

Exploring the Benefits and Gaps Inherent in the Non-Governmental Organisation (NGO) in Their Quest to Effectuate Poverty Reduction-Examples from African Countries

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ABSTRACT The sustainability of NGO development projects on poverty reduction, poverty alleviation, and even mitigation has been a topical issue at global level. The purpose of this paper is to explore the sustainability of NGOs development projects on poverty reduction in a few countries of the African continent. The findings of this study indicate the following as the panacea, or the benefits associated with NGOs: They collaborate with government in effectuating issues of national development; are catalysts of development; and form good partnership with the governments. On the other hand, NGOs have been noticed practicing with the following gaps: misuse of funds; harbouring sour relationship between fellow NGOs and the government; pursuing political and antagonising goals; used as vehicles of capitalism and imperialism by their funders. While some are used as a platform to make some personalities popular for political gains, some pursue unsustainable projects. The present paper recommends the NGOs to be good vehicles of national development and government to give them a palatable and conducive environment to operate; while at the same time regulate, mentor and audit their activities.

INTRODUCTION

NGOs can be defined variously by their roles, their structure and how they get funding and membership (Chimanikire 2002). This paper shall use the definition of Swilling and Russell (2002: 4) who define NGOs as “voluntary, private, self-governing, non-profit organizations operating not for commercial purposes, but in public interest, for the promotion of social welfare, development, religion, charity, education and research”. Globally, governments have not been able to adequately fulfil all their public obligations necessitating other helping hands to complement and supplement their citizen’s needs. In many resource strapped countries of especially Africa, whose economies have either stagnated, or moving at a snail’s pace, the role of NGOs are especially critical in filling many of the developmental gaps (WHO 2002). In fact, their role is viewed close to a panacea, if not totally a panacea. These gaps may be in food security, education, health infrastructure and may other needs of socio-economic importance to the citizens (Oxfam 1995). The ultimate goal of all the endeavours by the NGOs or other developmental bodies is to reduce poverty or mitigate its impacts.

Incontrovertibly, poverty is the biggest problem in America, Asia and Africa. About one billion people in the whole world live in a cycle of poverty (Suharko 2007: 2). However, the degree of poverty is increasing at a higher pace in African countries compared to other continents. For example in Nigeria about 70 percent live below the breadline, while 53 percent of the South Africans also live below the breadline. Also 5.1 million out of 12.2 Zimbabweans were computed in 2009 to be relying on food aid (Abdul and Akinfewa 2013; Armstrong et al. 2008: 8; Otto 2009: 3). Poverty in Africa is caused by both internal and external factors. To this end, EL-Tom (1994:1) is of the view that continuing to serve developed countries’ interests at the expense of African countries is the main cause of crisis in Africa. Sadly, Africa has been serving the interests of their former colonizers for over five hundred years. First, it was 400 years of slavery followed by one hundred years of colonialism. All these processes were looting resources and at the same time perpetuating poverty in Africa (Rodney 1972).

Apart from external factors, internal factors such as corruption, misgovernance, mismanagement of funds and poor implementation of programmes in government has also contributed to poverty in Africa (Mulinge and Mufune 2003).

For instance, poor implementation of Structural Adjustment Programmes (SAPS) in the 1980s further worsened poverty in Africa (Mulinge and Mufune 2003; Kang'ethe 2014). SAPS were a programme of International Monetary Fund (IMF) and World Bank which were meant to reduce poverty by recovering the economies of African countries through policies of privatization, liberalization, and deregulation. However, to a greater extent, SAPS did not yield any meaningful results. Infact they further worsened the situation of Africa. As a result, poverty continued unrelentingly in African countries such as Zimbabwe. For example, SAPS were encouraging the cutting of government expenditure on social welfare of the poor. By so doing, poverty further affected people causing poor to become poorer since they were no longer depending on governments (Michael 2002:12). By so doing, NGOs became the key players of development by filling in the gaps left by the governments (Mpofu 2011:8).

