s Development. All sources are directly relevant to partnerships in general, to NGOs, or to North-South NGOs partnerships in particular. They include textbooks, thematic studies, book reviews, occasional papers, journals, websites, blogs, and reports that deal with different interpretations and investigations on this matter. It is important to use this type of data because it is cost effective and time-saving, and provides interpretations of debated variables. As such, the time required to generate new data and interpret is saved (ibid). However, caution must be used to ensure reliability and quality (ibid, p.312 - 315). As such, data in this research is cautiously used.

**12.4. Qualitative and Quantitative Data**

Qualitative data helps to provide literature for in-depth understanding of research themes and investigating the ‘why’ and ‘how’ of occurrence; it uses smaller samples than larger ones ([www.ask.com](http://www.ask.com)). It presents data on various types of partnerships and clarifications on the term ‘Development’, providing a distinction between Human Development and Economic Growth.

On its part, quantitative data as used in this research, it provides statistics, tables, figures, sketches used to validate concepts discussed in the investigations towards answering the research question. It provides fundamental nexuses between empirical considerations and statistics and then uses them to corroborate findings (www.ask.com).

**12.5. Data Collection Process**

This is the gathering of information used in responding to the research question and drawing conclusions from textbooks, journals; reading, watching videos and TV programs, browsing internet sources, etc. These data are critically studied, excerpts cited and referenced. These references are used to support arguments within the investigations as well as to draw conclusions on specific issues. An example of **quotations** from textbooks is: ‘‘*Most remarkable is the fact that the North and South are working more in partnerships, commonly called North-South NGO partnerships, which have become a key part of International Development processes’’* (Brehm 2001, p.1).Sampled materials studied, which also appear in the Bibliography include **Textbooks**: e.g. So A. Y., (1990) *Social Change and Development: Modernization, Dependency, and World-System Theories,* Sage Publications, Inc.: New York.; **Policy papers**: e.g. Brehm, V. (2004) *‘Autonomy or Dependence: North-South Partnership’*: *NGO Policy Briefing Paper No. 6, July 2004,* INTRAC: UK. ; **Websites:** e.g. [www.ms.org/en](http://www.ms.org/en).

## **Content of Thesis**

Chapter one is the Introduction which addresses the Problem Field and the Problem field and introduces major concepts and variables.

Chapter two is the Methodological Framework that addresses the approach and step-by-step expression of the thesis.

Chapter three is the Empirical Framework that unravels the debate between optimists and pessimists on the research question and brings out the thesis’ standpoint and conclusions.

Chapter four is the Theoretical Framework that critically discusses the Development theories.

Chapter five is the Analysis Framework that objectively discusses major concepts from the Problem field and Empirical Frameworks, as well as theories, applications and conclusions.

Chapter six is the Global Perspective, which exemplifies other partnership structures around the world and analyzes how their incidence and manifestations may be similar to this research’s.

Chapter seven is the Conclusion that sums up findings of entire research exercise and proposes suggestions for possible further research on new theory and domain of Development.

A Bibliography gathers all referenced data in this research: author, date, edition, publication, country and publishing house. It also registers websites like [www.devex.com](http://www.devex.com), etc.

## **Limitations**

Although there are several concepts conveyed in this methodological framework, there is no guarantee the limited number of pages and time allowed for this research may not sufficiently use these concepts to generate required outcomes. It could have been more rewarding if more time was accorded for succinct investigation into the research question. As seen, less is discussed on how government partnerships create asymmetry, dependency and hegemony apart from the fact that governments are interested in economic growth rather than Human Development. The theories are limited to two Development theories. However, there is reference to Liberalism and Realism, which are pertinent in discussing optimists and pessimists’ positions under the analysis framework. Since most textbooks on NGOs do not focus on N-S NGO partnerships per se, reliance on reports, working papers, journals and websites are unavoidable. The source of primary data is oral interviews and discussions, which is limited in number of interviewees and available reports. Further verification is limited. Questionnaires, which could have provided more details to findings, are not used.

1. **Summary**

This chapter has provided an overview of the organization and writing of this research by bringing out the orientation and academic approach used as well as the concepts that run through it. It has also highlighted the choice of the historical period from which the hypothesis is constructed. A presentation of the research design has shown the order of writing, from the theoretical background to problem formulation, and then hypothesis to empirical findings. It has also established how empirical data used and fed-back to the theory to confirm hypothesis. Furthermore, this section has outlined reasons for choosing theories used. An outline is made of the epistemology and ontology approach, as well as use of constructivism and its related approaches like objectivism and reductionism in the research. Also, this chapter has presented how data is collected and used, as well as an outline of the contents of the research. Finally, it has outlined the limitations of this methodology. The rest of the chapters in this research are exhibit elements of this methodological framework.

# Chapter 3

# Theoretical Framework

## **Introduction**

Theory is simply *‘‘an explanation of observed regularities’’* (Bryman 2012, p.21). It is essential in this research because it guides investigations. Its application provides needed academic scholarship. Furthermore, it is used to structure the research question and concepts necessary to shape debates (So 1990, p.11). In Social Sciences, there are two major categories of theory; the ‘‘grand and middle range theories’’ (Bryman 2012, p.21). The former is used in discussing issues in a more abstract context, while the latter, the ‘middle range theories’, offer the opportunity to ‘‘draw inference’ from, and debate relevance of a research problem (ibid). This research uses middle range theories because they ensure specifics and inference.

## **Plan of discussion**

## **Research question and hypothesis**

Development activities in SSA undertaken only by governments, but also by Development organizations (NGOs) working in partnerships called North-South NGO partnerships. The research question is: *what are the implications of North-South NGO partnerships on SSA’s Development?* The hypothesis is: *North-South NGO partnerships for SSA’s Development demonstrate positive implications because they pursue symmetrical and sustainable Development with focus on Human Development, and therefore not hegemonic.* This is to contradict the assumption by pessimists that the Development pattern pursued by SSA is a dictate from the North that is asymmetrical, dependent-pro and hegemonic.

## **2.2. Sub-questions**

In discussing the theories, focus is put on their relevance to the research question and hypothesis. Attention is thus given to historical developments of the theory, the fundamental assumptions, the methods of application and then, implications. To guide the choice and use theories, three multi-parts questions are asked:

1. What types of partnerships are being discussed, and how are they related to theory?
2. What apprises the NGO concept, and what prompts the concept of N-S partnerships?
3. Why is SSA’s Development important in the discourse of N-S NGO partnerships? What is the place of theory in this discourse?

These questions are not answered chronologically; they are used to elucidate the hypothesis and Development Theories used in the research.

## **2.3. Theories**

Theories are applied in the investigation on these partnerships to provide understanding of what informs Development pursuits in SSA, and which stakeholders are involved. They also help in the debate on partnerships and discourses that inform conclusions on this matter. Since this is a Development issue, Development theories are more suitable, thus the use of the Modernization and Organization Theories. Figure 3.1 is an outline of the Theoretical framework.

*Fig 3.1: Outline of Theoretical framework*

Thesis question (Main question)

Hypothesis

Sub-question 1: Sub-question 2: Sub-question 3

Choice of theories (history, assumption, methodology,)

Modernization Theory Organization Theory

Development Theories

Fig. 3.1 shows steps in reaching the theories used. The thesis question is fed into the hypothesis, which defines three questions to guide the choice of theory. These questions are then fed into the chosen theories which are both Development theories. The outcome is then stock-back into the thesis question to confirm applicability. Considering that the choice of theories is understood, it is important to focus on each theory to understand its usage in this research.

## **The Modernization Theory**

The Modernization Theory refers to *‘…a pattern by relatively modernized societies, whose developed state has the ‘tendency to penetrate’ societies that ‘have come in contact with’ causing change in ‘previous indigenous patterns… in the direction’ and pattern of some of the ‘relatively modernized societies’* (Levy 1967, p.190 in So 1999, p.24). It is a process that transforms social life by identifying social variables which contribute to social progress and development, and that seek to explain the details of social evolution ([www.wikipedia.org/modernizationtheory](http://www.wikipedia.org/modernizationtheory)). This theory demonstrates the process of change as well as the response to change. Most importantly, it deals with modern or indigenous forms of society in an affective way in which the modern pattern tends to affect the indigenous pattern progressively. In this case SSA is constructed as having indigenous patterns of Development, while USA and Europe are constructed as having modern patterns, which affect SSA.

## **3.1. Academic Field**

## **3.1.1. Development and International Relations (DIR)**

This research addresses a Development issue, which involve planning, decision-making and execution of policies by politicians and civil society leaders that affect the lives of citizens in different countries. These policies include political, economic and social policies. In their implementation, people are involved and would either accept or reject them. This brings in debates, criticisms, emergence of counter policies and even outright rejections. Also, academics try to find out ways of understanding these phenomena with propositions, hypothesis and theories, and also organize them into various fields of research. Just like politicians disagree on policies, so too do researchers/academics disagree on theories, leading to multifaceted approaches on addressing same issue. This is typical in discussing Development across borders. The Modernization Theory is a Development Theory, thus, a part of DIR field.

## **3.2. Historical overview**

Events before and after the WWI and WWII produced resounding effects on world order, which also affected the academic domain. After the wars in 1945, USA emerged as a superpower, while Europe was ravaged, crumpled and, forced to grant independence to almost all its colonies in the third world, especially in SSA (So 1990, p.17). The Soviet Union maintained a strong communist grip that could magnate the weakened Asia, Latin America and Africa to the dislike of USA (ibid). Through the ‘Marshal Plan’, USA pursued Development of the weakened colonies. It is said that, USA was ‘*presiding at a general reorganization of the ways of living throughout the world’’* with attention on the ‘‘new states in the Middle East, Asia and Africa’’, the indigenous populations (Siegfried in Gilman 2004, p.344).

The Marshal plan encouraged Social Science research on the new polities for Development purposes (Rossell et al. 2008, p.11). Scholars intensified studies on these happenings with much interest, and started propounding theories that guided them in understanding Development of the Third World nations. Since USA and Europe were already constructed as modern and developed, the theories were framed from those characteristics. As such actions to develop the Third World by modernizing them could not have assumed a better theoretical scholarship than in Development theories, which the Modernization Theory is its focus.

## **3.3. Theoretical overview – from criticism to accommodation**

The Modernization Theory, popular in the 1950s, has been challenged in the 1960s, a time when most African countries obtained political independence, and focused on Development as a priori mentioned. This Development focus, informed by the Modernization Theory is questioned. The Dependency School (neo-Marxists) ideated by Latin American scholar, Raul Prebisch, criticizes it for propagating hegemony from USA and Europe on Third World nations by pursuing a ‘modern’ pattern that challenging indigenous ones (So 1990, p.13,17,169).

Later in the 1970s the Dependency School that challenged the Modernization school is also criticized by the World Systems Theory (ibid). At this time, the capitalist world is facing challenges like crisis in US capitalism, Sino-Soviet split and stagnation of socialist economies that could not be explained by previous schools (So 1990, p.169-170). It attacks the Modernization Theory for pursuing a ‘one-size-fits-all’ policy on Third World Development, which means that Africa, Asia, Latin America can pursue the same Development patterns.

Nevertheless, despite these disagreements, the three schools seem to settle on a common ground that they are addressing Third World Development, which SSA is a major part, the main difference being that of approach (So 1990, p.13). The above happenings are factored into discussions from sub schools that have also informed the Modernization Theory.

### 3.3.1. The Evolutionary School

The evolutionary school contributes to the scientific and technological dimension of the Modernization Theory; the effects of the Industrial Revolution (So 1990, p.19). Machine labour replaces human labour, resulting in increased productivity and market competition; also the French revolution alters the political status quo and enables a new one with respect to equality, liberty and freedom (ibid). These changes in the socio-economic and political order mean that old societies are giving way to new ones... (ibid). Therefore, as this evolution is happening in Europe and USA, it was no surprise that in pursuing Development in indigenous SSA, this pattern would be followed.

The classical evolutionary theory seems to explain this further. It considers that Development of human society is unidirectional; moving from a simple primitive society to a complex and modern or advanced one (ibid). It strongly upholds that human evolution is predetermined; and that the movement towards the final state is good because it represents progress, human dignity and civilization (ibid). Furthermore, it notes that such social change happens at a slow pace; gradual and piecemeal and that evolution is not a revolution (ibid). Considering that SSA is a simple and primitive society, its Development would pursue such unidirectional pattern.

### 3.3.2. The Functionist School

The Functionist school contributes the sociological thinking of the Modernization Theory. The theory surfaces at a time when there are fundamental changes in global political order: USA emerging as the world’s superpower; geopolitical extensions of nascent states; and polarization of the world – developed (rich) and Third World (underdeveloped, poor). It also emerges at a time when, economic development is paramount for nascent states’ survival. Mercantilism is replacing feudalism in Europe; modern nations are emerging; and Europe is recovering from economic malaises. In short, it surfaces at a time when traditional systems of development are altered for more stimulating and multifaceted systems of development across borders. Thus the Modernization Theory is seen as a function of these societal changes.

Another societal change refers directly to SSA. It obtains independence already impoverished by slavery, colonization, and the two world wars, and therefore unable to foster its own development (Obadina 2000, p.6). The need for Development is crucial for its stability and dignity. At this time the Modernization is the pattern of development around the world. Furthermore, SSA is also seen as a traditional/indigenous society. Therefore, in order to develop, SSA would move from traditionalism to modernism. If it has to do so, it would be best to do so in a pattern similar to that of USA and Europe, already considered modern. The following approaches to this theory elucidate further on this avowal.

## **3.4. Structural Differentiation approach**

A Modernization scholar with a Sociological view, Smelser, unveils the concepts of Development and underdevelopment further construction as ‘rich and poor’ nations, pronounced thus by their economic, political, social and cultural standards (So 1999, p.26-28). Smelser sees development as structural differentiation and functional specialization, wherein traditional (poor) and modern (rich) standards display, each assuming specific roles (ibid).

On the one hand, Smelser’s Structural Differentiation insinuates that Traditional Societies are characterized as large and dependent that rely on social relationships (family farms, informal education, hospitality and ancestral worship), with little or no operational discrepancies or thought of economic advancement (So 1999, p.27). On the other hand, modern societies have undergone structural changes; the feudal system has given way to mercantilism, education is formal, and governments are integrated ensuring welfare services with improved standards of living than those of the traditional societies (ibid). It seems that modern societies are prototypes of Development for Smelser. That means that, if SSA would develop, it would have to structurally move from its traditional state to assume a function of a modern society. As such Development is equal to modernization. Considering that USA’s development pursuits for the Third World is guided by the Modernization Theory, and that SSA has noticed these structural changes, there is little wonder that its Development follows suit.

However, Smelser’s thinking generates an integration problem – the problem of coordination, which arises from the sudden complexities and bureaucracies of a modern society (ibid) Injustice and social disturbances may characterize this system and further expose a ‘core-periphery’ concept (ibid). Smelser does not also foresee Human Development as a necessity for social transformation from traditional to modern. If SSA that does not yet have stable governments to pursue modern standards were to adopt Smelser’s pattern, these problems will unravel. The integration problem seems to be that of lack of human capital to sustain it. In this sense, SSA needs Human Development to pursue ‘modern’ Development.

## **3.5. Functional Imperatives approach**

To fill the gap of Human Development, the functionalist, Parson, focuses on Development of the ‘human society’. He assumes that it functions like a biological organism and that the institutions that form a society such as government and economy are interrelated and maintains a ‘system of harmony’ where each of them has a ‘functional imperative’, which is Adaptation; Goal attainment; Integration and Latency - AGIL (So 1999, p.20). Considering SSA’s position after its ordeals, these functions would need fortification to harmonize and sustain its Development. Thus, Human Development is important for adaptation, to set political and economic goals and unite societies to sustain these goals. The political and economic development of nascent states fails when Human Development is neglected in SSA’s case.

Parson further maintains that there is constant interaction among institutions; any social change experienced by one of them affects the other through what he calls homeostatic equilibrium’, with the assumption that institutions will operate in a state of harmony rather than anarchy (So 1990, p.20, 21). Does he mean that SSA is still in some state of anarchy and disharmony? Probably, his thinking refers to USA’s position, that if SSA is left undeveloped, it would fall into another tragedy - Russian communism. This would mean that the region could become a region of constant anarchy and thus would not develop.

Could it also mean that constant interaction between the developed world and SSA can be considered to foster homeostatic equilibrium than hegemony? But these states need economic development to stand firm, the only problem is that they lack Human Development to sustain economic development as seen in Smelser’s thinking. Also, Parson thinks that a society is not supposed to be static and unchanging; it should have institutions that enable change and adjustments for the purpose of development. SSA’s static position after WWII is unreasonable. On this position, its Development needs oriented towards homeostasis, and so pursuing modern Development is meritorious. This credits Modernization theory.

