NON-GOVERNMENTAL ORGANIZATIONS (NGOs)
AGENDA

• What is an NGO?
• Types
  • By orientation; By level of operation; Track II diplomacy
• Activities
  • Operational; Campaigning; Both Operational & Campaigning; Public Relations; Project Management
• Corporate Structure
  • Staffing; Funding; Overhead Costs; Management & Control
• History
• Legal status
• Influence on World Affairs
• Critiques
WHAT IS A NON GOVERNMENT ORGANIZATION (NGO)?

• A not-for-profit **organization** that is independent from states and international governmental organizations.
  • & not simply an opposition political party.

• Term "non-governmental organization" was first coined in 1945, when the United Nations (UN) was created.
  • UN awarded specialized international non-state agencies — *i.e.*, NGOs — observer status at its assemblies and some of its meetings.
WHAT IS AN NGO?

• Term 'NGO' is not always used consistently.
  • Alternative or overlapping terms, include: third sector organization (TSO), non-profit organization (NPO), voluntary organization (VO), civil society organization (CSO), grassroots organization (GO), social movement organization (SMO), self-help organization (SHO), and non-state actors (NSAs).
  • In Spanish, French, Italian (Romance languages), the 'mirrored' abbreviation "ONG" = "NGO" (for example Organización no gubernamental).

• Take different forms in different parts of the world.

• Usually funded by donations; but some avoid formal funding altogether and are run primarily by volunteers.

• Some have charitable status, while others may be registered for tax exemption based on recognition of social purposes.

• Others may be fronts for political, religious, or other interests.
What is an NGO?

• They are diverse, controversial and of major political significance at all levels (local to international).
  • Impact of one NGO may vary across time and place, and from one issue to another, but **collectively NGOs generate political change**.
  • Often assumed that NGOs are operating for the general public good or even that they are "progressive". However, there is such **diversity to the values** of different NGOs that they oppose each other, as well as putting pressure on governments and companies.
    • Many women's NGOs oppose religious NGOs on questions of sexual and reproductive behavior.
    • Hunters, farmers and fishing communities oppose animal rights groups.
    • Environmental and development NGOs have different perspectives on sustainable development.
    • Radical NGOs are hostile to reformist NGOs who accept incremental change.
  • **It is not logically possible for anybody to support all NGOs nor be hostile to all NGOs.**
WHAT IS NOT A NON GOVERNMENT ORGANIZATION
United States Agency for International Development (USAID)

• USAID is the United States Government agency which is primarily responsible for administering civilian foreign aid.

• Created by Kennedy from its predecessor agencies in 1961 by executive order.

• Funding & programs are authorized by Congress in the Foreign Assistance Act. It operates subject to the foreign policy guidance of the President, Secretary of State, and the National Security Council.

• 1% ($22.7 billion) of the federal budget ($22.7 billion),
  • Disaster relief
  • Poverty relief
  • Technical cooperation on global & environment issues
  • U.S. bilateral interests
  • Socioeconomic development
HOW MANY & WHERE?

• Number of NGOs worldwide estimated to be 10 million (3.7 million, 2012).
  • Russia: Around 277,000 NGOs. (2012)
  • China: Approximately 440,000 officially registered NGOs. (2012)
  • US: Around 1.5 Million (US State Dept 2016)
  • India: Around 3.3 million NGOs.
    • Over one NGO per 600 Indians. > The number of primary schools and primary health centers in India.

• International NGOs: Around 40,000. (2012)
  • Headquartered in developed countries (north).
  • Working in developing countries (south).
UNITED STATES 2015

• Nonprofit sector employed 11% (11.4 million) of U.S. workforce.
  • Source: Urban Institute/Bureau of Labor Statistics

• 6% percent of GDP (up 3% in 1960).
  • Excludes volunteering = additional 5-10 million full-time employees; labor worth hundreds of billions of dollars/year.

• Each year, 7 out of 10 ten Americans donate to at least one charitable cause.
  • Contributions 2 to 20 times higher than in other countries of comparable wealth and modernity.
  • Total giving in US to NGOs: $358.38 billion in 2014 (about 2% of GDP) an increase of 7.1% from 2013.
  • Source: Giving USA Foundation
TYPES

• By Orientation
  • Charitable
  • Service
  • Participatory
  • Empowering

• By Level of Service
  • Local to International

“I don’t have any answers. I’m a non-prophet.”