Problem Statement

While a score of development pragmatists have identified NGOs as vehicles of community development (Kang'ethe 2010), others doubt the extent to which various NGOs are impacting on poverty reduction. There is therefore a grave concern of their impacts to sustainability of their projects aimed at poverty reduction. More so, a host of other schools of thought cast aspersions to the effectiveness of NGOs as vehicles of poverty reduction. For example, there are widespread allegations that the NGOs could be siphoning a lion's share of their institutional resources for the benefit of a few directors, or in case of international based NGOs, to their countries; while the host governments and their citizens receive paltry dividends. Another school of thought is that they are exploiting the natural and human resources under the cover that they are helping. On the contrary, it is apparent that a score of NGOs have been operating especially in developing countries such as Zimbabwe with the apparent goal of poverty reduction. Against this background, the main question is why do development projects seem not to be sustainable in poverty reduction to the rural poor? The other question is to what extent has the NGOs development projects reduced poverty in Zimbabwe. This forms the thrust of this paper to

evaluate the impact of NGOs as poverty reduction vehicles.

METHODOLOGY

This paper uses document analysis. Document analysis is whereby the study use facts or information which is already there which may have been used for other purposes (Shepherd 2002:44). Text books, internet, government records, newspapers, education websites, journals and reports have been used to explore the benefits and gaps inherent in the Non-Governmental Organisation (NGOS) in their quest to effectuate poverty reduction in Africa. Document analysis has been used because it is inexpensive in the sense that it uses readily available information at little or no cost (Bartels and Pizzaro 2011: 57).

Theoretical Framework

This study is based on the participatory theoretical foundation on the sustainability of NGOs development projects on reducing poverty. Participation is a process of empowering people so that they are able to sustain and manage their own resources simultaneously interacting profitably with donors and the government (Oakely 1991:6). It is critical to note that participation is about power since it may be full conflict and, sometimes a violent process whereby the less powerful must struggle for increased control over their lives (Mayo and Craig 1995: 5-6).

The study used the participatory approach because for NGOs development projects to be sustainable in reducing poverty, rural people need to participate. The participatory approach gives NGOs the capacity to actively influence, direct and shape poor people's own development ideas. Further, participation allows poor people to be innovative and creative since they will be involved in decision making. Thus, even after the NGOs have stopped funding the projects, poor people will have knowledge on running the development projects and by so doing, the projects will remain sustainable in reducing poverty (Chambers 1983). For NGOs to be effective in reducing poverty, rural people should participate from the start of the project thus from the formulation, implementation and the evaluation process so as to give the rural poor the potential to have power to control their economic, social and political development

(Guimaraes 2009: 5). If the poor people are reluctant to participate in the events that shape their lives, they are likely to remain in poverty for a long time (UNDP 1993).

Origins of Participatory Approach

Participatory approach emerged as a fight against top downism, Euro centrism and positivism (Escobar 1995; Chambers 1983). It is important to note that participatory approach came into being in the 1970s as a way of increasing awareness and empowering the marginalised poor people. Participatory approach was chosen for this study because it encourages NGOs to consider information from the grass roots when solving local problems. This in turn will build confidence and a sense of belonging since rural poor people will be involved in decision making (Freire 1986). Participatory approach is used by many NGOs because it places people at the centre of development. Hence, it results in poverty reduction since poor people will participate in development projects (Korten 1990: 68).

Criticisms of Participatory Approach

Participatory approach assumes that people are homogenous. But the truth is that they are homogenous as they embrace different values such as religions, culture etc. In terms of poverty, people in a community may be poor but the degree of poverty differs and the way they participate differs. The other loophole of participatory approach is that it ignores the fact that not everyone is content with positive change which comes through participation (Kotze and Kellerman 1997).

OBSERVATIONS AND DISCUSSION

The Panacea of NGOs in Poverty Alleviation in Some Countries of Africa

Indubitably, NGOs have a critical role to play in many countries' socio-economic development. Appreciating their role could be a critical factor in supporting them to continue the good work. The following are factors that indicate the various benefits accruing from a host of NGOs in African countries.

NGOs as Collaborators of Effectuating National Development

Globally, NGOs are vehicles of development and are considered a panacea especially in resource strapped countries of the world, with African countries leading the pack (WHO 2002; Kang'ethe 2010). This is because they fill in many of the developmental gaps that governments due to their economically shaky economies fail to fill. They are therefore important contributors to countries GDP. They create jobs, create awareness of fatal diseases such as HIV/AIDS, contribute to food security, put up infrastructure such as roads and are involved in various public activities such as bolstering education. Some are also involved in training framers, giving them seeds and inputs as well as infrastructure to effectuate farming. They therefore contribute to making people's lives better and therefore make people to enhance their capacities in life (Segal et al. 2007; Sheafor and Horejsi 2008). For example, African Network and Economic Justice (ANEJ) NGO in Nigeria is advocating for debt cancellation of Nigeria which has a debt of \$35 billion United States (Abdul and Akinfewa 2013:206). This shows that NGOs are drivers of national development.