The different approaches to the Modernization Theory by Smelser and Parson, simply demonstrate how development issues are approached from different angles, with a common goal – to develop by modernizing. Parson’s ‘pattern of variables’ compares both traditional (affective) and modern (affective neutral) societies, just like Smelser. Parson and Slemser thus agree on the fact that SSA’s Development would proceed from traditionalism to modernism.

## **3.6. Economic and Sociological approaches**

Under this approach, economic growth and relative modernization of society is relevant to development.Two scholars Rostow and Levy have similar thoughts. Rostow thinks that the Development of society is a ‘phase process’; that society modernizes through time moving from ‘primitive, simple and undifferentiated stage, to advanced, complex differentiated modern stage’ (So 1999, p.33). If this is the case, then SSA which is still in the former stage needs move from it into the latter stage progressively. That means to Develop from primitive to advanced modern society, therefore justifying Modernization Theory thinking.

Levy on his part considers that the Modernization Theory exhibits homogeneity in the long-run. The explanation is that when societies advance from traditional to modern, both developed and third world societies become homogenous – converging at the point of modernization with marked resemblance (ibid). If this is the case, then these facts support the fact that the Development of SSA is already following this pattern. Levy further considers that modernization tends to dissolve the traditional traits and institute modern ones, thus SSA’s traditionalism is trumped (Tipps 1976 in So 1990, p.34).

The developed parts of SSA already resemble modernism, and traditional relics are seen as emblems or touristic. He also thinks that Third World countries with relations to developed countries tend to develop following the developed world’s patterns and once this starts, it becomes ‘irreversible’ (ibid). If this is considered strongly, then SSA may already be pursuing such development pattern. This is a switch from hegemonic to homogenous Development.

Considering the above discussions, the pattern of affluence and democratic stability, which characterizes USA and European societies can almost completely mean that SSA will be developed in the American-/European-style (Tipps 1976 in So 1990, p.34). At the moment, third world countries seem to follow this pattern and some are already called affluent and democratic with stable governments. The understanding is that the pattern of modernization is often the same although the rate of modernization may vary. Thus Levy and Rostow agree that development means moving society ‘from tradition to modernity’; this is the same stance taken by Smelser and Parson (ibid). But what Rostow and Levy do not differentiate is whether they are talking about political and economic development or human development. It seems that they are focused on political and economic development, neglecting Human Development.

The above investigations show various contributions to the Modernization theory, and how SSA’s Development is progressively being influenced by it; from traditional to modern stage.

## **3.7. Implications of the Modernization Theory**

### 3.7.1. On Policy

USA’s prowess to prevent communism and foster development of nascent states after the 1945, assumes a policy implication of the Modernization Theory (So 1990, p.36). SSA probably gathered more attention at the time and its development was pivotal. Tipps considers that this theory exposes the asymmetrical power relations between ‘traditional’ and ‘modern’ societies with the former [third world] upholding the latter [USA] for direction (Tipps 1976 in So 1990, p.36). If the Modernization Theory is seen in this way, then SSA is considered an object of these circumstances. Furthermore, USA would need rapid economic development, defacement of traditional values and institutionalization of democracy on SSA to prevent spread of Russian communism to SSA. Preventing Russian expansion to SSA in this way is a policy implication.

### 3.7.2. On Individual values and ways of life

Up to this point, the Modernization Theory seems to have guided SSA’s Development pursuits. However, its concepts are applied very differently. Inkeless, in his ‘Modern Man’ thinking assumes that when third world countries are exposed to western modern influence, they adopt modern attitudes (So 1999, p.41). They become proactive and receptive to innovation; become technologically upgraded and ambitious for professionalism (ibid, p.42). They have long-term strategic plans and join voluntary activities to share their skills and knowledge in community affairs with the intention to progress (ibid). It is all about progress for entire societies.

The Modernization theory has all these characteristics. As SSA is exposed to them, its urge to develop is simply governed by modernity. SSA just happens to be developing at a time that modernity seems to be a virtue. On the matter that these can cause modernization stress with deviances pointing to Parson’s gradual growth process, Inkeless concludes that there is no difference between modern and un-modern men stress scores. It is felt in the same way because they are at the same stage. The Modernization Theory thus influences individual ways of life.

### 3.7.3. On Democracy and Economy

Lipset tries to link democratic achievements to economic growth. He thinks that it requires more tact otherwise it results into chaos because its support systems take a longer time to develop (So 1999, p.50). In this case, he agrees with Parson’s gradual process of Development, which means that if SSA is pursuing this trend, it should be gradual, but progressive. He further thinks that analyzing this trend exhumes the fact that the more affluent a nation is, the greater its chances to sustain democracy. But he notes that economic development reduces the gap between the poor and the rich in society (ibid, p.50). This is not true in the case of SSA.

The elite class in SSA’s societies considers the lower class as arrogant and irresponsible or as pests and inferior beings, worth relegating (ibid). The lower class does not have political rights, and sooner or later resorts to chaos to achieve these. In the third world, because they form the crux of cheap labour in industrialized territories, they soon form the extremist faction of same region because they are unsatisfied (ibid). What this means is that if SSA’s Development is not cautiously pursued, its eventual modernization without Human Development may instead cause disparity and chaos than harmony and stability, thus, democracy and economic quandary.

### 3.7.4. On Scholarship

Despite several agreements and disagreements, Inkeless and Lipset converge at some point. They see the Modernization Theory from different angles but they end up converging on Development and Modernization. They also converge on one analytical framework – Third World countries are traditional and that western countries are modern. Finally, they converge on one methodological framework – that economic development in the SSA creates elite class, yet this is also common in the developed world. These convergences are all research premises.

## **3.8. Limitations of the Modernization Theory:**

### 3.8.1. On Methodology

The main criticism of the Modernization Theory is on its methodology, which addresses development issues in abstraction and in generous terms trumping specificity, time and space (So 1999, p.56, 57). It seems to put SSA and USA/Europe in the same bracket of development. However, Inkeless assumes that it is because SSA’s Development happens to take place at a time when advanced development trends are taking place, and therefore their exposure to affective modernism is what makes them to pursue that path (Op. Cit. So 1999, p.41). With this understanding therefore, no country should be blamed for causing asymmetry, dependency and hegemony in the pursuit of SSA’s Development. The Modernization Theory can therefore be considered to follow a natural cause in its methodology.

### 3.8.2. On concept of underdevelopment

One of the main critiques of the Modernization Theory is the Neo-Marxist, Gunder Frank, whose assumption is that this theory enables dependency. Frank’s quest to understand underdevelopment makes him see development as a ‘process and not a condition’ (So 1999, p.54). To him, the modernization theory seems to have labeled the underdevelopment of SSA as a condition and not a process, without considering that SSA’s besets make it poor and not that SSA is naturally poor. Furthermore, the construction of SSA as ‘less developed, primitive, traditional’, and USA and Europe as developed, modern, advanced is merely ideological (ibid). Rather this could be construed to be a form of foreign dominance over SSA with USA playing the lead role. Frank is even more explicit on this in his book *‘‘The Sociology of Development and the Underdevelopment of Sociology’’* where he identifies the USA as a brag behind scientific and social advancement, which is imbedded with failure and uncertainty (ibid, p.58). Therefore, SSA’s Development in the Modernization Theory’s trend, it is doomed to failure.

Frank’s thinking is supported by Bodenheimer’s writing *‘ideology of developmentalism’* that features widely in politico-social discourses (So 1999, p.58). He thinks that development that assumes the Modernization Theory is flawed on its epistemology because it considers that there is objectivism in Social Science ideology; that knowledge builds up qualitatively; that scientific and social knowledge can be useful everywhere; and that all these can be exported to third world country (ibid). This one-size-fits-all approach, he says cause a huge flaw in the theory (ibid). Therefore the assumption that all what happens in USA and the Europe is good and useful for SSA is a serious an ideological flaw that is intolerable.

The relics of foreign dominance of SSA are indelible. Slavery, colonialism, capitalism, trade blocs etc. seem estranged from the Modernization Theory perspectives and its application on SSA (ibid). Considering these inconsistencies, SSA may be swamped with differential patterns of Development that would instead lead to chaos than progress. These criticisms have led to the emergence of the New Modernization School to right the theory’s wrongs.

## **3.9. The New Modernization Theory**

The difference between the Classical and Contemporary Modernization Theories is in methodology. The classical Modernization Theory is more generous and abstract, while the New Modernization Theory is more specific and less abstract in addressing Development approaches. It is specific on issues of Tradition and Modernity with the view of coexistence and intermingling. It considers traditional tendencies as benefits and not as hindrances to Development (So 1999, p.61). In this case, SSA can still develop traditionally, while USA and Europe can do so in a modern style. If this is applied to partnership then, both the North and South would enjoy equity. Also, the New Modernization theory does not assume the unidirectional path to Development as the old one does. That means that SSA can direct its own Development pattern.

This turn from abstraction to specificity has enabled historical trends to unravel the reasons for functional differences of institutions in different countries. One Development patterns might work well in one country and very poorly in another (ibid). Could it be why democracy works well in USA and Europe but is confronted with riots and chaos in SSA? As aforementioned, if all what is happening in the developed world is exported to SSA without developing the Human Capital to sustain it, chaos and disharmony rather than progress will be the outcome. As such SSA’s Development should be pursued with caution.

## **3.10. Lessons learnt from working with Modernization Theory**

*‘‘The test of any research approach is its productivity: Does it generate novel ways of looking at the subject matter? Does it increase our knowledge and make it more reliable?* (Almond 1987, p.454 in So 1990, p.85-86). The agreements and disagreements on the Modernization Theory have simply led to ‘‘new research agendas and provided more sophisticated analysis’’ of theory (ibid). The lessons leant stem from the critiques of the old Modernization Theory and the emergence of the New Modernization Theory:

1. While the Old Modernization Theory looks at development as irreversible, progressive, lengthy, Americanized, and assumes tradition as an obstacle to development, the New Modernization Theory adorns tradition and assumes that intricate relationship between tradition and modernity is paramount in effective Development in SSA.
2. The new theory is also case sensitive historically, refraining from generous abstraction to case study thereby merging historical process and sequence (ibid, p.86,87). In this wise, it enables the study of the SSA’s historical dilemmas in a specific manner.

Considering the above study of the Modernization Theory and its effects on SSA’s Development, one can say that no matter the criticisms, it stands out as a relevant theory to use when talking about Development in its real sense in SSA. As the subject of this research is N-S NGO partnerships’ implications for SSA’s Development, without doubt, there is hardly any other mode of Development for SSA without its current interaction with the international community. This has kept it closer to modern development trends than traditional ones, and is already engulfing it. This is the result of modernization and not hegemony.

Having discussed the Modernization Theory that exhibits the patterns of development, it is vital to look at another theory that helps in understanding the stakeholders and institutions in SSA’s Development process - NGOs.

## **The Organization Theory**

## **Introduction**

The Organization Theory is a ‘‘*way of thinking about organizations patterns and functionalities; a way of seeing and analyzing them more accurately and deeply, …based upon patterns and regularities in … design and behavior’’* (Daft 1995, p.20). Since this research deals with organizations and partnerships, especially of NGOs, this theory is considered relevant. It helps inform the study on the organizational structure of North-South NGO partnerships as well as clarifies and actualizes its implications for SSA’s Development. Furthermore, this theory supports investigations of impacts of partnerships, crucial to responding to the research. It should be noted that this theory is treated as highlights and not in-depth because it is only meant to clarify the role of organization in the North-South NGO partnerships for SSA’s Development. At this point, the definition of ‘Organization’ is vital.

**Organization** is*‘‘… a social entity that is goal-oriented and with deliberately structured activities and systems with a permeable boundary’’* (Daft 1995, p.10). Organizations are found everywhere and affect societies any moment; they are hospitals, civil registry services, security services, funeral services, etc. (ibid). These are social entities working towards specific goals. Debates have equally sprung up around what characterizes organizations. Some scholars feel that organizations are shaped by social forces like politics, economics and religion, while others argue it is instead organizations that have shaped politics and the ordering of development (ibid, p.11). NGOs are prominent organizations that have shaped political structures and revamped appropriate Development in SSA. Discussing this theory further clarifies this.

## **Focus on the Theory**

The Organization Theory is quite recent. Its study stems from scientific management and administrative principles perspectives. In the matter of this research the latter is considered because it focuses on the ‘whole’ organization acting as one to produce a time-based outcome (Daft 1995, p.20). After 1960, organizations are characterized as ‘‘rational, problem-solving, decision-making systems’’ (Daft 1995, p.20, 21). Today, NGOs assume this function and even adopt more inclusive problem-solving, decision-making systems, benefiting the underserved.

## **Organization complexities**

Between the 1970s and 1980s organizational structures became elaborately sophisticated, with bloated programs, administration, transnational forms, etc., and this enabled a more *‘‘organic approach to management and the use of contingency theory and models to describe and convey organizational concepts’’* (Daft 1995, p.21). Most NGOs have become international rather than remain domestic, and operations have become culturally diverse. They operate at different levels, with different organizational structures, programs and time frames.

Yet internationalization does not mean that there is absolute uniformity, as ‘‘… many problems occur when all organizations are treated equal’’ like the case of the old Modernization Theory (ibid, p.23). If this happens then it would mean that all organizations operate with the same organizational profiles, which is a farce. Rather, they are contingent, and their internal structures reflect their external activities, which link them with other organizations. This provides possibility for getting into partnerships. In this case, NGOs in the North are different from NGOs in the South in terms of organizational structures, size and programs. However, and in this case, they both pursue one common goal – Human Development.

1. **Summary:**

This chapter has discussed two very essential Development Theories - the Modernization and the Organization Theories. It has brought out their applicability to the research question, which seeks to know the implications of N-S NGO partnerships for SSA’s Development. The Modernization Theory has provided the framework of development thinking seen through various schools of thought. They approach Development from sociological, political and economic perspectives, bringing out agreements and disagreements, and convergences. Discussions have exposed constructions like developed and underdeveloped countries, and modern and traditional societies respectively. It has looked at historical perspectives, methodology, application, and implications of theories on specific issues. In the discussions, SSA has been used to discuss how affective the Modernization Theory is on its Development pattern. On its part, the Organization Theory has been used to discuss what organization is, and the complexity in organizational structures. In brief, the Theoretical Framework is considered very essential because it guides investigations, and its application further provides the academic scholarship of this research as well as conclusions. The next chapter further investigates on N-S NGO partnerships and implications for SSA’s Development, thus applying these theories.

# Chapter 4

# Empirical Framework

## **Introduction**

Discussions in this chapter are meant to respond to the research question - *what are the implications of North-South NGO partnerships for Sub-Saharan Africa’s Development?* This question comes up at the backdrop current debates on development practicalities in SSA. As seen in Chapter 1, pessimists assume that the most visible implications for North – South partnerships are that they pursue asymmetrical development patterns, enable dependency and promote hegemony of the North on the South (Op. Cit. Siegfried in Gilman 2004, p.344). They think that USA and Europe want SSA to develop on their dictates (Op. Cit. So 1990, p.13, 17). Optimists, on their part refute this and advance the argument that these countries pursue symmetrical development patterns that enable long-run initiatives and independence, because they focus on Human Development. They posit that the reasons why USA and Europe may pursue development pattern similar to theirs in SSA are not hegemonic, but benevolence considering that SSA got independence impoverished (Op. Cit. Obadina 2000, p.6).

This debate brings out historical models of partnerships and compares them with current ones, and then guide conclusions on the visible implications. In the investigation, USA and Western Europe constitute the North NGO axis, while SSA is the South NGO axis. A Case Study of a Danish International NGO partnering with 13 NGOs in Tanzania is discussed to expound on how N-S NGO partnerships happen and operate. The investigation then introduces another way of thinking the N-S NGO partnerships for SSA’s Development. Focusing on finding best practical ways of developing SSA it can be called a ‘Solution-prone thinking’ which uses historical knowledge to innovate Development. This may lead to ideating a new Development Theory focused on SSA’s Development.

Optimists think that N-S NGO partnerships that pursue Human Development produce indelible implications than those that primarily promote political and economic growth in SSA. These partnerships are more people-focused and ensure sustainable Development. Pessimists on their part assume a critical stance that seems to support political and economic growth pursued through inter-governmental partnerships that neglect Human Development. NGOs and grassroots populations constitute smaller structures (micro and meso), while government partnerships are more economic focused (macro). The latter have staggered over the years and are not yet consolidated in SSA. This exposes two types of partnerships. The one is partnerships that promote economic and political growth (inter-governmental), and the other is partnerships that promote Human Development (North-South NGO’s).