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TYPES

1. Charitable orientation
   • Activities directed toward meeting the needs of the poor.
   • Top-down paternalistic effort with little participation by the "beneficiaries".
2. Service orientation

- Activities such as provision of health, family planning or education services.
- Program is designed by the NGO and people are expected to participate in its implementation and in receiving the service.
TYPES

3. Participatory orientation

• Self-help projects where locals are involved particularly in the implementation of a project by contributing cash, tools, labor etc.

• Participation begins with the need definition and continues into planning and implementation.
4. **Empowering orientation**

- Aims to help poor develop a clearer understanding of the social, political and economic factors affecting their lives.
- Strengthen their awareness of their own potential power to control their lives.
- Maximum involvement of the beneficiaries with NGOs acting as facilitators.
TYPES

• By LEVEL OF SERVICE

  • Community-based organizations (CBOs)
    • Arise out of people’s own initiatives.
    • Can be responsible for raising the consciousness of the urban poor, helping them to understand their rights in accessing needed services, and providing such services.

  • City-wide organizations
    • Chambers of commerce and industry, coalitions of business, ethnic or educational groups, and associations of community organizations.

  • National NGOs
    • National organizations such as YMCAs/YWCAs, professional associations etc.
    • Some have state and city branches and assist local NGOs.

  • International NGOs
    • Secular agencies such as Ducere Foundation and Save the Children organizations, SOS Children's Villages, OXFAM, CARE, Ford Foundation, and Rockefeller Foundation
    • Religiously motivated groups.
    • Can be responsible for funding local NGOs, institutions and projects.
ADDITIONAL ACRONYMS

- **CSO**: 'Civil Society Organization'
- **ENGO**: 'Environmental NGO,' such as Greenpeace and WWF
- **NNGO**: 'Northern NGO'
- **PANGO**: 'Party NGO,' set up by parties and disguised as NGOs to serve their political matters.
- **SNGO**: 'Southern NGO'
- **SCO**: 'Social change organization'
- **TNGO**: 'Transnational NGO.' The term emerged in 1970s due to the increase of environmental and economic issues in the global community. TNGO includes non-governmental organizations that are not confined to only one country, but exist in two or more countries.
- **GSO**: Grassroots Support Organization
- **MANGO**: 'Market advocacy NGO'
- **NGDO**: 'Non-governmental development organization'
- **PVDO**: 'Private voluntary development organization'
ADDITIONAL ACRONYMS

- **BINGO**: 'Business-friendly international NGO' or 'Big international NGO'
- **SBO**: 'Social Benefit Organization,' a positive, goal-oriented designation as an substitute for the negative, "Non-" designations
- **TANGO**: 'Technical assistance NGO'
- **TSO**: 'Third-sector organization'
- **GONGO**: 'government-organized non-governmental organization' or 'government-operated NGOs' (set up by governments to look like NGOs to qualify for outside aid or promote the interests of government)
- **DONGO**: 'Donor organized NGO'
- **INGO**: 'International NGO'
- National NGO: A non-governmental organization that exists only in one country. Rare due to the globalization of NGOs, which causes an NGO to exist in more than one country.
ADDITIONAL ACRONYMS

• **QUANGO**: 'Quasi-autonomous NGO,'
  • Such as the [International Organization for Standardization (ISO)](https://www.iso.org/)
    • An [international standard]-setting NGO composed of representatives from 162 member national [standards organizations](https://www.iso.org/standards.html).
    • Facilitates world trade by providing common standards between nations. (Proprietary, industrial, agricultural, food safety, healthcare, commercial etc.)
  • Each nation is represented by its 'most broadly representative’ standardization body .
    • That body might be an NGO or a governmental organization;
    • United States is represented by the [American National Standards Institute](https://wwwansi.org/), which is independent of the federal government.
    • Most European nations are represented by governmental agencies.
TRACK II DIALOGUE OR DIPLOMACY

• Track I diplomacy: government officials, diplomats and leaders gather to talk about certain issues.

• Track II diplomacy: transnational coordination between non-official members of governments including knowledge-based experts, scientists, professors, former policy-makers or analysts who help decision-makers to define the problems they face, identify various policy solutions and assess the policy outcomes.

• The members of Track II diplomacy usually have more freedom to exchange ideas and come up with compromises on their own.