On the much needed goal of funding especially the rural communities, some NGOs offer microcredit funds so that the rural people can initiate small businesses. Such undertaking are a panacea taking into consideration the fact that unemployment levels in many countries of the developing world are rising unabatedly or unrelentingly (Girabi and Mwakaje 2013). In Nigeria, for example, an NGO called LAPO offer microcredit to women so as to alleviate poverty. In Zimbabwe, World Vision International and Christian CARE offer microcredit to the poor so as to promote sustainable livelihoods. Also in Uganda, several NGO's are in record of enaging in offering grassroots organizatins kickstarting funds or seed money especially to promote food security (Abdul and Akinfewa 2013: 206; Nyathi 2012; Mahumuza 2005). This clearly substantiates the greater role played by NGOs in development. However, the success of NGOs depends on the policies taken by countries as pointed by Louw (2006) that successful countries are those that have chosen the right policies for their own reasons and used foreign aid as a compliment to

their own efforts rather than as a bribe for undertaking difficult reforms.

NGOs as Catalysts of Development

From a lay man's understanding, the word catalyst can be operationalized to mean something that gives impetus to a process, something that facilitates, encourages and motivates a certain production process (David 2009). Irrefutably, NGOs occupy a critical and a pivotal place in the development of especially many resource meagre countries (WHO 2002). They are catalysts because they offer education or facilitates education of the abandoned, the poor, the elderly, the orphaned etc. (Oxfam 1995). For example, an NGO called International Centre for Solar Environmental and Economic Development (ICSEED) in Nigeria promotes environmental sustainability by advocating for the use of renewable resources (Abdul and Akintewa 2013) by the citizens who may not even be enjoying the most basic needs prescribed by the bottom-most rank of the Maslow Hierarchy of needs (Maslow 1999). In South Africa, a country though an economic powerhouse has so many poor people has seen NGOs called food banks that feed the poor, the jobless, the abandoned in some of the major cities (Armstrong et al. 2008). Some of these people may be empowered to an extent of getting strength to find some piece jobs to sustain themselves. In a country with such a bigger population living below the poverty datum line or what is being referred to as international bread line, such NGOs are contributing, although through remedial approaches to some levels of food security. For example, in South Africa, about 40 million people suffer from food insecurity (Food Aid Organization 2009). Furthermore, NGOs are catalysts because they work closer to the people as compared to the government. They also embrace the principles of community development which includes involving the people, making them participate and be stakeholders in the decision making processes of the developmental projects (Lombard 1996).

NGOs as Government Partners in Development

When NGOs are genuinely involved in national development without being driven by greed of its directors at the expense of effectuating their crafted goals in their vision and mis-

sion statements, they are supposed to jealously follow the government plans and execute the process of filling the gaps left by the government (David 2009:2). Thus, NGOs should not be dictators in development projects, but they should work together with the people. This is in agreement and in compliance with the aspirations of the United Nations development Programme (UNDP) that NGOs should sing and dance the song the people desires other than the song and dance they (NGOs) would like to dance and sing (UNDP 1987 cited by Dzinavatonga 2008). This explains the importance of partnership if development projects are to be sustainable in alleviating poverty. In Botswana, for example, the field of HIV/AIDS has seen a good partnership between the government and the NGOs as well as community based organizations/Associations (CBO/CBA) (Kang'ethe 2010). The government has been working in consultation and in collaboration with NGOs such as Botswana Christian AIDS Intervention Programme (BOCAIP) and Botswana Network of People Living with HIV/AIDS (BONEPWA) etc (Ministry of Health (MOH)/JHPIEGO 2009). These NGOs have crafted their national goals and plans, both short term and long term alongside the vision and mission statements of the government's plan of action to fight HIV/AIDS. Though not an NGO per se, but a public-private organization, African Comprehensive HIV/AIDS Partnership (ACHAP) (ACHAP 2005) has had a very strong collaborative partnership with the government. It has sponsored and equipped many health centres with requisite infrastructure, facilitated the dispensing of ARVS and has been an employer of a score of workers in the HIV/AIDS mobilization process. In fact, ACHAP has had some HIV/AIDS programme managers in various districts of the country. Born in the year 2000, The African Comprehensive HIV/AIDS Partnerships (ACHAP) is a public-private development partnership between the Government of Botswana, the Bill and Melinda Gates Foundation, and MSD/Merck Company Foundation. Its main goal is to expedite and drive Botswana's national response to HIV/AIDS (ACHAP 2005)