## **Position taken by this Research**

This research takes the optimists stance. It assumes that the implications of N-S partnerships for SSA’s Development are symmetrical and sustainable, and do not promote hegemony. On this stance, it considers Human Development as primordial for the Development of SSA because this molds specialized human capital needed to sustain economic and political growth. This matter is then investigated in two parts. Part one critically discusses the historical perspectives of North-South NGO (N-S NGO) partnerships, and part two uses a case study to critically discuss a real-life situation of N-S NGO partnership - causal factors, functionality etc.

## **Part I - Historical perspective**

## **The period before 1945**

Before 1945, partnerships existed between individuals from the North and the South and soon developed into intercontinental and then inter-governmental ones. There were probably no legitimate NGO partnerships. Africa at that time was ruled by kingdoms and empires (not countries) that had economic partnership with Europeans and on more personal than state levels (Obadina 2000, p.4). The conduct of such partnerships was very hostile and resulted into slavery, slave trade and later on colonization and imperialism (ibid). The debate between pessimists and optimists on the fairness of any North-South partnerships, let alone North-South NGO partnerships may be rooted in such historical premise.

## **Besets of Sub-Saharan Africa**

Optimists are of the view that SSA could not pursue indigenous Development because it was rendered incapable by three gruesome episodes that devoured its human capital and strategic economic potentials. Firstly, most of its human capital was captured, enslaved, sold off overseas, mostly by Europeans, in the transatlantic slave-trade era, thus halting its indigenous Development pattern (Obadina 2000, p.2). For instance, by 1840 more than 1,795,000 slaves were smuggled to USA (ibid). Secondly, several decades of colonization and imperialism hijacked production morale; businesses formerly owned, and run by Africans for Africans were taken over by Europeans (Stockman 2005, p.43-45). In Nigeria, for example, the British Royal Niger Company hijacked palm oil production and sales (ibid). Thirdly, SSA was further ravaged by its forced participation in WW I and II where remaining idea holders were conscripted, served as human shields and died in action defending their colonial masters.

What this means is that these atrocious acts distorted SSA’s indigenous Development patterns, its human capital stifled and economy impoverished. Considering this, optimists posit that it would have been impossible for SSA to pursue its Development without the benevolence of countries that already had active Development patterns. It is thus logical that to support SSA’s Development, USA and Europe had and still have no alternative pattern other than theirs.

The above claim is supported by Walter Rodney, a Social Scientist. In analyzing the diminished African work force and economic potential, Rodney, in his book *‘‘How Europe Underdeveloped Africa’’* states that *‘‘…while Europe’s population quadrupled between 1650 and 1900, Africa’s rose only by 20% in the same period’’* (Obadina 2000, p.6). This can therefore be construed to have adversely affected SSA’s workforce and propensity to develop along its own patterns. On these grounds therefore, SSA (unindustrialized) had to develop along already existing patterns pursued by USA and Europe (industrialized). In a way this could be considered as remittance, and not as hegemony.

But pessimists hold a contrary view under the consideration that both USA and Europe intentionally caused atrocities on SSA in order to later completely control them under another guise. The greedy attitude of the classical Europe and USA was history, yet the contemporary Europe and USA are not without novel tricks, especially in economic sense – trade rules (Zafar et al. 2003). The industrial revolution, economic warfare and power struggle among USA, Europe and USSR has led to need for raw materials and control of economies and markets (Op. Cit. So, 1990, p.19; Tipps 1976 in So 1990, p.36). SSA is blessed with these resources, which unfair trade practices and regulations today have depleted them more than before (Zafar et al. 2003). Pessimists therefore argue that post 1945 North-South partnerships are meant to take advantage of a vulnerable SSA and re-control its resources.

Optimists maintain stance by contending the pessimists’ position, stating that pessimists’ arguments reflect only economic achievements by the North from the South. Furthermore they contend that the fact that pessimists only look at the economic merits means that they are not able to see the importance of Human Development of the South. Neglecting this fact, that is necessary for the South to eventually take charge of its Development, makes them think that the South will always depend on the North.

However, pessimists also contest this by invoking concepts from the Dependency Theory. They think that USA and Europe both rich, strong countries, are setting the pattern for SSA which is poor to follow (So 1990, p.92). Also, if SSA follows this pattern, they will always be dependent on the North. Pessimists conclude that USA and its allies are therefore using the advantage of their financial strength and manpower to subjugate and hegemonize SSA.

In sum, the above argument brings to light the fact that both pessimists and optimists do not agree outside political and economic growth type of N-S partnerships. This shows the difficulties inherent in discussing development partnerships between the North and the South. It also highlights the fact that the backbone of economic and political growth is human capital development. This still remains this research’s position further exposed in the next discussions that focus more on Human Development for SSA through N-S NGOs partnerships.

## **The period after 1945 - Emergence of formal partnerships**

The North-South partnerships process that emerged immediately after 1945, though still inter-governmental is more official and formalized to pursue balanced Development in SSA. As USA emerged as the world’s super-power at the end of the second WW II in 1945, the reconstruction and development of the shattered Europe and the liberated Third World countries was its priority (Op. Cit. So 1990, p.17). SSA is among those colonies that would obtain political independence in poverty and ignorance. US President, Truman, initiated ‘development cooperation’ with third world countries under ‘Point Four’ of his ‘Bold New Program’ to cause reconstruction and Development of these nascent states (Rossell et al 2008, p.11). This inter-state ‘‘cooperation’’ birthed the International Development Association under the International Bank for Reconstruction and Development for the above purpose (ibid). Sub-Saharan Africa’s (SSA) development was perhaps the main focus.

President Truman’s strategy for development of these new polities involved missioning Social Scientists, with funding from both government and foundations, to conduct research on the third world so as to understand and provide their development needs (So 1990, p.37). Hitherto, USA initiated a ‘foreign aid policy’, through which advisers and investors help ‘modernize’ or ‘develop’ the third world (ibid). Cognizant of the above facts, optimists consider it logical that the liberated colonies sapped off their natural forms of economic life, human capital and dignity, deserved moral treatment from benevolent USA and Europe; to participate in rebuilding them. With this consideration, such partnership in development is considered positive, and without it, SSA would probably lag behind Development for a very long time. Furthermore, by encouraging Social Scientists to conduct research on SSA’s Development needs, it is considered the best way of knowing propitious development patterns. With this consideration, one would condone the Development pursuits for SSA by USA.

Pessimists (neo-Marxists) advance another raucous argument on a policy basis. They posit that USA’s intentions to direct the development of third world countries was because it wanted to prevent USSR from spreading communism to these countries (So 1990, p.7). That means that the primary purpose of fostering development was to compete with USSR on power basis. So pursuing economic and political growth in the new states would fortify USA’s position in the world as most powerful. Furthermore, pessimists argue that USA and Europe deliberately constructed themselves as ‘modern societies’ ‘developed’ or first ‘World’, and called the new polities ‘traditional societies’ ‘underdeveloped’ or ‘third world’ (So 1990, p.22). They believe that these nomenclatures exposed hierarchical disparity. That means that exporting their development patterns on the Third World is not in the interest of improving upon the conditions of these countries, but a factor of dominance, impending dependency and hegemony.

Optimists consider the above arguments as irresponsible on the basis that USA could not disturb USSR from advancing its communism to SSA because USSR was more contented with approaching new states that were like-minded in Eastern Europe and Asia, than in Africa (Op. Cit. So 1990, p.169-170). Secondly, most African countries by independence already communicated in colonial languages, which the USA and Western Europe found easier to understand, and USSR was not interested in that. On the point of power balance, it was obvious that the effects of the three atrocious episodes that SSA went through left them impoverished and lagging in development, yet they needed to develop. SSA was underdeveloped as fast as Europe and USA were developing (Op. Cit. Obadina 2000, p.6). So imbalance in Development was not new. It simply needed to be balanced and that is through sustainable Development. This would be the moral responsibility and a form of remittance by USA and Europe. At this point it is important to focus on N-S NGO partnerships.

## **Failure of Polities and rise of Civil Society**

It has been seen that Inter-governmental partnerships pursue political and economic development and neglect a very important axis of Development – Human Development. But ‘‘Development cooperation’’ has evolved to be participatory including not only governmental organizations but also [[1]](#footnote-1)civil societies and NGOs that question the implications of inter-governmental partnerships (Rosseel et al. 2008, p.11). These self-organized structures legitimized by the state, complement the governments’ actions (Rose and Miller 1992, p.179). As such, they do what governments do not prioritize, but which is beneficial to the masses. Optimists assume that the fact that the state legitimizes Civil Societies’ existence is enough evidence that governments have realized their inabilities and want participatory Development.

But pessimists assume that civil societies act in opposition and not in partnership with governments. That they have refrained from earlier forms of political associations to constitute ‘a natural realm of freedoms and activities outside the legitimate force of politics’ because states do not satisfy the interest of citizens (ibid). They contest further that the very states created, and developmental patterns set by USA and Europe have become failures and citizens have suffered, ushering in a new wave of partnerships - that of Civil Societies. This has metamorphosed into another form of partnership, the N-S NGO partnerships, acting in opposition and not in partnership with governments.

Optimists contest this point by saying that pessimists do not seem to understand that the lack of Human Development is the cause of the failures of those states. Even if Civil Societies emerged thereof and metamorphosed into N-S NGO partnerships, the intention is to support governments in Development by focusing on Human Development that let alone, governments are unable to undertake. Thus Optimists do not see Civil Societies as opposites, but rather as partners in Development because they are focused on Human Development.

To sum this up, one can say that the above contestations are a clear indication of how intractable the issue of Development is and especially that of SSA. These contestations evolve just around Development, the only difference is who carries it out - governments or NGO partnerships, where it is most needed (SSA) and how it is carried out (N-S NGO partnerships and Human Development). It is simply being approached from different angles (pessimists and optimists). Furthermore, these discussions clarify the fact that SSA’s Development is approached from economic and political positions, on the one hand, and Human Development on the other hand. This also indicates the type of partnerships built in time and space, e.g. inter-governmental with political and economic growth as priority, and NGO partnerships pursuing Human Development, considered the pillars of political and economic growth. On the basis of these arguments, there is little wonder that the pattern of Development led by USA and Europe for SSA’s Development is only flawed on the fact that it is approached from an economic and political growth position that does not consider what would sustain it – Human Development. But it causes a deep thinking on N-S NGO partnerships that highlight the value of Human Development on economic and political growth. But, what types of economies operate in SSA? Do they play any vital part on current Development patterns? It is important to reflect on this.

## **The State and Market Economies**

Leftists (Optimists) and contemporary liberals, think that state-centric economies put the state at the centre of Development, and the state is ‘an agent of social transformation’ and can ‘develop economies’ and social services suitable for human welfare (Rapley 2007, p.2). In this case the state is more ‘people focused’ than market oriented, and therefore able to meet the needs of the masses (ibid). This is similar to optimists thinking on development that it should focus on Human Development. If one considers this type of state for SSA’s Development, then, without doubt such a state will ensure equitable development. But at the time that USA started Development of SSA states, these states were financially poor to the extent that it was thought immediate economic development would capacitate them. On this basis, USA probably had no novel visible option than to implement its own Development pattern in this region.

Classical liberals, like pessimists, on their part, dispute this fact by personifying the state as a ‘tyrant’ capable of providing only those facilities that it would use to drain resources from citizens through taxes (ibid). That means that the state is a market-centric economy. This seems to justify the fact that USA and Europe are keener at economic and political development of SSA than Human Development because they want to take advantage of their poverty, cheap labour and raw materials. This approach encourages free market state, which survives on heavy taxes or tariffs (ibid). In this case, asymmetry, dependency and hegemony are not estranged.

However, the emergence of the Keynesian school exposes the imperfections of the free market state and encourages a more state-controlled system, where development is dependent on state plans. This means that Keynesians support the leftists and contemporary liberal positions. They support their stance by noting that, although the market economy provides more money for welfare provision, this is not true of the Third World. It witnessed a slump in its raw materials sales in the 1970s because industrial development consumed more resources than it generated or replaced, pointing again to the inefficiency of the market system (ibid). It is not sustainable.

On their part, the neoclassical school posits that the problem with state failure in the Third World is the position in which they find themselves. Historically, they were impoverished, meaning that their condition was a ‘process’ and not a ‘condition’, as the Neo-Marxist, Gunder Frank puts it (Op. Cit. So 1999, p.54). This is evidenced under besets of SSA. But this view is re-contested by leftists, who say that the problem with the Third World state is the market forces that cause dependency (Rapley 2007, p.3).

This forward and backward debate and blame game avoids talking about the pillar on which any of these systems can best function – Human Development, and the role of N-S NGO partnerships. Therefore the two debates are polarized and have quickly cultivated other actions. That, as states become more market oriented the focus on Human Development wanes. That, on the basis of the economic and political development pursued by USA and Europe in SSA, its inefficiencies is the outcome of undervaluing the part of Human Development in sustaining other development pursuits.

The above debate point to the fact that neither state nor market economic systems are capable of insuring proper welfare in SSA because the axis that could sustain it (Human Development) is neglected. NGOs have identified this and are providing it as means to sustainable Development in SSA. This means that partnership is shifting from state-centric to NGO-centric. In this case, North-South NGO partnerships for SSA’s Development are the brand of partnerships that creates structures that empower the masses and not elites.

In sum, the above discussion shows the complexity in understanding partnerships in development. At one point, the state is preferred and at another the market is preferred. And yet at another point both state and market are side-lined and a more civil structure emerges – NGO partnerships. These understandings and misunderstandings between state and market controlled economies simply point to the fact that while pessimists would prefer economic growth to Human Development, optimists would prefer strategic Human Development to be included because it sustains the state and the market. Perhaps this is why state or market controlled economies in SSA are failing and Civil Societies are emerging strongly with NGOs forming its critical mass in Development. The discussions point to the fact that, Third World in general and SSA’s Development in particular is deep-rooted in history, and that N-S NGO partnership should not be seen as new. It also shows the continuous struggle in development practices as seen in the argument on state and market economies. On this matter, N-S NGO partnerships seem to serve a moral responsibility role in SSA’s Development through Human Development. This is still the position of this research.

## **Scholars and North-South NGO Partnerships**

### Human Capabilities and Freedom

Several debates surround the work done by North-South NGO partnerships in Third World Development, particularly, SSA’s. It can be posited that the visible picture in SSA shows that the same states that obtained independence to serve their citizens have become elite communities and are serving like colonial masters. To them economic and political growth surpasses any other form of development. The stress on modernization, centralization, hegemonization and power concentration, has disconnected Human Development from or subordinated it to political and economic priorities. Some scholars support the above posit, considering Human Development as most important, and the individual well-being and freedoms of citizens within the development framework gets their attention.

A third world scholar, Amartya Sen, whose ideas and those of colleagues were formulated into the MDGs, takes a sociological stance at Development. His book, *‘‘Development as Freedom’’* suggests the value of concept of Human Capabilities and Freedoms to Development. He writes,

‘‘…in a world of unprecedented increase in overall opulence millions of people living in the third World are still unfree. Even if they are not technically slaves, they are denied elementary freedoms and remain imprisoned in one way or another by economic poverty, social deprivation, political tyranny or cultural authoritarianism’’(Sen 1999, p.1).

In this statement he seems to suggest that Third World Development is hijacked either by the developed world or the few affluent politicians and the elite class of the Third World, to the disadvantage of the masses. The masses are denied comfortable welfare either by force or by crook. This creates a system of dictatorship and tyranny if the masses upheave against it.

He stresses on the fact that increasing human income is only one way to improve human liberty, and that if other ideas of improvements are repressed, such increase in income is short-lived (ibid). In this case he is understood to advocate for Human Development that can enable citizens to best manage their economic potentials. Since the state is already eliticized, and prioritizes economic growth over Human Development, it requires another structure to help out. In this case, one would consider North-South NGO partnerships important agencies for Human Development and sustainability in SSA, because it is their goal. Sen seems to advocate for participatory development, and as such his position is therefore invaluable to this cause.

### Wealth and Human Capital

Further to Human Development, another scholar, Friedrich List sees it from an Economic point. He distinguishes between cause of wealth and wealth itself (Levi-Faur 1997, p.157). List stresses on the ‘‘value of human capital to create new knowledge’’ (ibid). He says:

‘‘…a man may possess wealth, i.e. exchangeable value; if, however, he does not possess the power of producing objects of more value than he consumes, he will become poorer. A person may be poor; however, if he possesses the power of producing a larger amount of valuable articles than he consumes, he becomes rich.’’ (List 1841, p.133 in Levi-Faur 1997, p.157).