• The Oslo Accords of 1993 between Israel and the Palestine Liberation Organization (PLO), began as an unofficial initiative by a Norwegian scholar, and transitioned to track one diplomacy by the time it finalized.
ACTIVITIES

• NGO's act as implementers, catalysts and partners.
  • Implementers: mobilize resources to provide goods and services to people who are suffering.
  • Catalysts: drive change with the ability to 'inspire, facilitate or contribute to improved thinking and action to promote change'.
  • Partners: Work alongside other organizations in order to tackle problems and address human needs more effectively.
ACTIVITIES

• NGOs vary in their methods.
  • Some act primarily as lobbyists.
  • Others primarily conduct programs and activities.
  • **Oxfam**, concerned with poverty alleviation, provides needy people with the equipment and skills to find food and clean drinking water.
  • **FFDA** Forum for Fact-finding Documentation and Advocacy (1955 Indian human rights monitoring organization) investigates and documents human rights violations and provides legal assistance to victims of abuses.
  • **Afghanistan Information Management Services**, provide specialized technical products and services to support development activities implemented on the ground by other organizations.
• **World Bank** divides NGO activities into Operational and Advocacy.
OPERATIONAL NGOs

• The defining activity of operational NGOs is the implementation of projects.
Operational NGOs

• Seek to "achieve small-scale change directly through projects".
• Mobilize financial resources, materials, and volunteers to create localized programs.
• Operate in a hierarchical structure; a headquarters being staffed by professionals who plan projects, keep accounts, and report and communicate with operational fieldworkers who work directly on projects.
• Most often associated with the delivery of services or environmental issues, emergency relief, and public welfare.
• Can be further categorized:
  • Relief-oriented versus development-oriented;
  • Stress service delivery or participation;
  • Religious or secular;
  • More public- or private-oriented;
  • Can be community-based, but many are national or international.
CAMPAIGNING OR ADVOCACY NGOs

• The defining activity of campaigning NGOs is holding demonstrations.
CAMPAIGNING OR ADVOCACY NGOs

• Seek to "achieve large-scale change promoted indirectly through influence of the political system" by lobbying, press work and activist events.

• Need an efficient and effective group of professional members who are able to keep supporters informed, and motivated.

• Maintain a large informed network of supporters who can be mobilized for demonstrations & events to garner media attention and influence policy changes.

• Often deal with issues relating to human rights, women's rights, children's rights.

• Primary purpose of an Advocacy NGO is to defend or promote a specific cause.
BOTH OPERATIONAL AND CAMPAIGNING NGOs

• Not uncommon for NGOs to make use of both activities.

• Operational NGOs will use campaigning techniques if they continually face the same issues in the field that could be remedied through policy changes.

• Campaigning NGOs, like human rights organizations often have programs that assist the individual victims they are trying to help through their advocacy work.
Mines Advisory Group  (40 Countries)
Landmine and Unexploded Ordinance Clearance
Risk Education
Emergency Response
Training and employment
Arms Management and Destruction
International Policy

IMPACT IN 2016

90,000 landmines, booby traps and unexploded bombs were removed and destroyed

47 million square metres of land was made safe, enabling communities to rebuild their lives

13,000 weapons were destroyed, preventing them from falling into the wrong hands

24,000 ‘risk education’ sessions were delivered, helping people to stay safe until their land is cleared

This work directly helped over one million men, women and children allowing them to live free from fear
PUBLIC RELATIONS

- NGOs need healthy relationships with the public to meet their goals.
- Foundations and charities use sophisticated public relations campaigns to raise funds and employ standard lobbying techniques with governments.
- Interest groups may be of political importance because of their ability to influence social and political outcomes.
- A code of ethics was established in 2002 by The World Association of Non Governmental Organizations.
PROJECT MANAGEMENT

• Management techniques are crucial to project success in non-governmental organizations.
  • Employ technological expertise, logistics & planning.
  • Mobilize public support and voluntary contributions for aid
  • Have strong links with community groups in developing countries
  • Often work in areas where government-to-government aid is not possible.

"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."
CORPORATE STRUCTURE

• Staffing
• Funding
• Overhead Costs
• Monitoring and Control
STAFFING

People who join an NGO typically have a passion for certain causes.

Benjamin’s conversation with an extremely attractive NGO woman at a dinner party led to a 2-year-long contract as an unpaid charity worker in Uganda.
STAFFING

• Some NGOs are highly professionalized and rely mainly on paid staff.
• Others are based on voluntary labor and are less formalized.
• Many use international staff working in 'developing' countries, but NGOs in both North and South rely on local employees or volunteers.
  • Dispute as to whether expatriates should be sent to developing countries.
    • Often employed to satisfy a donor who wants to see the supported project managed by someone from an industrialized country.
    • However, these employees expertise is counterbalanced: the cost of foreigners is typically higher, they have no grassroot connections in the country they are sent to, and local expertise is often undervalued.
• The NGO sector is an essential employer in terms of numbers.
  • For example, in 1995, CONCERN worldwide, an international Northern NGO working against poverty, employed 174 expatriates and just over 5,000 national staff working in ten developing countries in Africa and Asia, and in Haiti.
    • 2016 “87% of our personnel working overseas are local people.”
FUNDING

If NGOs were a country, they would have the 5th largest economy in the world.