Possible Gaps in the Role of NGOs in Poverty Alleviation

It is undeniable that NGOs beside their positive role in turning around countries' socio-economic development face various challenges

worth discussing with the hope of making them improve their working environment. The following constitute such gaps.

Misuse of Funds

Perhaps why despite the magnitude of the NGOs in developing part of the world, they do not seem to tackle poverty significantly could be associated with the way they handle the finances. Many NGOs have been documented as milking the bulk of their wealth in order to have a very low taxable capacity, and at the same time paying meagre salaries to its workers. For instance, in Zimbabwe in 2009, 30 NGOs were suspected of misusing \$87 million they secured from international donors especially from United States. This has aggravated a state of mistrust from both the government and the society (Johnson-Lans 2005). In fact in countries such as South Africa, NGOs seem to pay lesser salaries than government (Frontera et al. 2007). During the height of HIV/AIDS campaign in the first decade of 21st century, for example, many NGOs mushroomed, all claiming to engage in the fight against HIV/AIDS. However, many were misusing funds. For example, in one of the major HIV/AIDS in Kenya, it was found that the director was taking as her salary the lion's share of the money that the NGO has secured from the external funding. This is gross corruption. Perhaps this is why many governments do not seem to trust the NGOs (Kang'ethe 2010). This is because many of them are not driven by the passion to implement the goals they have set in their vision and mission statements, but by the greed to make more money. Apparently, many of them have been avoiding to pay government taxes and some upon being followed by government tax machinery have even closed their offices. These are called fly by night NGOs or brief case NGOs. More so, many NGOs face the problem of inadequate planning and misuse of funds. Instead of using the funds on people in need, the NGOs spend more money on paying high salaries for people who hold top posts and on buying food and booking hotels for endless workshops (Lewis and Wallace 2000).

Sour Relationship Between and Among NGOs

NGOs are notable for being in rivalry to their competitors, especially those doing the same tasks. This therefore means that the countries they operate fail to tap the product of perfect

and increased competition which should be seen to improve the quality of the services rendered by them (Mpofu 2011). This results in wastage of resources and duplication of projects in the same area because of lack of effective communication. In addition to this, NGOs do not easily share invaluable information. This shows that they lack transparency among each other. This makes the NGOs projects to be questionable on the way they reduce poverty because if their projects are genuine, then there would be no good reason of any NGO hiding its information (Johnson-Lans 2005).

Sour Relationship Between the Governments and the NGOs

Although the governments of many countries welcome the operations of many NGOs to fill in many development gaps, many are suspicious of them and their agendas. This is because of their relationship with stronger Western countries that give them funding. The suspicion heightened especially during the 1990's when NGOs were viewed by the governments as sympathizers of the opposition politics especially in African countries. This is clearly pointed by Mugabe the president of Zimbabwe who argued that "*Our sad experience with non-governmental organizations operating in our country ... is that they are set up and financed by developed countries as instruments of their foreign policy ... their objectives include destabilization and interference with the evolution of our political processes undermining our sovereignty... and promoting disaffection and hostility ... against their popularly elected government*" (Herald Newspaper 13 October 2002: 9)

This saw many NGOs getting censored and their directors harassed with trumped up charges. Furthermore, many NGOs do not work in partnership with the government and the people, rather they are more compliant to donors rather than to the government (Nyota 2007). Instead of working together in reducing poverty, NGOs impose conditions and if the government does not comply with those conditions, NGOs freeze their aid (Mpofu 2012). As alluded somewhere in the paper, UNDP expects the NGOs to dance and sing the song that people wishes and not what they (NGOs) wish to dance and sing. Sour relationship between government and NGOs results in wastage of resources. For example, in

Mozambique, NGOs duplicated the same health project which was funded by government and further funded the health project ten times greater (Bendell 2006). Rather than using the money for other development projects, the NGOs funded the project which was already funded by the government. In other words, poor communication with the government and NGOs results in wastage of resources.