Power, in this sense is considered Human capital Development. That means that if SSA, endowed with so much natural and human resources, does not use them to create more wealth for themselves, they may remain poor. Their urge for Development may remain ideological. Because of inadequate human capital, these resources are mismanaged through state structures partnering with the North. This may explain why pessimists contend that the North is simply exploiting the ignorant vulnerability of the South, draining their resources in the name of development. List sees Human capital as invaluable for Development (Levi-Faur 1997, p.158).

Of these two scholars, this research adopts Sen’s position. It is important to un-slave Human Development because without it, economic growth pursuits by the North, states, politicians and elites, is short-lived and will not benefit the majority. List’s position seems to be more economic related; economic growth does not necessarily guarantee sustainability. In this case, List could be referring to traditional production giving way to industrial production, capable of producing more wealth. This tilts to the type of development that satisfies only the rich few. In this research, Development is not about capital wealth, but about human welfare that enables sustainable economic growth. This is what Sen remembers, but List ignores. Development should be more people-focused. This is what N-S NGO partnerships are achieving in SSA.

**Summary**

In sum, one can say that SSA is facing crisis of partnership choices between those that lead to dependence on short-term economic growth un-backed by Human Development, and those that lead to Human Development that sustains economic growth. The above discussions have focused on historical concepts and variables concerning North-South NGO partnerships for SAA’s Development. The debates on the pros and cons of these partnerships conducted through pessimists and optimists thinking on Development issues in SSA have aired various positions on Economic and political growth versus Human Development. Relevant scholars have discussed the merit of prioritizing Human Development over other forms of development from sociological and economic positions.

The outcome of the investigation is that Human Development is prioritized by N-S NGO partnerships because they are more people-focused, and have been verified to enable sustainable Development. Such includes long-term economic growth. Inter-governmental partnerships prioritize short-term economic growth to the benefit of the rich few, not the masses. At the end of these debates, the research still maintains its position that North-South NGO partnerships ensure symmetrical, sustainable and non-hegemonic development in SSA because they focus on Human Development. This is further evidenced in a case study that demonstrates how N-S NGO partnerships are created and operationalized. This may clear pessimists’ doubts on asymmetry, dependence and hegemony. It is a critical investigation which brings in both pessimists and optimists’ debates once more.

1. **Part II: Case Study**

### Danish INGO and 13 NGOs in Tanzania

Before discussing this case, it is important to make a brief presentation of the Danish Organization in question. Global Platform Tanzania (GPTZA) is an INGO in Tanzania, run by Mellemfolkeligt Samvirke/ActionAid Denmark (MS/AADK), a bigger INGO based in Denmark. It partners with 13 local NGOs in Tanzania to promote Human Development, especially among youths. It is important at this point to highlight what MS/AADK is.

MS/AADK, was created in 1944 for the purpose of Humanitarian assistance and peace building in Europe after World War II (MS/AADK 2011, p.4). It is also known as the “people-to-people organization’’ because it focuses on Human Development (ibid). In 1948, it started working in third world countries conducting similar activities, and later transformed from a Humanitarian to a Development Organization (ibid). Today, works in over 40 countries through ‘‘Global Platforms’’ that focus on sustainable poverty alleviation through Human Development or capacity building (ibid). It is an Associate Member of Action Aid International in 2010. It is partly funded by the Danish International Development Agency (DANIDA), and became an (MS/AADK 2011, p.5).

The period that MS/AADK started activities in the Third World (from 1948) is very important. This happened at the time that USA was ‘taking charge’ of development of new Third World polities. It is certain that MS/AADK got acquainted with the defects of pursuing political and economic growth without Human Development. That may have urged its specialization on Human Development and not otherwise. All its programs in the Third World are Human Development oriented. In this wise, MS/AADK’s Development approach has differed from that of USA/Europe governments’ that were focused political and economic growth.

As an NGO, MS/AADK pursues a more meso and micro approach to Development by focusing on Human Development mostly in SSA and parts of Asia, especially among youths, considered as future leaders. It pursues N-S NGO partnerships for SSA’s Development through Global Platforms which, GPTZA is one with focus on poverty alleviation among youths. The partnership it has built with 13 NGOs is important to investigate in this research.

## **Tanzanian government’s request**

Although GPTZA started work in Tanzania in 2010, its activities were legitimized way back in 1967. The Tanzanian government requested Development Assistance from the Danish government in 1967. Following a bilateral agreement between both governments, the Danish government requested the ‘‘Danish Development Volunteers Services’’, created by MS/AADK, to provide Tanzania with professional Danish Volunteers to conduct Human Development (Royal Danish Embassy, Tanzania, 2004).

This organization realized that Human Development would enable sustainable Development in Tanzanian. It started partnering with Tanzanian NGOs to facilitate human capacity building programs to strengthen youth-focused Civil Society Organizations (MS/AADK 2011, p.5). At that time MS/AADK ran one capacity building unit in Tanzania - The Training Center for Development Cooperation (TCDC) in Arusha that trained both adults and youths in various Development domains. In 2010 it expanded its programs to create GPTZA in Dar Es Salaam to specialize in youth capacity building with a bias on Social Entrepreneurship training. That is how MS/AADK and its GPTZA came into existence in Tanzania.

Figure 4.1 below summarizes the partnership process.

Tanzania / Denmark (development support)

Partnership Agreement Signed (*Inter-governmental*)

Denmark sub-contracts MS/AADK - two Development programs created

(*State - NGO Partnership*)

TCDC Local NGO (trainees) GPTZA Local NGOs (trainees)

(Youth and Adult development) (Youth Development, Volunteer activities)

*N-S NGO partnership*

(Human Development, its Outcome)

*Fig.4.1. Danish Tanzania Partnership steps*

Fig.4.1 shows three stages in the Danish-Tanzanian partnership. It shows that it is the Tanzanian government that invites the Danish government in an inter-governmental initiative. This develops into a State plus INGO partnership, and later evolved into North-South NGO partnerships – GPTZA and 13 SNGOs. This figure also shows how complex it is to create partnerships.

GPTZA is a Human Development organ under MS/AADK’s [[2]](#footnote-2)‘People4Change’ program (MS/AADK 2011, p.11). It trains youths in various Development programs, so that they can become functional to make decisions on, and execute their own Development goals. What this means is that it facilitates sustainable Development activities by involving future leaders – youths. Training is conducted in the domains of *“Social Entrepreneurship; Youth Participation and Governance; Youth Leadership for Social Change; Training of Trainers (TOT), Human Rights Based Approaches; Campaigning; Communication and Storytelling, and Young Women and Governance”* (GPTZA brochure, 2013). All these courses have Development focused frames. It also runs a volunteering program that provides Danish youths and adults with various academic/professional skills to participate in joint community Development initiatives in Tanzania. They serve like teachers, health assistants, agriculturists, etc. in the rural regions (ibid).

GPTZA employs 21 personnel (three expatriates and 18 nationals) with four administrative staff, three auxiliary and 14 trainers. Training staff are mostly Development workers trained in the Social Sciences or Development domains. Course participants are drawn from 13 partner NGOs in Tanzania. International participants come from NGOs in Zimbabwe, Kenya, Zambia, Uganda, Nepal, etc. that have provisionary partnership with GPTZA or MS/AADK.

## **Power Relations in Partnerships**

There are lots of conceptions and misconceptions about power relations in N-S NGO partnerships for SSA’s Development. As a priori discussed, pessimists have pointed out that the financial capabilities of North NGOs trumps any ideological contributions from South NGOs, and this is the measuring scale they use for asymmetry, dependency and hegemony. They think that the profound implications of partnerships can be a complex combination of qualitative and quantitative processes and actions; that partnerships have been over-stretched to the point where they seem to shadow invisible practice of the North indirectly imposing development patterns on the South (Op. Cit. So 1990, p.13,17,169). They assume that since the South needs these skills, it may simply accept without debating their usability in time and space because of desperation (ibid).

The study of GPTZA and 13 partner NGOs is intended to critically counterpoise the above pessimists’ position. Focusing on Human Development, the tool used in discussing such partnership is the Due Diligence Process, consisting of two variables, the Technical and operational capacity and the Policy and cultural compatibility for partnership as seen in Figure 4.1.

*Fig.4.2 Fair partnership pattern*

## **Establishing GPTZA and 13 NGOs’ partnership**

### The Due Diligence Process

The tool used in developing sustainable partnerships is called the *[[3]](#footnote-3)Due Diligence Process*. It seeks to know everything possible about the future partner by using systematic questions based on available information, including suspected problem areas, progress areas, etc. (Bing 2008, p.1, 2). It requires tact, curiosity and foresight to achieve fair partnerships ‘agreements’. In order to critically evaluate NGOs and decide which ones to work with, GPTZA sort to know about: a) the Technical and operational capacity, and b) the policy and cultural compatibility of these future partners. Table 4.1 below outlines the Due Diligence process carried out on 13 SNGOs by GPTZA. For the sake of brevity, the 13 NGOs are not discussed separately. At the end of this table, a critical analysis happens through pessimists and optimists.

**i). Due Diligence Process of GPTZA and 13 partner NGOs in Tanzania:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Theme** | **Specific area of investigation** | **Possible findings** | **Possible Action** |
| Technical & operational capacity | ***Availability of technical expertise (staff and consultants):***  This is seen in track record of projects in terms of reports, beneficiary feedbacks, and donor recommendations.  Reports show how much is understood of the Project Cycle - shows whether an execution manual and plan of work is used or not.  Measurable outcomes flow from outlines of project objectives, inputs, outputs, outcomes and impact assessments. | In all the 13 NGOs GPTZA found out that they had primary knowledge about organizational management issues, let alone project execution.  Also, project staff were university graduates, but had less skills in project cycle management  Projects executed were evaluated on the basis of number of beneficiaries and not on the impact. | Develop thematic capacity building program for staff, etc. |
| **Stakeholders:**  Mechanism for consulting with beneficiaries throughout all stages of projects and programs.  Here, the organization demonstrates its consultation calendar and profile of meetings, resolutions and follow-ups with stakeholders, especially Donors, Staff, Beneficiaries and Local partners. | GPTZA found out that organizations understand their relationship with donors and beneficiaries very well. But it was difficult to assess at what level the management was close with the beneficiaries.  Also, local partners were mostly friends of founders of the organization, and to most extent, they were not officially partners. There were no Memoranda of Understanding, nor Terms of References. | Training of staff and founders on lobbying, stakeholders analysis, campaign, etc. |
| **Leadership and staff development practices:**  This shows tasks distribution and staff support and information flow.  Flow charts are used to tabulate specific and shared tasks and among staff. It also projects leaders and associates as well as the forward and backward flow of information among staff.  If this is working, staff should be able to identify the current project, their position on it and that of others.  They should also be able to know at what level the project is and how much more work is required to complete it. | GPTZA noticed that all the organizations had more sophisticated hierarchy where staff was not always certain if their boss would listen to them or not.  This could be a cultural factor. In this case, if the Manager is older or more educated than the staff, then they look up to him to know everything in the project. This kills initiatives.  It was also noticed that staff understood more of their individual tasks and thought is unnecessary to know what their colleagues did or what level the project was | Required training on staff relations, motivation and communication skills. |
| **Financial Management:**  Very crucial is knowledge of history of bankruptcy, civil/criminal litigations. The system of checks and balances within governance structure, Organization’s financial standing and credit records should follow standard procedures and practices - functional accounting systems and processes.  The bank account balances, outstanding loans, leases, proof of managing grants, subcontract funds are required through an appropriate accounting method.  Mechanisms for fraud control (separate books for projects) should demonstrate the use of multiple signatures required for bank account access.  Financial reports should be clear and include medium-term projections for org. | GPTZA noticed that all the 13 organizations were basically debtless.  But their accounting systems were not standardized. Some organizations had more than one donor who used different accounting practices. These trumped conventional systems used in Tanzania, and were stressful for both the managers and accountants.  However, the use of separate books per project was good enough. Cash disbursements were flawed often causing delays  Each NGO used only one account. But it was difficult for them to provide bank reconciliations per project.  Some NGOs were family oriented and multiple signatures from family members could not be considered to prevent fraud. | Training on cost-share accounting and cost-shared project development.  Production of and training in the use of financial management manuals |
| **Occupational Safety and Health:**  Compliance with health and safety laws and regulations in the Labour market is necessary for a healthy working environment | All the organizations did not have any health procedures.  Staff would simply request for permission to obtain treatment for any local hospital of their choice. Hygiene and sanitation were private. | Training on Occupational Safety and Health issues |
| Organization’s labour policies; equal opportunity employers, no child labour, | Staff was paid as per project budget and not necessarily following qualification and professionalism, nor official pay roles.  There were huge disparities between salaries of Managers and project staff. | Training on project development, budgeting and management. |
| Investment in internal employee welfare and social responsibility programs. | Same like under health. |  |
| Environmental impact and stance on green technology and best practices, | None practiced green organizations where recycling of material could be possible. |  |
| Policy and cultural compatibility | **Organization’s cultural values:**  This helps to understand the levels in project cycle management, staff relations, stakeholder relations as well as country policies on NGOs.  To know whether there are policies in place to support these values is important | In this case, there was no alignment on these issues between GPTZA and each of the 13 NGOs.  Culturally and situational they were different and it could be seen. At the time of conducting this process, each manager was observed to be too humble; partly because they were expecting so much from GPTZA and partly because they wanted to partner with a European NGOs – closer to funding | Both GPTZA and SNGOs work on these differences. Hold meetings to discuss them. |
| **Other private or public relations:**  Knowledge of positive or negative media attention and public morale of organization and leaders is important.  Also the political position and official connections is vital. This includes views from community leaders on activities of the NGOs  Furthermore, it is necessary to know any alliances within the NGO other than normal practice – drugs, cartels, etc. | GPTZA found out that the 13 NGOs were welcome in their communities, and most people knew some of their projects and leaders.  None of the leaders were openly political, probably because they were not honest with themselves or because they their political affiliations must not meddle in their NGO work.  These organizations were very young with small and less technologically adapted offices. Access to crime would be unreal. | Guidance and counseling |
| **Reflection on decision:**  The decision to partner is very crucial and a strong reflection on the impact of such partnership on the reputation of GPTZA is paramount. Therefore complete review of all the findings is vital for N-S NGO partnership to emerge. | GPTZA had a difficult task on what level of partnership to decide.  The due diligence process brought out training needs that could not be satisfied by the GPTZA alone.  The decision was reached to support only within its vision and objectives. That is Capacity building. | Meeting with each NGO assessed and later with all NGOs assessed. |

*Table 4.1: Layout of Due Diligence Process of GPTZA and 13 partner NGOs in Tanzania. NB: This table is produced by the author of this thesis with information from oral interviews and reports of GPTZA conducted in June 2013.*

Table 4.1 presents the conduct of a simplified Due Diligence process by GPTZA on a group of 13 NGOs in Tanzania in 2010 to consolidate partnership. It presents various themes under which the investigation is conducted, possible findings and the actions decided upon. Considering that GPTZA’s aims at Human Development for poverty alleviation, especially among youths, the 13 NGOs under investigation are shortlisted on that basis before carrying out the Due Diligence process. These NGOs are youth-led and their beneficiaries are equally youths. The outcomes are a reflection of the proper use of the tool. At this point it is important to find know what this process means to this research. This is done by bringing in pessimists and optimists’ debate once more.

### Revisiting Pessimists and Optimists debates

Looking back at the argument put forward by pessimists on the matter of power balance, the whole process above may show that GPTZA is in control, and that the function of the local NGOs is to respond to thematic questions. There is no indication that the NGOs have participated in formulating the questions, or that they are involved in decision-making after the assessment. GPTZA seems also to assume the position of a donor because it has services to offer, while the 13 local NGOs are recipients because they may benefit from those services, if they become partners.

Furthermore, GPTZA is a North NGO and this branding is seen by scholars as, ‘‘social analogue’ to ‘benign parasite’ that seeks to ‘infect’ and thereby change the behavior of their hosts without harming them’’ (Hein 2008, p.2). To strengthen this further, some scholars state that NNGOs ‘‘*…are human groups that can seek alliances with sympathetic groups outside their state in order to influence the behavior of … human groups’’*, thus serving a post-traditional role (ibid, p.4). In this case GPTZA can be described as the benevolent parasite with a harmless infection program that would change the Development pattern of the 13 local NGOs (the sympathetic group outside the state) in a way that resemble Western Development. This pessimists’ thinking leaves no doubt that GPTZA’s conduct of Due Diligence process portrays asymmetry, and the execution of its outcome may be an access of dependency and of hegemony.

However, optimists assume that despite the above characterizations the main aim of Development in the South is to cause improvement and influence behaviors of citizens through improved possibilities. On this matter, the conduct of the Due Diligence process and its important outcomes which aim at capacity building must be considered utmost, relegating it to power issues. The outcome of the process is that all 13 receive thematic capacity building – a decision which might not have been possible without Due-Diligence. In this respect, there is power balance between the two partners, because there are no signs of coercion during the process. The local organizations provide space and indigenous knowledge through participation in the process, and GPTZA provides the investigation tool. The fact is that GPTZA is more consolidated and experienced than the 13 southern NGOs, and it is simply logical that they led the process. These 13 organizations may be at various stages of organizational development, but have not reached the consolidation stage, and therefore are inexperienced.

Some scholars support the above fact by noting that despite criticisms of N-S NGO partnerships, there is little wonder that ‘‘*local organizations bring a unique set of competencies and qualifications such as ability to understand local development challenges, connect with local communities and influence project designs earlier on’’* (<https://m.devex.com/conducting-due-deligence> 2013). For this to happen, a Due Diligence process is vital. As [[4]](#footnote-4)Devex’s Director, Pete Troilo, puts it, *‘‘the best way to mitigate risks (in partnerships) is to screen and get to know your potential partners best’’* (ibid). GPTZA could not have partnered blindly with the NGOs. Also, both partners need to know each other and since GPTZA is experienced in this domain, leading the process is a contribution to ensuring a successful partnership. On this basis, the partnership is systematical and the resulting training programs mirror this fact.

Pessimists attack the process again on the content of its themes. It is observed that the complicated themes used in this process may not have been understood by local NGOs. Answers to questions might probably have emerged as a result of excitement and panic, rather than systematical and professional. To this extent, one wonders how much accuracy there is in the answers. Final decisions may be erroneous because of this naivety, no matter how much verifications are made.

The above insinuations may be true for two of the NGOs. For instance, during an impact assessment carried out in June 2013 to close an intensive training in one of the courses, four out of 20 participants did not know why they were selected for the training, and how they would put it into practice. A follow-up with one of the Managers of the organizations was more disturbing. He said *‘‘…since the course was a scholarship and the staff were not currently participating in any project, I asked them to attend’’*. Another Manager was asked if she understood the importance of the training before sending her staff to participate, she said *‘‘I am waiting for the participants to return and inform me about what the course has been all about’’*. These are all signs that there could have been some misunderstanding of the entire exercise by few.

However, optimistically, this error might not have occurred at the time of assessment and it cannot be verified if these staff or current managers were present during the Due Diligence process or not. They may have been recruited afterwards. Also, note should be taken here that courses offered by GPTZA are advertised on their website and partner organizations are asked to select suitable ones. They are also informed that if they have any doubts, they should contact GPTZA or course coordinators for clarification. From this, the above misunderstanding might not have been an error on the conduct of the Due-Diligence process, and so cannot be an issue of power imbalance. Considering that Due Diligence process is a cumbersome exercise, GPTZA uses an information gathering technique for the entire exercise, which mitigates operational errors as seen in Table 4.2.

#### **ii). Information gathering technique for Due Diligence process**

|  |  |
| --- | --- |
| **Activity** | **Purpose** |
| Conduct in-depth media searches on the organization, including using local languages. | To find out its previous activities |
| Interview executives and key staff. | To gain insight to projects, working environment and future plans |
| Conduct site visits. | To see practical activities and talk with beneficiaries and staff on project matters |
| Consult the diplomatic and foreign NGO community in-country. | To understand the constituencies of local NGO as well as ongoing partnerships. |
| Check references, beneficiaries, donors, etc. | Contacting previous donors, beneficiaries provides information on management and planning |
| Pull all available government records, including tax filings, business registration, permits and licenses. | Registration certificates, internal revenue records on past and on-going projects provide information on good governance |
| Review financial statements, annual reports, sustainability reports, etc. | Invoices, receipts, vouchers, cash books, bank reconciliations, audit reports provide information on transparency issues |
| Review program evaluations from previous donors and partners. | Project technical reports, impact assessment records, staff records provide information for working environment |
| Check sanctions and debarment lists of major aid agencies. | Not to support criminal groups. If such exist, check reasons. |
| Hire a third-party to conduct due diligence or investigative firm and Compare notes | Professionals in this domain provide best results. |

*Table 4.2 Information Gathering Technique on Due Diligence process. NB: This table is produced by the author of this thesis with information from oral interviews and reports of GPTZA conducted in June 2013.*

Table 4.2 shows very pertinent investigation themes that address the organizational life cycle and prospects for partnership. It shows how each of the 13 NGOs is investigated, from conception to current functional state. Each activity conducted has a corresponding purpose, which later informs decision. That means that conduct and outcomes of the process are ensured.

Although the 13 NGOs are young and some themes might not have been responded to well, this is anticipated. But ‘red flags’ from such investigations are logically reviewed to define ‘partnership potentials’ (Devex 2013, p. 3). Dan Collison, head of program support for Save the Children, confirms this view by noting that flaws in operations may not provide adequate reason to terminate partnership prospects, but should be considered as areas needing capacity building; in this case all flaws must be corroborated before final decisions (ibid). GPTZA thinks that the process is also a learning opportunity for the NGOs, and can be considered as a Human Development exercise. These facts counterpoise the assumptions by pessimists that Due Diligence process is too complicated for the comprehension of the 13 NGOs.

The following thinking further supports GPTZA’s meticulous conduct of Due Diligence for N-S NGO partnership creation. In 2013, Sharmila Parmanand, a business adviser, published an article *‘‘Conducting Due Diligence on local partners: why and how’’,* outlining the reason and method of reaching any partnership (ibid). He emphasizes that it requires tact, curiosity and foresight to reach a ‘‘fair partnerships’’ agreement. Figure 4.3 below summarizes this.

*Fig.4.3 Fair partnership guide*

Fig. 4.3 shows that Due Diligence process uses impartial tact, curiosity, foresight and logical decisions in order to create fair partnership. The guide is used to investigate the technical and operational capacity, as well as the policy and cultural compatibility of the future partners.

### North-South NGO Partnership Traffic

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The case of GPTZA shows a very balanced relationship through its partnership with the 13 NGOs. Sketch 4.2 summarizes the ideal partnership structure between GPTZA and the 13 NGOs in what is called the North-South NGOs partnerships traffic.

*Sketch 4.2 The North-South NGO Partnership Traffic*

Developed World (Denmark) + Third World (Tanzania)

Developed World Organizations (MS/AADK

TCDC and GPTZA. Expats, Researchers

INGO in Third World

GPTZA Southern NGOs (13 organizations)

**Sponsored programs:**

Youth and Adult Capacity building - OD,

Youth Focus on Social Entrepreneurship,

Volunteers programs

**Monitoring and Evaluations:** **Transforming local communities:**

Activity/Programme Reports, SNGOs Institutional Development,

Best Practices, Suggestions for new approaches, Capacity Building for local populations,

Partnership end/continuation/Change, etc. Good Governance, etc.

Sketch 4.2 shows how funding is obtained and the programs funded. Such funding passes through GPTZA country missions in Tanzania and is used to conduct training for the 13 SNGOs that are grassroots organizations. This supports Human Development training and the Volunteering programs. During this process, expats and researchers from MS/AADK and GPTZA enable the transformation process of the 13 SNGOs through capacity building and Organizational development, etc. GPTZA also provides expats and researchers and volunteers that work either directly with GPTZA or with the SNGOs’ project beneficiaries. Reporting is important. There is therefore shared responsibility between the North and South in service delivery here.

Just like pessimists say, the complex nature of partnerships may result to some mistakes of operation. However, with efficient monitoring and evaluation, they are identifiable and correctable. With regular Monitoring and Evaluation (M&E) concrete information on the use of funds and progress made towards achieving program goals or objectives is conducted and mistakes are righted. Strategic assessments may cause the programs to continue, change approach or close down. Furthermore, Southern NGOs may make suggestions as to what can be done in the best way, and acceptance would depend on the fact that the approach and the results thereof will cause Development, and not necessarily western standard. There is thus little wonder that GPTZA is a balanced NGO. NB: pessimists consider funding a catalyst of power asymmetry. It would appear that they do not want any partnership to happen as they keep on criticizing all development attempts without making any progressive suggestions.

### S.W.O. T Analysis

Having discussed the above, bringing in the views of both pessimists and optimists about N-S NGO partnerships, it is important to investigate what is further considered to create a partnership in reality. A [[5]](#footnote-5)SWOT analysis can be conducted on the spot or by using findings on the Due Diligence report to investigate. Table 4.3 below is a SWOT analysis frame that shows specific areas investigated and what plans to address them during the partnership with 13 NGOs.

**iii) SWOT Analysis**

|  |  |  |
| --- | --- | --- |
| **Northern-Southern NGO Partners** | **Measure** | **Way forward** |
| **Strength** | The South provides opportunities for research on development issues. The North provides skills in such research. Both have equal share in incidence and incident. | Implication  impact |
| **Weaknesses** | Conflict of culture and conditionality. Some Southern Cultural mannerisms may be desecrated because of Northern conditionalities. This might produce forced-results, which may be faulty and cause non-useful programs.  The North often is the idea provider because of its financial strength  Most projects are limited-time-bound and maybe water-tight. There is hardly any sustainability previewed. | Proper on-the-spot consultation with local leaders to understand their virtues and local rights.  Also conduct baseline surveys to understand development needs before drafting partnership programs |
| **Opportunities** | The South gains experience and strength in shared best practices and this means the possibility of ideation in emerging partnerships and sustainability. | Enable local partners take challenges in leadership and planning. |
| **Threats** | Lack of sustainability because of cultural misunderstandings as well as limited-time-bound nature of programs may mean the end of the program, thus disrupting development. | Proper on-the-spot consultation with local leaders to understand their virtues and local rights.  Also provide sufficient time for discussions. |

*Table 4.3. SWOT Analysis. This table is adapted from Lewis and Kanji, 2009.*

This SWOT analysis is presented here because it helps to diffuse the critique aforementioned by pessimists that Due Diligence process’ technicality may have led to erroneous outcomes. It shows what competencies the NGOs have, which areas they need capacity building in, what prospects are available for them and fears or setbacks they envisage. Considering that a SWOT analysis is conducted, there is little wonder that the programs carried out are well investigated and planned and therefore the outcomes plausible. Table 4.4 below summarizes the outcomes of the SWOT analysis to supports this claim further.

**iv). Major outcomes of Due Diligence Process**

|  |  |  |  |
| --- | --- | --- | --- |
| **Concept** | **GPTZA (NNGO)** | **SNGOs** | **Convergence** |
| Relationship | No personal relationships influences  Local staff responsible for initiating partnership.  Considered successful | Capacity building seen useful for staff  No personal relationships.  Considered successful | Fair partnership |
| Cultural diversity | Trainers are both local and international staff  Language an issue; thus programs seen as impossible  No reports required from trainers or SNGO  NNGO prepares reports and sends to donor  Lack of flexibility on target group.  Impact measured in terms of number trained not how training has influenced trainees.  Local staff conduct some training in communities where trainees feel more comfortable and in their native language. | Since course outlines are discussed beforehand, it eases any cultural differences that could have arisen without that.  No feedback required  No reports required by NNGO  No participation in decision meetings.  Trainees aware of the training language beforehand | Continuous understanding of work cultures necessary. |
| Funding and Accountability | NNGO funds both training and Volunteering programs.  NNGO not required to exhibit accounts to SNGO  NNGO accountable to donor | No financial relationship between both structures.  Partnership based on training of Human resources. No budgeting issues. | Could warrant joint proposals for sub-contracting of training |
| Dependency | Mutual dependence | Mutual dependence | Shows collaboration and sustainability |

*Table 4.4 Outcomes of Due Diligence Process. NB: This table is produced by the author of this thesis with information from oral interviews and reports of GPTZA conducted in June 2013.*

Table 4.4 shows that it is possible for partnerships to enjoy equity if well planned. Planning should be meticulous and use tools like the Due diligence, SWOT analysis. The use of these tools provides in-depth knowledge on the strengths and weaknesses of potential partners and how to support them to overcome their weakness. Without this process, it would be difficult to know what type of Human Development training to offer by GPTZA. Furthermore, despite the fact that it initiates the training programs, during the partnership discussions, these programs are re-modeled to suit the specific needs of the SNGOs – the choice of Social Entrepreneurship for GPTZA. After this discussion, it is the position of this research that N-S NGO partnerships through the promotion of Human Development for SSA pursue symmetrical, sustainable and not hegemonic partnerships.

**Summary**

In this Empirical Framework, investigations have defined the concepts of partnerships from state to NGOs, and have discussed various arguments between pessimists and optimists on the partnership matter. Investigations have also focused on the difference between economic and political development on one hand, and Human Development on the other hand. In doing so, it has demonstrated the importance of pursuing Human Development prior to economic and political growth because of its sustainability. Furthermore, this section has discussed the demise of state and market operated economies that have resulted in civil society emergence, with NGOs, their critical mass. The discussion assumes that these institutions are legalized by governments because they are considered partners in Development and not opposition.

The case study of partnership between GPTZA and 13 NGOs has demonstrated the method and reason for partnership creation and its operation in reality. The discourse has focused on using the Due Diligence process as the best tool to develop sustainable partnerships. The debate between optimists and pessimists has been brought in to weigh the pros and cons of this process to inform conclusions. At the end, the position held by this research still remains the same with that of optimists. N-S NGO partnership promotes Human Development for SSA, which is vital to sustain economic growth, and therefore its pursuits are symmetrical, sustainable and non-hegemonic.

Having concluded the Empirical Framework, it is important to provide in-depth analysis of major concepts that have been discussed under it. Though these concepts might appear as if they are a repeat, the analysis approaches them from different perspectives, with new facts and in greater detail.

# Chapter 5

# Analysis Framework

## **Introduction**

Analysis, in short, is a process of clarifying the meanings, the nature and the functions of key concepts and variables in a research (Schostak et al. 2013, p.48). This chapter provides further analyses of concepts and variables discussed in earlier chapters. It analyses empirical data related to the investigations on the implications of North-South NGO partnerships on SSA’s Development. It analyses the theories used and how they apply to the hypothesis. Furthermore, it provides analyses of major concepts and variables in the case study. At each level of the analyses, some conclusion relevant to the research question is drawn, which either approves or rejects facts under investigation. This chapter ends with a statement on the research’s stance on N-S NGO partnerships’ implications for SSA’s development.

## **Major concepts and variables analyzed**

### Historical perspective of partnerships

As seen under the Empirical Framework, North-South partnerships have a long historical existence. Some forms of partnerships that were near official, that one can also call ‘imposed official partnerships’ sprung up during the colonization era, and quickly stratified societies and stimulated polarity among African populations and between Africa and USA/Europe (Kortright 2012, p.4). Kings that ruled kingdoms were lured into partnerships of slavery by colonialists, whose economic greed was unending (ibid). This form of partnership was very asymmetrical because it perpetrated a ‘culture of supremacy and hierarchy’ of the Europeans over the Africans (ibid). It further implanted the culture of dominance and metropolitan centers, where Europeans were the better idea givers and Africans were the receivers and followers of ‘whatever idea’ (ibid). This historical exposure prompts pessimists to challenge all North-South partnerships.

In their critiques, pessimists take what I call a *‘problem-prone*’ stance, while optimists take a *‘solution-prone’* stance to arrive at some conclusions.

### Pessimists and the Problem-prone stance

The above statements portray deep-seated core-periphery classifications of peoples and activities; Africans nominated as poor, and Europeans as rich. One may also say that past partnerships were definitely very asymmetrical, and that is why they quickly degenerated into the gruesome slavery/slave trade, and colonialism/imperialism. Partnerships were more interested in pursuit of economic gains rather than Human Development. In this sense, pessimists’ assumptions are right.

The fact is that historically, European-styled partnership was misunderstood by African kings, who initially considered Europeans as brothers and gave them shelter. Europeans suddenly beset Africans and established distant economic and territorial ruler-ship by implanting ‘long-term settlements’ in Africa (Kortright 2012, p.5). For instance around 1886 Britain partnered with Nigerian merchants to export palm oil to British industries (Stockman 2005, p.48). They later established the British Royal Niger Company that took complete monopoly of palm oil trade to the dismay of the kings and indigenous businessmen (ibid). Reactions by kings and subjects were met with brute, slaying and slavery, and later on by complete take-over of land and entire plantations (ibid). It is estimated that by 1878, Europeans occupied 83,000 square miles of territories per year (Said 1993, p.8 in Kortright 2012, p.5). This figure galloped by 1914 to 240,000 square miles per year, of which Europeans controlled 85% as colonies, protectorates, dependencies, dominions and commonwealths (ibid).