Unsustainable Projects

Perhaps why many NGOS are not able to make a significant change in poverty alleviation is the fact that most of their activities fail to pass the litmus test of sustainability .This is usually because many NGOs are not passionate or genuine partners of government's poverty alleviation process. They are usually driven by their own goals of making a kill and possibly winding up after the directors have made enough resources. This can be explained by the fact that most of the directors of NGOs in countries such as Kenya are usually rich people. Many NGOs often manage to flourish because most of the time the governments are not seriously keeping an eye on them, physically and policy wise. For public and national interests, NGOS should meet their goals and governments should be auditing them within a short span of time. This is to ensure that their resources to the tasks and activities that they purport to undertake, that those that are reflected in their institutional goals and objective frameworks

In Uganda, for example, NGOs were offering loan to short term projects such as trade as compared to long term projects like agriculture (Muhumuza 2005). Thus, loans on their own cannot reduce poverty instead they work best if combined with support services such as marketing skills and infrastructure. Apart from this, poor people in Uganda diverted funds for development projects for personal use. They diverted funds for microcredit programmes to buy beer. By so doing poor people continued to live in poverty (Muhumuza 2005). This shows that the NGOS projects are not sustainable.

NGOs Pursuing Political Goals at the Expense of Development Goals

Perhaps why governments are usually in a conflict path with the NGOs is when some pow-

erful directors because of their influence to communities through their institutions help to people, deviate from their goals and start getting involved in political activities (Moyo 2009). Their involvement may not be direct, but they may be supporting some people especially those who may be in the opposition politics trying to overthrow or unseat the incumbent government. Failure to comply with the West and the western donors may be a recipe for economic disaster. For example, Zimbabwe was dissociated from some Western World assistance aid and the NGOs after the 2008 land reform programme. This saw the country suffer immense consequences because in reality no developing country can survive in isolation from the developed countries. However, Zimbabwe tried to operate in isolation from the West and suffered the consequences. This statement can be clearly supported by what the president of Zimbabwe Robert Mugabe said on the Earth Summit which was held in South Africa in September 2002. He said that “So Blair, keep your England and let me keep my Zimbabwe’ (Gatsheni 2009:1139). In other words, the economic problems which Zimbabwe faced have politics behind. This has seen many NGOs having their business license cancelled and the directors clandestinely harassed by the countries security machinery. Besides getting involved in NGOs would divert their stipulated goals and carry other activities that make them more popular to a particular population group. Such activities includes building them houses or business shelters so that in the eventuality they would like to vie for some political office, they would already be known to stand good chances of winning the elections The mobilization of resources may not be based on prioritized needs, but by the niches that they feel would serve their personal interest later in life. Such NGOs may not be better partners of government in poverty reduction (Lewis and Wallace 2000).

Some NGOs are an Opportunity for Some Individuals to be Populist

Some NGOs only want to pursue the goals that are going to make their institutions popular especially with the poor masses. For example, some would like to engage in humanitarian needs instead of developmentally building the people so that they can work on their own and be able to sustain themselves. Although it is important

for remedial services to be accorded to people in need, and therefore apply Maslow Hierarchy of needs, it is also important to developmentally prepare and equip people to be able to move to the other ladders or ranks of the Maslow's Hierarchy of needs (Maslow 1999). Developmentally, it is better to give people skills on how to get the food instead of giving them food to create dependency syndrome. Good example includes the food bank NGOs in South Africa. While the services of feeding the poor, the maimed, the abandoned, and the orphaned make adequate sense, it is pivotal that such NGOs also raise interests of equipping the people who are given food with tools, skills and possibly the resources to make their own food. As the biblically oriented adage says, one need to be shown how to catch a fish, not to be given one.

Some NGOs are Vessels of Imperialism to Serve Their Masters from the West

Although it may not come out clearly, some NGOS may not be so much interested in filling in the developmental gaps in a particular country. They may be planted to serve the interests of their funders (Mpofu 2012). Such NGOS objectives and goals are usually crafted or mirror the goals of their master international organizations operating in developed countries. Because of their heavy funding and sometimes also corruptly helping the sitting government with political campaign money, they are able to survive in developing countries. However, the governments are usually not able to control them because they fear that interfering with them can make their relationship with usually the former colonial masters run sour. Therefore, despite their heavy financial prowess, they may not use be using their resources to significantly fill the poor countries' development gaps.