From the above facts, one can posit that earlier European partnerships with SSA were intended to hinder development, to cause destabilization, dependence and promote hegemony. What this shows in economic terms is unequal exchange, agreeing to the presumptions of pessimists. There is marked asymmetrical comparative advantage in this case, as optimists would have claimed. The dealership in palm oil for industries in Europe was critical and that is why it turned vulgar. Even if SSA were only exporting palm oil to British industries, that would mean that SSA was dealing only with raw materials and would need to buy finished products from Britain in comparative terms of trade. In Economic terms, raw materials have less value and finished products are value added. In the case of exchange, there will be a burdened deficit borne by SSA. That means unbalanced comparative advantage and thus asymmetrical development.

The above facts are supported by the Greek Economist, Arghiri Emmanuel, in one of his lectures ‘Unequal Exchange’, as he says that there is a huge gap between the developed and underdeveloped countries because of asymmetrical dealership in commodities under imperialistic conditions (www.cas.umkc.edu/). Speaking from a classical Marxian thinking, he further stresses the point that *‘imperialism identified the export of capital as the fundamental mechanism by which metropolitan capitalism, exploits the periphery’*, the colonized (Arghiri 2009, p.186 in [www.cas.umkc.edu](http://www.cas.umkc.edu)/). That means that previous partnerships did not only institute polarity between the colonized and colonial masters, but also printed a core-periphery position within the colonized societies. He figures out what Marx’s take on Capital is. Marx does not see such exploitation to depend on unequal exchange; rather Marx thinks that commodities could even be sold at any value if labour did not add up to anything (ibid). In this case, one would deduce that he is talking about cheap labour in SSA. This simply confirms what Arghiri calls unequal exchange.

With the above facts, one can posit that if partnerships are driven by such egoism, then pessimists have a point in talking against them. Such partnerships cannot be qualified as partnerships but should instead be called ‘thievery’. These partnerships start with friendship and later end up in complete control and dehumanization. Another fact is the sudden interest in the economic resources and high level business deal without formalizations. For instance, Britain tactfully introduced a high level business deal not understood by indigenous Nigerian traders. The result was total control of exports and the entire territory (Kortright 2012, p.5). To this extent, pessimists are right to doubt the intentions of any USA/European partnerships in Africa because they may still have the intention to bait and control.

Pessimists contend further that not only does history point to the control of land and economic resources; it also points out political and legal control, and complete subjugation of culture and language of SSA. Europeans considered themselves as the superiors and Africans, inferior, and therefore the language and culture of the superior trumped that of the inferior (Kortright 2012, p.4). In most of SSA, citizens officially speak English, French, Portuguese and Spanish while their traditional languages become secondary or outmaneuvered. To pessimists, this is another exposure of hidden intentions behind partnerships, and therefore only negative implications of North-South Partnership for SSA’s Development are seen. This is a problem-prone stance carved by pessimists.

### Optimists and the Solution-prone stance

Optimists on their part think that pessimists hold the past in ransom than look forward to progress. They suggest that no partnership should exist between the North and SSA, yet, they do not suggest any alternative. This makes their critique problem-prone rather than solution-prone. They can also be accused of promoting dependency and hegemony because they want SSA to see only negative implications of past partnerships and avoid future ones. Optimists are altering the pessimists’ problem-prone stance into a solution-prone one and this research adopts this.

Optimists consider the above historical facts as lessons from which better and more consolidated development plans can emerge. One of them is to insist on the fact that if partnership for SSA’s Development is geared towards Human Development, it will progressively avert most long-run challenges. They uphold the fact that the gruesome acts happened because there was limited Human Development. Therefore partnering with North NGOs makes sense because they are people-based institutions, which citizens’ welfare is prioritized over economic gains.

The three gruesome acts that SSA went through halted its Development pattern (Obadina 2000, p.2); hijacked production morale and took over businesses and later forced SSA into slavery and the two world wars (Op. Cit. Stockman 2005, p.43-45). As earlier indicated, if SSA had the right Human Development like Europe had, they could not have been so overwhelmed. Also, the partnerships that happened were a form of inter-governmental, economic-based, and not NGOs-based. Optimists think that North-South NGO partnerships proof better because they are people-oriented. This position is exposed in the following discussions that focus more on NGOs.

## **Current partnership perspectives**

NGO partnerships are the current forms of partnerships, which this research upholds because their implications are sustainable because they pursue Human Development as primordial, and that pursuing such sustain economic growth.

### Human Development versus Economic/Political growth

It can be posited that the most recent forms of partnerships happen as a result of practicing solution-prone thinking; being more proactive. Realizing that inter-governmental partnerships are attracting more curiosity and, that they mostly follow historical structures that serve the upper class, thinking about alternatives in [[6]](#footnote-6)Civil Societies and NGOs is fundamental (Rossell et al. 2008, p.11). NGOs have continually focused on Human Development around SSA and serve grassroots populations where governments are unable to reach with social and welfare infrastructure.

Optimists posit that Civil Societies work through the critical mass; NGOs. Also, the N-S NGO partnerships have intentions to support governments in their development efforts through Human Development. In this regard, civil societies are not government competitors. Rather they are partners in development and, Human Development is paramount. A few examples of successful N-S partnerships in Human Development are discussed in the next section.

### Human Development

The main focus of this research is to investigate the implications of N-S NGO partnerships for SSA’s Development. Optimists maintain strongly that Human Development through N-S NGO partnerships surpasses all other forms of development. The following analysis shows how strong Human Development is upheld in such partnerships.

The ‘‘Bill and Melinda Gates Foundation’’ has established several partnerships around the world with most of them are in SSA ([www.BillandMelindagatesfoundation.org](http://www.BillandMelindagatesfoundation.org)). It is widely known for its fight against HIV/AIDS, Malaria, Tuberculosis and Polio, and support to production and provision of medications and vaccines (ibid). What many people do not know is how it attains its goals. Through its programs, it trains Local Health Control Committees in rural communities in SSA on how to conduct first aid physical diagnoses, initiate or direct and monitor treatment of diseases (ibid). Each participating country designs its own training needs and programs (ibid).

In most regions of the world where the programs run, there has been resounding successes. For instance, in the North West Region, of Cameroon, the 2008 assessment of 200 Local AIDS Control Committees (LACC) established with support from the Foundation, recorded successful training of 4,000 local community members as peer educators on HIV/AIDS control and other health issues (LACC-NWR 2008, p.17). These trainees disseminated health information in over 500 primary schools and colleges, religious and social groups (ibid). An impact assessment is underway to measure the drop rate in HIV/AIDS and other manageable health issues. But hospital public reports in 2012 in most District Hospitals and Dispensaries already show a marked drop of more than 69% in infant mortality rate, polio, mother-to-child HIV infections as well as Malaria and Tuberculosis (Bamenda Regional Hospital report, 2012). This is thanks to these LACC members who obtained capacity building from the Foundation and reached beneficiaries in very remote communities. This is evidence that N-S NGO partnership that focuses on Human Development is producing marked results.

The Gates’ struggle for Human Development in SSA has gone beyond their support, to include other philanthropists in the cause**.** ‘The Giving Pledge’, is an organization of the world’s richest people who have agreed to pledge from 50% of their entire wealth to support Development activities in the Third World ([www.cbsnew.com/the](http://www.cbsnew.com/the)givingpledge). More than 50% of this is directed towards SSA (DR2 – CBS 60 minutes, 2013). Warren Buffet, a US Businessman and Philanthropist, owner of Berkshire Hathaway Inc. has pledged 99% of his fortune to support Bill and Melinda Gates to ‘‘address some of the world’s most challenging inequities’’ ([www.gatesfoundation.org](http://www.gatesfoundation.org)). The Gates have pledged 95% of theirs (ibid).

An international businessman, Trice Motsepe, a South African Miner, and his wife, a medical Doctor, who live in USA, have pledge 50% of their wealth to solve some of the unemployment problems in South Africa, through strategic Human Development – life skills, and early detection and treatment of brain cancer (ibid). They are partnering with local NGOs to support the training of trainers, and neurologists, as well as researchers on brain cancer (ibid).

Buffet believes that incremental wealth has no value, if it is not contributed to a society that needs it. It simply makes the rich richer and the poor poorer (CBS 60 minutes, Nov. 17, 2013). Both men believe that they are products of Human Development, and want to support other Human Development programs in areas that are unable to sponsor (ibid). They made their wealth through innovative thinking guided by education. This solid example once more supports N-S NGO partnerships for SSA’s Development through Human Development in SSA. If North NGOs like this are doing such remarkable work, pessimists should acknowledge this type of partnership.

Furthermore, Buffet believes that governments cannot solve the world’s problems again, and that is why private people are doing so, through legalized structures like Foundations and NGOs (DR2 – CBS 60 minutes, 2013). They form partnerships to develop the developing world. In Uganda in 2011, the Gates were pleased with the local staff of projects they sponsored, and how they were using learnt primary health care skills to administer treatment to populations unable to have coverage from the national health system. From them, he learnt that ‘polio vaccines must be well packaged in order to be effectively preserved and used’ (ibid). This is Human Development and clear implications of the value of North-South NGO partnerships for SSA’s Development.

However, pessimists still hold the view that philanthropists are too rich to an extent that they must be forcing receiving partners of their wealth to ‘do as we say’. Optimists contend this assumption by recalling Gate’s response to such claims. Gates and others offer the latitude to recipient NGOs to design their projects, with limited technical support so as to facilitate impact assessments; each project is relevant to local beneficiaries’ needs (DR2 – CBS 60 minutes, 2013). In this way the issue of power and dictation of projects on beneficiary countries is erased. Buffet made it clear that each of these rich people is not interested in holding on to their wallets because there are no family line financial transfers (ibid). They have built human capital in their families who are taking their own initiatives in Development, through what they call *‘problem solving brain power’ (*CBS 60 minutes, Nov. 17, 2013*)*. It is true that problems of execution do occur, but as philanthropy is also as risky as attempting any business, successes lead to expansion; failures lead to rethinking, addition of tentacles and reengagement (ibid). Melinda Gates says ‘…it is about leveraging goodness and building capacities’’ and not forcing personal gains (ibid). This is an attestation of symmetrical and sustainable development and non-hegemonic practices.

In sum, this research has demonstrated practical evidences that challenge pessimists on the matter of N-S NGO partnerships for SSA’s Development. It continues to hold the view that these partnerships are symmetrical, promote innovation and independence and do not promote hegemony. The major problem, (which may be why pessimists are worried about), is with partnerships that pursue economic and political growth. These are state-state partnerships that consider work on short-run gains than long-run ones. They are mercantilists and capitalists. But NGO partnerships are more people-oriented with Human Development focal to sustain Economic and political development. This is further analyzed under Human Capabilities and Freedoms, and Wealth and Human Capital.

### Human Capabilities and Freedom

As mentioned in the Empirical Framework chapter, it seems the main worry of pessimists is the origin of North-South NGO partnerships for SSA’s Development is from the North. Or, that when they originate from the South, they are inter-governmental, or are proposed by the elite or governing class. The most important point is to try to understand the operational frameworks of these partnerships. Inter-governmental partnerships pursue economic growth to the extent that Human Development is trumped. While North-South NGO Partnerships pursue Human Development understood to sustain economic growth. Pessimists do not consider this difference.

The consideration is that N-S NGO partnerships are hubs for subsequent Development, because they enable individual well-being and freedoms of citizens and attract Development scholars to research, thus contributing to better ways of operationalizing them. For instance, a Third World scholar, Amartya Sen, who adopts a sociological stance to Development considers it as a form of Individual freedom (theguardian.com, 2012/). Such freedom includes freedom to enjoy ‘health care, education, political and civil rights…’ (Csokova 2013, p.4). He further stresses that it may be impossible to enhance Development without freeing the axes of underdevelopment, which are poverty, low literacy levels …, and this is possible through capacity building in various Development domains, thus Human Development (ibid).

Further to the above facts, optimists charge inter-governmental partnerships with abuse of power because they are supposed to pursue Development that ensures citizen’s welfare and not only egoistic political and economic growth (Op. Cit. Rapley 2007, p.2). This research suggests that the primordial intention for Development should be to create balance between poverty and wealth, which is better done through building human capital that is inclusive of all and sundry, and not only autocrats and bureaucrats. Furthermore, they think that the attention given to increasing wealth should be the same given to hem poverty (Csokova 2013, p.3, 4). Unfortunately, economic and political developers have misconstrued this fact and are upholding wealth creation even if it satisfies just a few, than the actions that reduce poverty among the masses.

Human Development is considered strategic for the capacity building of citizens, who would use skills and knowledge obtained to sustain all other Development structures. It is about making life affordable for citizens and creating equity. But ‘anti-developmentalist’, pessimists, who seem to blame Development for creating extreme poverty, do not discuss any innovative partnerships (Reid-Henry, 2012). However, like optimists, this research thinks that the issue to blame is the inability of some partnerships to create human capital and cause innovation, ‘to imagine and create a way of organizing a world that works for everyone and not just for a few’ (ibid). As such, North-South NGO partnerships are important agencies for SSA’s Development because they pursue Human Development that is symmetrical, sustainable and non-hegemonic.

### Wealth and Human Capital

As discussed above, partnerships that pursue only economic growth without Human Development are short-lived because they cannot further create, replace or maintain long-term economic growth. The Greek Economist, Friedrich List, supports this fact. List thinks that partnerships based on Adam Smith’s thinking on wealth creation, have derailed earlier SSA’s partnerships. In a book review of his book *‘‘National System of Political Economy’’*, List expresses his disagreement with Adam Smith by insinuating that Smith’s tenets enable procrastinations, and therefore mislead governments ([www.forseti.wordpress.com](http://www.forseti.wordpress.com)/). Furthermore, he considers Smith’s work to focus more on wealth itself rather than in the ‘ability to produce wealth…and that wealth does not only mean possessing and increasing what has been gained, but also replenishing lost or exhausted wealth’ (ibid). Such wealth is not sustained.

In brief his assumption is that Smith generalizes his claims about wealth creation that it sustains the economy. Smith also seems to consider that all countries have the same economic power and would adhere to economic patterns in the same way. But he fails to understand that SSA is economically frail. If SSA governments adhere to Smithan economic patterns, they will enjoy short-run economic growth, which only benefits the elite class. List strengthens this statement by saying that Smith’s approach focuses on very short-run gains at the detriment of long-run affluence (ibid). List considers the well-being of nations to be equated to diligence, morality and industriousness of its citizens. By this he means, Human Development (ibid).

He further supports Human Development pursuits by expressing that the power of wealth, which is the ‘*dynamic force by which new productive resources are developed and resonate, contributes to long-term wealth’* (ibid). By power of wealth, he means Human capital. List compares this to a tree, that ‘‘the tree that bears the fruit is more important than the fruit itself’’ (ibid). In this case, the tree is Human Capital, which produces, maintains and replenishes the fruits, Economic growth. This is possible when partnership focuses on Human Development; therefore, N-S NGO partnerships for SSA’s Development make sense.

List further considers Smith’s economics to favour asymmetrical development. Raw materials produced by the South are cheaper than finished goods produced by the North. In this case, there is no balance in such partnership when exchanged. List thinks that Smith misleads partnerships by misunderstanding industrial revolution and mercantilism ([www.forseti.wordpress.com](http://www.forseti.wordpress.com)/). SSA can adopt industrial revolution in order to expand production of raw materials and also transform them into finished products of their own design. It should not only focus on producing raw materials at best and buying finished products that the North can best produce. Such comparative advantage is a disadvantage for SSA. Consequently, pursuing economic growth without Human Development is anti-developmental. Smith seems to have ignored this fact with his generalizations.

Finally, List also thinks that if possessed wealth is not oriented towards creating more of it, replenishing lost one and improving on existing wealth, poverty can remain indelible (Levi-Faur 1997, p.157). He considers Human capital in this case, vital (ibid, p.158). The kind of partnership pursued through N-S NGO is pro Human Development. It is people-sensitive, thus responding to Human Capital creation for Development of the South. That said the next section further analysis state and market economies as causal or hindering variables to SSA’s Development.

### The State and Market Economies

Can the historical knowledge of failed N-S partnerships for SSA’s Development be used in finding new approaches to partnerships, or can it be used in defending criticisms on these failures? As mentioned in the earlier, Optimists consider the state to be at the centre of Development, and that it is ‘an agent of social transformation’ and can ‘develop economies’ and social services suitable for human welfare (Op. Cit. Replay 2007, p.2). That means that the state is people-focused. Pessimists dispute this fact by advancing strong criticism that the state is a ‘tyrant’ capable of providing facilities that it would use to drain resources from citizens, through taxes (ibid). This means the state is market oriented.

Looking at both statements, one would imagine that states partnerships are dubious, and that instead of representing the welfare of citizens, they drain them through taxes. Such economies are not people-centred. They are rather mercantilists where economic growth is core. On this matter, such N-S partnership is asymmetrical, dependent and hegemonic. Yet, the state cannot provide its citizens’ welfare without generating funds. These funds are generated from the activities of citizens through taxes. The problem with the state is that it does not give attention to building capacities of its citizens to generate more skills. Therefore one can argue that these two debates are polarized and have quickly cultivated other actions. That, as states become more market oriented the focus on human capital wanes. The emergence of N-S NGO partnerships to complement the state in Human Development makes sense. Pessimists can thus be advised to be more innovative and encourage such ideation rather than settle on a problem-prone position.

## **The Case Study**

* 1. **Danish INGO and group of 13 NGOs in Tanzania**
     1. **Introduction**

How did it happen and how does it work? This case study is very peculiar. The 13 NGOs are partners, yet there is no forum for them to discuss as one; they only meet at the training center for training. This is discussed later. This partnership is also peculiar because there is no financial exchange between the partners; rather there is Human Development exchange. Another peculiarity is that the partnership started from an inter-governmental one and evolved into a non-governmental one. The following analysis exposes more on these characteristics.

## **Focus on GPTZA and 13 NGOs**

In persistent discussions on the implications of N-S NGO partnerships for SSA’s Development and with strong emphasis on Human Development as best mode of partnership, a real-life case is brought in to demonstrate this. The discussion between the Danish and Tanzanian governments on Tanzania’s Development became more practical when GPTZA took charge of it. With an understanding of the Tanzania government’s desire, GPTZA developed a framework for poverty alleviation through Human Development among youths (MS/AADK, 2012). Inter-governmental organizations would not vest much interest in human capital; perhaps, preferably, they would go for macro-economic engagements and already trained experts from elsewhere, and mostly on policy issues. Partnering with GPTZA, accesses grassroots citizens and conducts training to sustain both micro and macro-economic ventures.

Since 2012 GPTZA has expanded its programs and initiated more specialized ones like Social Entrepreneurship that enables trainees to establish businesses that can evolve from very small capital investments. Youths who undertake this course are creating wealth from what most people have abandoned. They are recycling garbage into useful things, and are generating income and expanding (GPTZA training report, 2013). Pessimists contest this point that such development could not have come from the community, and that means that they were not involved in planning the training. Optimists defend their point by insinuating that the work done by GPTZA has not only impacted in numbers, but has also impacted in practical Development.

For instance between 2012 and July 2013, the center has trained more than 200 youths in various domains, especially Social Entrepreneurship. Testimonies show that these youths have been more proactive in their communities; taking initiatives in community Development projects and managing them sustainably (GPTZA training report, 2013). 20% of them are practicing intensive food crop-cultivation, 5% are engaged in fish production, while 40% are engaged in small and medium-size businesses (ibid). Highlights of training provide youths with skills in business planning, and how to accomplish legalization and formalization. So, to say that the training they are receiving is western and useless for them is a generalization of issues, which is typical of pessimists. Optimists insist on the value of Human Development as the pivot of nation building, because its impact is sustainable and visible.

## **Power Relations in Partnerships**

### Related to training

Pessimists also assume that rich countries exert much influence on poor countries in terms of partnerships. Pessimists do not seem to understand the fact that asymmetry happens more under economic and political development, because such is based on capitalists platforms. Optimists rightly think that North-South NGO partnerships are based on the concept of mutual Development. This can be likened to teacher-student partnership. For instance, if teachers do not have students to train, of what use would teacher education be? If students do not have teachers to train them, would there be any development? Understanding Human Development in this sense clarifies the assumption of asymmetry in N-S NGO partnerships. The North has the knowledge and skills to transfer, while the South needs it and provides the space and student to learn and practice. The transferred knowledge and skills is used in the South for incremental Development, and evidences abound, and GPTZA with its 13 partners are mutually related in this sense.

Pessimists also censure skills and knowledge delivery to be asymmetrical. They hold the view that GPTZA expat staff is more trained than local staff, so subjugate the local staff. But the issue is that the planners and primary initiators of the training are highly educated with specialized skills to set the foundation. Once this is done, local staff starts building up to engage fully in training. The course called Training of Trainers run by GPTZA seen under Empirical Framework, builds capacities of local trainers to engage. After conducting such training, local staff work and earn commensurate salaries, which some of them have used to further their education to university level and have returned to conduct training to their country’s youths at the GPTZA. That is why out of the 21 staff at GPTZA, only three are expatriates. These staff also occupies administrative positions. For instance, the Coordinator of Volunteer Program, and the Coordinator of Training are Tanzanians. These positions were formerly occupied by expatriates.

This research is about specific implications of N-S NGO partnerships for SAA’s Development, and the above analysis has shown positive implications. It shows that Human Development creates more local Development. As earlier stated, current trainers after the Training of Trainers are inspired to further their education to Bachelor’s degree level; three more are preparing to take Master’s degree courses. This is the result of Human Development. If the implications of SSA’s beset are understood in a solution prone way, one would not wonder why the North is advanced in education more than the South but consider that through Human Development, SSA will develop.

## **The Due Diligence Process**

As discussed earlier, the most effective tool used by GPTZA to pursue sustainable partnership in the South is the Due Diligence process. The main variables in this process are Technical and Operational Competencies, and Policy and Cultural Compatibility. Was it possible for the 13 NGOs to initiate a Due Diligence Process? Technically speaking, that would have been a huge task for them because they are still very young NGOs, whose leaders do not have much organization management skills. They might know with the terminology, but have not used them.

This is understood from initial visits to the NGOs by GPTZA prior to the process. The report states that all the NGOs know what SWOT analysis is, but only four have taken part in SWOT analysis exercises. None of them have participated in partnership development exercises. Of the 13 NGOs only two have heard of Due Diligence process. These two NGOs are led by well-educated managers. Therefore, this process could not have been carried out, or even initiated by these NGOs as pessimists presume. It is therefore a preposterous contention, which has been dismissed by the above facts on the basis of knowledge of execution. Partnership is not just ideologies, but also implementation of ideas.

## **Analysis of Theories**

## **The Modernization Theory**

With its impact felt mostly after the end of WWII, the Modernization Theory is deeply entrenched in USA’s foreign policy, and this has attracted debates. In a book review treating ‘*The Roots of the Modernization Theory’,* Gregg Brazinsky notes that, not only has it shaped the ‘perception of, or relationship with, almost every non-European country’ in many dimensions, it is also imbibed with some western superiority tenets, similar to what characterized the colonization era (Brazinksy 2012, p.223). It is most likely that pessimists adopted this thinking and considered all endeavors thereof to be tantamount to imperialism. Furthermore, the fact that it targeted only non-European countries made it more suspicious.

But is the Modernization Theory ill-fated, or is it just an ideological approach to Development aimed at regions where some level development has not yet been attained? Pessimists may assume that it is ill-fated because the conduct of the Modernization Theory focuses only on the Third World. And, even so, it generalizes the appellation, Third World, where in most cases, SSA does not feature, or even if it does, it is only fondly referred to. They think that USA/Europe are experimenting the theory on SSA to induce capitalism in the long-run as it happened in the past.

But optimists contend this fact by exhuming experiential facts that point to evidences that the theory was first successfully used or instrumental in developing underdeveloped regions in USA. In his book, ‘*The Great American Mission’*, David Ekbladh discusses that the Tennessee Valley was an underdeveloped region in USA after the American Civil War and the Great Depression, and President Truman’s Point Four program, with an undertone of the Modernization Theory, offered the most needed relief to this region (Brazinsky 2012, p.224). Under the supervision of an established Tennessee Valley Authority, planning and social engineering skills were used in successfully developing the valley to reach regular developed standards in USA (ibid). This approach was based on a more liberal and social tenets than on capitalism, and with the intention of progress and not regress (ibid).

This cancels the fact that USA/Europe are experimenting the theory on SSA. The practical success in the use of this theory informed the Development approach to the third world. USA understood that it could work for Third World countries to be developed in the same way that the Tennessee Valley was developed to the standard of other American states. Furthermore, in order to develop the Valley, a formal institution was established. This was partnership between the Valley and the development authority for mutual benefit – exchange of ideas for development. This could be construed as a form of Human Development.

On a more focused area, USA’s intention to continuously encourage Human Development is discussed by Emily Rosenburg in her book *‘Spreading the American Dream’*. In it, she confirms the unselfish Development acts of USA in Human Development through the building of modern educational institutions in Asia, where the Peking Union Medical College in China was funded by the Rockefeller Foundation from 1920-30 (Brazinsky 2012, p.224). This promoted research in medical science in the country and provided health services to Chinese populations. The case of SSA could not be otherwise.

In sum, the above facts simply justify the stance that this research has taken to press on the importance of Human Development through North-South NGO partnership for the Development of SSA; and that the Modernization Theory is justified in the hypothesis of this study. As such, USA’s approach to the Development of SSA is for the purpose of progress, and is not asymmetrical, dependent-pro, or a pack of hegemony. Instead of maintaining a problem-prone stance at USA’s Development pursuits, research should be directed to approaching SSA Development with novelty, taking examples from what USA did in the Tennessee Valley and in China. Also, with the consideration that the theory is implemented in specific countries and regions in different ways, it brings to light the continuous building on the appropriateness of this theory, especially how best it can be applied to SSA (ibid, p.224). This theory is therefore useful for Human Development in SSA and research can improve upon its applicability.

## **The Organization Theory**

This research is based on the operation of organizations. No matter where one turns, one would see an organization. No matter the field of study, there is an organization. This plural occurrence has accorded the Organization Theory the popularity and complexity it has. It is a creation of social scientists, political scientists, psychologists, economists, managers, engineers, etc. and its main functional characteristics are embedded in Sociology and Management ([www.umt.edu.pk](http://www.umt.edu.pk)/). As a result of this, one can contend that it is also a complicated theory to work with, just like the Modernization Theory, yet it is the only means to get out of the chaos of operationalizing organizations.

## **Pessimists and Optimists debate**

Organizations operate on the margins of profit or charity (Op. Cit. Lewis and Kanji 2009, p.7). Both private and public (government) organizations are the conventional for-profit or economic organizations; but NGOs are not-for-profit, or better still, non-economic organizations (Zhang 2010, p.1). That is why they are referred to as the third sector, as earlier seen. Organizations differ in structure and functions (ibid). Even organizations that execute similar programs do so in very different ways. Optimists think that, no matter the structure of organizations, they must be serving a long-run purpose that is to develop, to grow, to sustain, to change for the best and to expand. With this diversity in structure and function, some regulation is needed in order to avoid chaos. In this case, the Organization Theory articulates that order.

Zhang further corroborates these facts, that, each kind of organization exists on a certain rationale and with the intention of *‘transforming individual or group preferences that are in conflict’*, and its motives can encourage cohesion and cooperation among them (ibid). This is a sociological and even a liberalist view of the Organization Theory, and if this is related to the N-S NGOs partnerships for SSA’s Development, it makes sense. Historical happenings in SSA had caused chaos, and to pursue Development, some form of organization must happen.

However, pessimists seem to adopt a more realist approach to N-S NGO partnerships for SSA’s Development. They feel that society is full of anarchical human beings ‘divided into crooks and fools’, where survival is by ‘outsmarting the crooks’ and ‘taking advantage of the fools’ (Jackson and Sørensen 2010, p.133). That is why the only implication for SSA’s Development that they consider is the asymmetrical happenings. By this, it is meant that the visible impact is chaos and no order. Pessimists further consider that human beings must not be trusted. They maintain historical nexuses to the atrocities inflicted on the Third World by USA and Europe (Op. Cit. Obadina 2000, p.2). They suspect that any form of partnership between the North and South can end up with the North (crooks) taking advantage of the South (fools), and the subjugating them (Stockman 2005, p.43-45).

Optimists think that pessimists have ignored the worth of the Organization Theory. They maintain that rationality guides partnerships, and this theory provides the operational framework for such. This optimistic view is supported by the fact that humans can also be rational in their relationships, and this is possible through ‘dialogue and intercourse’ (Zhang 2010, p.1). Human beings can learn from their mistakes and with a bit of respect of the rule of law, humans can live in some harmony. This is possible when liberalist ideas are inculcated.

Liberal thinking demonstrates freedom, cooperation, peace and progress (Jackson and Sørensen 2010, p.97). These are Development virtues which can be upheld through dialogue and cooperation. In the case of N-S NGO partnership for SSA’s Development, humans are using their intellect to manage international issues for greater cooperation and best results (ibid, p.98). This partnership is therefore a rationalist and liberalist endeavour for groups of people who have learnt from past mistakes, are using their intellect to create cooperation, and cause Development in lagging societies, SSA. With the Organization Theory as pathfinder, the impact of such is evident.

## **Economic power**

The Organization Theory further addresses the power structure of organizations to ensure equity. However, pessimists contend that there is no equity in N-S partnerships, particularly from an economic perspective that in these partnerships, the powerful organization enshrines the procedures and values to uphold. But Optimists think that this is not the same with partnerships that pursue Human Development. Pessimists also assume that partnership may not be so flourishing because each organization assumes a set of ‘property rights’, which affects the incentives of every investor in their relationship in ‘*ex ante* stage’ (Zhang 2010, p.1-2). Partners will also use this to claim profits, during ‘*ex post* surplus sharing’, thereby exposing ‘residual rights used as bargaining power (ibid). It is clear that pessimists think about partnership more in terms of economic merit, and since the South has less property right because of financial constraints, the strong North with more property right would eventually overrun the partnership. Granted that this is the type of partnership pessimists maintain, their thinking may be correct.

But if they consider using the Organization Theory to cause equity and not to sanction historical disequilibrium in partnerships, their thinking would change to progress and not stagnation. Optimists then consider that the chaotic socio-economic structure painted by pessimists is because they are not informed about the merits of Human capital Development. Pursuing economic growth without Human Development ends up in chaotic business endeavors with very short-run gains. And applying the Organization Theory guides the structures that harmonize and almost reverse chaos, supporting N-S NGO partnerships to enhance Human Development. That is why the Due Diligence process is developed as a tool to organize partnerships in the best way to prevent chaos.

The Organization Theory has therefore been analyzed from a different perspective, bringing in the debate between pessimists and optimists through realist and liberalist discourses. Analyzing the Organization Theory in this way has clarified the variation in organizations and the position of the research, which supports partnership for Human Development. It is also clear that because each school of thought looks at organizations in their own way that makes the theory a victim of criticism. It inherits its origin from economics, sociology, psychology, politics, etc. and thus is understood differently too. This is also worthy because it paves the way for further research.

1. **Summary**

This chapter has analyzed various concepts of North-South NGO partnerships’ implications for SSA’s Development. It is believed that this has helped in understanding that to a lesser extent such partnerships are asymmetrical, pro-dependency and hegemonic, and to a greater extent, they are not. Investigations have analyzed issues in conceptual frameworks from classical to contemporary periods. Focus has been put on the concepts of Development, North-South partnerships, and NGOs. Constructions like ‘developed and underdeveloped’; ‘third world and advanced world’; ‘rich and poor’ countries; ‘traditional and modern societies’, etc. have featured in the analysis.

Variables like economic and political development versus human development have played a vital role all through the investigation bringing scholars’ views on SSA’s Development. Instances of actual implications have also been analyzed. The partnership concept has also been accorded due attention furthering through a real-life case. At each level, the research hypothesis has been revisited to ensure coherence. The two Development theories analyzed have presented different views from different schools of thought, looking at organizations from both economic and social stances. They have equally supported the position of the research, which is that N-S NGO partnerships for SSA’s Development are symmetrical, ensure sustainability and are not axes of hegemony because they focus on Human Development. This position is maintained. What can be seen is that there seems to be less focus on the merits of such partnerships because they have been shadowed by some usual form, which are inter-governmental N-S partnerships.

The next chapter is an investigation into other forms of partnerships other than the North-South NGO partnership. They are South-South and Inter-regional or intercontinental partnerships.

# Chapter 6

# Global Perspectives

## **Introduction**

Throughout this research, focus has been put on the advantage of pursuing Human Development through North-South NGO partnerships for SSA’s Development. But what can be seen is that there seems to be less focus on such partnerships because they have been shadowed by some usual form – intergovernmental partnerships seem to be the world system. As a normalcy, partnerships have a *de jure* purpose to serve the good of entire populations, sustainably. But *de facto* trends show that they pursue more political and economic growth enjoyed by SSA’s minority, the elites.

Partnerships across the world have therefore trumped *de jure* principles and assumed *de facto* tenets in pursuit of un-sustained and elite-created economic development to the detriment of the masses. If one looks at some of the fights between American and European controlled- economic systems on the one hand, and Third World or developing countries on the other hand, one can see other forms of partnership growing. Regional blocs, continental blocs, trade blocs, economic blocs, etc. are current *de facto* trends. But do they serve the greater need of the greater population? Are they not simply pursuing economic gains that inhabit asymmetrical development?