Some NGOs Instituted to Serve Political Interests

On another angle, some NGOs are sponsored by some politicians to serve their needs of popularizing them for their political gain (Lewis and Wallace 2000). Such NGOs operate only during the time of elections when they would expedite their aid and contact with grassroots people,

especially of the areas where the owners have political interest. Such NGOs come with short term poverty reduction strategies which are not sustainable in reducing poverty (Oxfam 1995). For example, in Zimbabwe some NGOs become active during the time of the campaign. For example, such NGOs would be giving food and clothes to the rural people on political bases. After elections, such apparent philanthropic activities would subside or die altogether. In short, offering aid which is not developmental in nature is a way of blinding rural people so that they will continue to live in poverty and ever be loyal and submissive to their post-colonial powers in the name of NGOs aid.

NGOs Not Mobilizing/Motivating Grassroots Participation

The principles of community development, guided by community development theories advocate for the inclusion, participation of the communities, well as giving them space in decision making process. This is to promote ownership of the community projects and programmes as well as motivating them to take over if the NGOs ceases to operate (Lombard 1991). Unfortunately, some NGOs do not seem to respect these principles of community development. Perhaps this is because NGOs in Africa are usually started by people who may not necessarily be well versed with community development tenets or education. Therefore, these NGOs work for the community instead of working with the community. More so, NGOs work according to the interest of their owners instead of working according to the interest of the society. This is further worsened by implementing projects which are not developmental in nature. Therefore, such projects will not reduce poverty but instead they will further perpetuate dependency syndrome. This is because they cannot survive without financial assistance from outsiders (Oxfam 1995: 482).

CONCLUSION

NGOs can be a panacea in the battle aiming to reduce poverty, alleviate it or mitigate its impacts. While the continent of Africa has had many success stories in which NGOs are perfect

partners of government in issues of development, in which case they work towards filling many gaps in national development, some have not been good players. They have been agents of siphoning money to the few directors, or their mother countries, or using them as a platform to achieve other goals not related to what they purport to do. However, all is not lost because an array of NGOs still have some records of doing activities that contribute to the public and national need. This therefore rings the bell to such NGOs or their board of directors to consider their organizations as desirable vehicles of national and community development. Pivotaly, the governments should also ensure they give the NGOs a palatable operational environment for them to exercise their goals. It is also pertinent that the government machinery is in place to monitor and regulate the operations of NGOs without harassing them. The government need to have them regularly audited to ensure their operations are in line with their mandate. Otherwise, NGOs do and can significantly contribute to countries' poverty alleviation, reduction and mitigation in African continent.

RECOMMENDATIONS

Firstly, NGOs should increase accountability on the use of funds on development projects. The habit of diverting funds for unintended purposes should not be allowed by the government. Secondly, NGOs should not dictate but they should work together with the local people and make use of indigenous knowledge in development projects where it is necessary. More so, NGOs should not tell the locals how to participate but rather listen to what the locals have to say about their participation in development projects. This is participatory development which can ensure or motivate sustainability.

Thirdly, NGOs should improve on the size and type of development projects which they implement. Instead of focusing on primary projects, NGOs should facilitate communities to shift to manufacturing sector which is most likely to root them from poverty unlike concentrating on offering food aid to the poor people. It is better to teach a man to fish than to give him a fish. Thus they should implement economically viable projects. For example they should train

local people to manage the project and to have sense of ownership so that even if the NGOs stop operating, the local people can continue to run the development project.

Fourthly, local people should make use of the locally available resources for development projects. They should get rid of dependency syndrome by driving and motivating people to work for themselves. For instance instead of waiting for NGOs to employ staff who will manage their development projects they can offer voluntary work. Local people should start projects and NGOs should come in later to set partnership with them. If local people start projects and are committed to those development projects they will continue to operate even after NGOs have stopped funding them. People will continue to generate some funds which will help them in their daily lives and at the same time alleviating poverty.

Furthermore, NGOs should not compete and initiate conflict with one another, but they should complement each other to avoid duplication and wastage of constrained resources. NGOs should have effective communication between themselves so that they will not concentrate in the same area whilst other areas will not have any development projects.

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