The following discourse looks at two of such blocs in what is called South-South partnerships, and Regional or Inter-continental partnerships. These partnerships are different from the N-S partnerships discussed a priori. They are not NGO partnerships, but inter-governmental partnerships. In the discussions aspects of organizational structures are injected to maintain coherence. Also aspects of the Modernization Theory are included to show how partnerships that pursue Human Development through INGOs perform best than those that the world system with economic gains pursue. That said, CEMAC and BRICS, both economic blocs are in focus.

## **CEMAC**

### 2.1. Formation and Characteristics

CEMAC is Communauté Economique Monétaire de l’Afrique Centrale. It is a South-South partnership among six African Countries: Cameroon, Gabon, Central African Republic, Chad, Equatorial Guinea, and Republic of Congo, constituting the Central African zone (Kubota and Zafar 2003, p.41). It is a creation of heads of states of these countries to serve as an economic-political organization on the basis of solidarity for members, and to strengthen post-colonial customs and monetary unions in the region (ibid). Its main aim is to stabilize economic affairs between rich coastal and poor landlocked countries in the region (ibid).

Two major characteristics of CEMAC members are that they are regionally connected geographically and are natural resource dependent. They are still heavily indebted to USA and Europe with more than 70% of debts owed through the French Treasury to USA and Europe. Also, more than 80% of its population is still rural, and more than 75% of entire populations are living in poverty (ibid). The creation of CEMAC is intended to ease some internal economic tensions, liberalize regional trade and raise per capita income, thus fighting poverty economically (ibid).

It can be posited that these governments consider that if they harmonize economic activities with the use of a single currency, remove regional trade barriers across borders, trade would surge and poverty will plummet in the region. That is why the main purpose of the CEMAC is economic growth. But can this be possible when they pursue economic growth without Human Development? Taking the case of the Republic of Cameroon, for instance, the main purpose of its 2014 budget is to make the country an emerging economy by 2035 (<http://allafrica.com/stories/>). It is based on Macroeconomic assumptions consistent with Domestic Economic prospects of a GDP growth rate of 4.8 and inflation rate of 2.8 (ibid). There is no mention in the budget of how this will benefit the masses, apart from the catch phrase that ‘it will stimulate economic growth’ (ibid). There is therefore no doubt that it is a show of the business class and not the masses. This is further seen in CEMAC’s sophisticated function.

### CEMAC’s Complicated Partnership

CEMAC’s main economic resources are purely natural resource oriented, so it is an exporter of raw materials ranging from minerals to timber (Ghosh 2013, p.5). It exports crude petroleum, 86% of which is to Europe and Asia (ibid). Congo, Gabon and Chad, depend on 60% of it for their GDP, while Cameroon depends on 10% of it for its GDP (Zafar et al, 2003). Timber exports to Europe provide 50% of CEMAC’s revenue (ibid). Intra- and inter-regional trade with finished goods is not yet expansive because of low skills. That makes members depend heavily on imported finished products. This adversely affects its revenue balances.

For the past 20 years, CEMAC has not been able to promote trade among members, although there has been at least 20 main meetings hosted by each member on a rotating basis, and several committee meetings (Ghosh 2013, p.5-7). CEMAC acts like a Customs Union to promote free trade. But interregional infrastructure is very bad (ibid). What could have encouraged such interregional trade could have been adequate road infrastructure. Also, high cost of telecommunication, water and electricity, etc. makes business transactions very costly, leading to high prices of local commodities in the local markets (ibid). These services could improve the welfare of citizens, but they are poor, unreliable and inadequate. It therefore is profitable to those that can afford air and sea transportation, and those are government or business elites. If CEMAC could focus on Human Development, useful approaches to harmonized business practices would have facilitated poverty alleviation progressively with long-term effects.

### CEMAC’s Complicated Accounting

CEMAC is also confronted with the OHADA, (The Organization of Business Law in Africa), accounting system, which replaces the OCAM (Organization Commune des Afrique et Madagascar) accounting system (Zafar et al, 2003). Its main aim is to tackle corruption in the CEMAC. However, although in full use, it conflicts with national accounting systems in many areas and it is not applied similarly in all regions of a country. For instance, in Cameroon, the Anglophone Region has different applications from the Francophone Region; both parts of the country function under complicated legal systems handed down through colonial vestiges – English and French Laws respectively (ibid).

Cameroon is also still transiting from applications of OCAM accounting system into OHADA. The complication is worsened by the Anglophones and Francophones interpretations that apply it differently. With this complicated system, it is hard for the common man to be served. Most small businesses are either over taxed or cannot take-off because the registration requirements may be more expensive that the start-up capital. That means that there is a void in Human Development that could have facilitated research on best approaches to these accounting systems.

CEMAC is also tied to BEAC (Bank of Central African States), which issues the region’s currency, Franc CFA, pegged to the Euro (Zafar et al, 2003). CEMAC members’ Foreign Exchange Assets are held by BEAC, which must be deposit these them in the French Treasury’s Operating Account to obtain a Guarantee of Convertibility for members (ibid). Because of constant fluctuations in rates, which for the past decades have only seen a steady decline, the region is in deficit. Furthermore, the Franc CFA, which is the common currency for CEMAC has been devalued to the French Franc (FF) twice in three decades. Currently, 1FF = 100 FCFA, and this fluctuates to the benefit of the FF ever so often. Such partnership cannot satisfy the needs of the masses. The investment codes favour foreign investors, through the association of elite or government class. This enables monopolies and control that disfavor competition. Furthermore, these countries have different growth rates and cannot be similar in the execution of their duties as CEMAC members. Their reporting system makes this inequality even stronger. Members can either write Trade Policy Review (TPR) reports individually or in pairs, and this puts more strain on simulating development (Zafar et al, 2003).

With the Common External Tariff (CEF) CEMAC is even more in problems because, different seaports charge different freights for the same commodities (Zafar et al. 2003). Furthermore, regional and local community taxing policies apply differently in the name of Value Added Tax (VAT), which percentage tag is very generous (ibid). The common man therefore cannot fit in such development. The problem is still that of lack of Human Development.

CEMAC members are also members of WTO (World Trade Organization), which means more confusion in the application of trade laws (allafrica.com/search/). All of them belong to ECCAS (Economic Community for Central African States), and Cameroon also belongs to ECOWAS (Economic Community for West African States) (ibid). Both organizations are regional customs unions. That means that three trade policies govern these countries. Besides belonging to these groups, they are also members of socio-economic group, called La Francophonie. Apart from La Franchophonie, Cameroon is also a member of the British Commonwealth.

The above simply demonstrate the fact that CEMAC is an inter-governmental partnership with high economic interests that serve the elite or government class through its complicated operations. There are no provisions within CEMAC activities that guarantee the welfare of the masses. It also shows that inter-regional trade is hampered by misunderstanding in the application of transactions procedures because of complicated accounting systems and taxing policies. The common man would not cope with such. The main issue with the CEMAC is that *de facto* principles trump *de jure* principles*.* There is no focus on Human Development. Those who participate in training seminars are from the elite class and classical government bureaucrats because they can afford for flights and freights costs. This makes the ill-informed field executors to serve the public differently. Therefore the only way out for CEMAC is to resort to strategic Human Development in order to conquer poverty.

## **BRICS**

This is an acronym for Brazil, Russia, India, China and South Africa. Unlike CEMAC that is a creation of heads of states of the central African zone; BRICS developed from a singular ideology and was quickly bought by member countries. Jim O’Niel of Goldman Sachs saw that these countries had the potentials for economic growth in the 21st century; that they had largely young populations, low dependency ratio, noticeable economic growth rate, and the spontaneous effects of globalization ([http://www.twnside.org.sg/title2](http://www.twnside.org.sg/title2/resurgence/2013/274/cover01.htm)/). China would be the main exporter of manufactured goods, India, exporter of services and Brazil and Russia, most exporters of raw materials (ibid). They will also benefit from a synergy of operations; for instance the banking experience of Brazil and China. They would own their own currency and development bank, and would trump USA and EU policies in the Middle East.

These credits on the BRICS simply point to the fact that they are in pursuit of economic advantages without looking at how the internal legal, social, economic and political structures of each of these countries would affect execution of the BRICS doctrine. Will the BRICS rules trump national rules or will they complement national rules? These are questions unanswered. Also, there has been no mention of Human Development. Focus is only on economic growth.

1. **Summary**

In these two examples one can quickly see that inter-governmental partnerships are meant for macro level economic development, and are very complicated to satisfy the masses. CEMAC is a South-South partnership, while BRICS can be termed a ‘mixed region’ partnership or better still an inter-continental partnership. In both cases none prioritizes Human Development. They get engaged into new blocs without thinking of their national in-capabilities to belong to those blocs. That is because Human Development that can promote research and good planning is lacking or is not encouraged. What this means to this research is that there is a twist in the way partnerships are constructed. The world system constructs them to serve economic interests and therefore suitable for inter-governmental and elite class pursuits. This approach has confused pessimists in the understanding of how a different form of partnership would not be egoistic. That form of partnership is the N-S NGO partnerships for SSA’s Development.

# Chapter 7

# Conclusions

The investigation in this research has sort to know the implications of North-South NGO partnerships for Sub-Saharan Africa’s Development. These implications have been seen to be both positive and negative, with the positive implications outweighing the negative ones. Focus has been on the importance of Human Development pursued by such partnerships over the pursuit of economic growth through inter-governmental partnerships. The position of the research has been contested through Pessimists and optimists thinking, where the former considers North-South NGO partnerships to pursue asymmetry, dependency and hegemonic development. The latter on its part considers it to pursue symmetrical, sustainable and non-hegemonic Development. This is also the position adopted by this research that North-South NGO partnership is vital for SSA’s Development because it enables Human Development. On this premise, it maintains that Human Development guarantees Economic growth and not vice versa.

The concepts used regularly in the research like Partnership, NGO, Donor, etc. have helped in clarifying the problem field and the research question. The methodological framework has discussed overviews of the organization and writing of the research. It has exposed the orientation and academic approach used as well as the concepts that run through it. It has also highlighted the choice of the period from which the hypothesis is constructed. A presentation of the research design has shown the order of writing, from the theoretical background to the problem formulation, and then from the hypothesis to empirical findings. It has also stated how empirical data is fed-back to the theory to confirm hypothesis.

Furthermore, this research has explained the choice of theories used. From here, an outline of the epistemology and ontology of the research is made, bringing in the use of constructivism, objectivism and reductionism in addressing concepts. Also, the methodological framework has explained how data is collected and used, as well as an outline of the contents of the research. Finally, it has outlined the methodological limitations.

The Theoretical framework has investigated two very essential Development theories, which are the Modernization and the Organization Theories. Discussing these theories has brought out their applicability on the research question. The Modernization Theory has provided the framework of Development thinking for SSA’s Development, seen through various schools of thought. These schools of thought have approached Development from sociological, political and economic dimensions, bringing out agreements and disagreements, as well as possible breakthroughs to the issue of the implications of North-South NGO partnerships for SSA’s Development. The discussions have exposed the classification of developed and underdeveloped countries as modern and traditional societies respectively. They have also brought out the reasoning on theory, from historical perspective, to methodology and application to implications on specific issues. The discussion has shown how affective the Modernization Theory is on SSA’s Development pattern. On another part, the Organization Theory has been used to discuss how organizations should function. It has explained the complexity in organizational structures. Finally, discussions in the theoretical framework have elucidated the vital part played by theories in guiding investigations, and have provided the academic scholarship of the research and the conclusions required.

The Empirical frameworks chapter has investigated the quandary of SSA’s Development through N-S NGO partnerships. It has further elaborated on partnerships that have led to dependence on short-term economic growth un-backed by Human Development and those that have led to Human Development, that sustain economic growth. The above discussions have focused on historical concepts and variables concerning North-South NGO partnerships. The debates on the pros and cons of these partnerships conducted with pessimists and optimists on development issues in SSA. They have projected positions on economic and political growth versus Human Development. Scholars have discussed the merit of prioritizing Human Development over other forms of development from sociological and economic standpoints. The outcome of the investigation has been that Human Development is the priority of N-S NGO partnerships because they are more people-focused, and easily enable sustainable development. Inter-governmental partnerships have rather prioritized short-term economic growth to the benefit of the rich few and not the masses.

Further in the empirical frameworks, investigations have exposed how failure of state and market economies has resulted in the emergence of Civil Societies, with NGOs their critical mass. The investigations have also shown that these institutions are considered partners in Development and not opposition to governments. Furthermore, a case study of partnership between GPTZA and 13 NGOs has demonstrated the method and reason for N-S NGO partnership creation and operation in a reality. In discussing this case, focus has been put on the Due Diligence process, which is one of the best tools to develop sustainable partnerships. This also shows the usefulness of the Organization Theory. The debate between optimists and pessimists has also been brought in to weigh the pros and cons of this process to inform progress. At the end, the position held by this research has remained the same, that the implications of North-South NGO partnerships for SSA’s Development are symmetrical, sustainable and not hegemonic. This is seen through the discussion, case study and other examples that for the fact that these partnerships pursue Human Development, which is vital to sustain economic growth, they are worthwhile.

The salient concepts and variables in this research have also been analyzed under the analysis framework. This chapter has analyzed further what has been investigated in the Empirical Framework through conceptual frameworks from classical to contemporary periods. Focus has been put on the concepts of Development, North-South partnerships, and NGOs. Constructions like ‘developed and underdeveloped’; ‘third world and advanced world’; ‘rich and poor’ countries; ‘traditional and modern societies’, etc. have also been analyzed.

Variables like economic and political development versus Human Development that have played a vital role all through the investigation bringing in scholars and their views on SSA’s Development have also been analyzed. The partnership concept has also been analyzed with due attention to the real life case study. At each level, the research hypothesis is revisited to ensure coherence. The two Development theories have also been analyzed through various schools of thought, looking at organizations from both economic and social stances. At the end of the major analysis, the research’s position, which is pursuing Human Development through N-S NGO partnerships as the foundation of any Development processes in SSA is maintained.

Since the research has focused on North-South partnerships it has also been necessary to take a global look at other forms of partnerships (South-South and intercontinental) and briefly analyze them too. The intention has been to know if the problems faced by North-South NGO partnerships may be similar to those faced by other partnerships in the region or not, and also the world system in partnership. The two examples have shown that inter-governmental partnerships are meant for macro level economic development, and are very complicated to favor the masses. CEMAC is a South-South partnership, while BRICS can be termed a mixed region partnership or better still an inter-continental or inter-regional partnership. In both cases they have been heavily criticized to have neglected Human Development that can promote research and good planning, and are more inter-governmental or state-centric and elitist.

The most important conclusion of this research is that North-South NGO partnerships for SSA’s Development have indelible implications because Human Development has been promoted in many Development arenas like education and health. This has been seen in the case study and other examples. Human Development can sustain economic and even political growth. The position of the research still remains that the implications of North–South NGO partnerships for SSA’s Development are peculiar since they pursue asymmetrical and sustainable Development, are not hegemonic. Human Development is paramount. It also demonstrates symmetry in the sense that while the North has skills and finances, the South provides indigenous knowledge and space.

# Suggestions for further research

It is important that at the end of this research another similar research ground is suggested: Regional Integration of NGOs that focus on Human Development in SSA - from problem-prone to solution-prone Development. Such a research should partly consider a new theory that may be called ‘Theory of Possibilities and Human Capabilities’. This thinking can help in understanding how SSA’s besets can be used to design best Development practices in the region.

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1. Civil society: ‘a natural realm of freedoms and activities outside the legitimate force of politics’ (Rose and Miller). It is a non-governmental formation conducting non-coercive activities. [↑](#footnote-ref-1)
2. This is a people-centered program, which is a sub-program by MS/AADK that offers Human Development training with a goal to combat poverty and the marginalization of the poor (MS/AADK, 2011:20). It is considered “… a practical social change process … of combating poverty through capacity building and good governance” (ibid). [↑](#footnote-ref-2)
3. In the NGO field, ‘Due Diligence’ is a process of systematically researching and verifying the accuracy of statements regarding the activities of an NGO and making sure that the facts are available and have been independently verified for the purpose of partnership. The NGOs documents, personnel, personnel and other partners are assessed. [↑](#footnote-ref-3)
4. Devex is Development Exchange, a development organization based in USA [↑](#footnote-ref-4)
5. SWOT analysis is a process used in organizations including NGOs to find out the Strengths, Weaknesses, Opportunities and Strengths of a process or organization [↑](#footnote-ref-5)
6. Civil society: ‘a natural realm of freedoms and activities outside the legitimate force of politics’ (Rose and Miller). It is a non-governmental formation conducting non-coercive activities. [↑](#footnote-ref-6)