Source: John Hopkins University, Center for Civil Society Studies
FUNDING

• NGOs need budgets to operate.
• Large NGOs may have annual budgets in the hundreds of millions or billions of dollars.
  • Budget of the American Association of Retired Persons (AARP) was over US $1.54 billion in 2015.
  • Funding such large budgets demands significant fundraising efforts.
  • Major funding sources:
    • membership dues,
    • sale of goods and services,
    • grants from international institutions or national governments,
    • private donations.
  • several EU-grants provide funds accessible to NGOs.
FUNDING

• Although “non-governmental organization" implies independence from governments, many NGOs depend heavily on governments for their funding.
  • A quarter of the 1.07 billion Euro budget of famine-relief organization Oxfam was donated by the British government and the EU in 2016.
  • The Christian relief and development organization World Vision United States collected US $220 million worth of goods of their in $1.01 billion 2016 budget from the American government.

• Government funding of NGOs is controversial.
  • David Rieff, writing in The New Republic, "the whole point of humanitarian intervention was precisely that NGOs and civil society had both a right and an obligation to respond with aid and solidarity to people in need ..., whatever the governments concerned might think about the matter."
  • Some NGOs, such as Greenpeace do not accept funding from governments or intergovernmental organizations.
OVERHEAD COSTS

• The amount of money that is spent on running an NGO rather than on projects.
  • Includes office expenses, salaries, banking and bookkeeping costs.
  • Percentage of overall budget spent on overhead is often used to judge an NGO - with less than 4% being viewed as good.
  • World Association of Non-Governmental Organizations guidance: spend less than 14% on overhead.
  • Global Fund to Fight AIDS, Tuberculosis and Malaria specific overhead guidelines to receive funding: less than 5-7%.
  • World Bank typically allows 37%.
• A high percentage of overhead can make it more difficult to generate funds.
• High overhead costs generate criticism with some claiming that certain NGOs with high overhead are run simply to benefit the people working for them.

“How much of Robin Hood’s money went to fund-raising expenses and campaign contributions and how much actually went to the poor?”
OVERHEAD COSTS

A legitimate concern but a sole focus on them can be counterproductive.

Charity declares: 100% of your donation goes straight to the cause!
OVERHEAD COSTS

• Research by Stanford University has shown how rating agencies create incentives for nonprofits to lower and hide overhead costs, which may actually reduce organizational effectiveness by starving organizations of the infrastructure they need to effectively deliver services.

• A more meaningful rating system would provide financial data and a qualitative evaluation of an organization’s transparency and governance:
  (1) an assessment of program effectiveness;
  (2) an evaluation of feedback mechanisms designed for donors and beneficiaries;
  (3) such a rating system would also allow rated organizations to respond to an evaluation done by a rating agency.

• Nonprofit evaluation should move away from financial notions of organizational effectiveness and toward more substantial understandings of program impact.
A good reminder with the holiday, giving season ahead.

**THINK BEFORE YOU DONATE**

SOMETHING TO THINK ABOUT BEFORE YOU MAKE CONTRIBUTIONS.

As you open your pockets to do a good thing and make yourself feel good, please keep the following facts in mind:

<table>
<thead>
<tr>
<th>Charity</th>
<th>Overhead Cost</th>
<th>Outdated 2005 data &amp; partially incorrect even then.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The American Red Cross</td>
<td>36%</td>
<td></td>
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<tr>
<td>March of Dimes</td>
<td>10%</td>
<td></td>
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<tr>
<td>The United Way</td>
<td>51%</td>
<td></td>
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<tr>
<td>UNICEF</td>
<td>14%</td>
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<tr>
<td>Goodwill</td>
<td>92%</td>
<td></td>
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<tr>
<td>Guidestar &amp; Forbes</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Per Charity Navigator</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>2009-11</td>
<td>91%</td>
<td></td>
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</tbody>
</table>

Get your facts straight at: www.snopes.com/politics/business/charities.asp
Is an NGO!
1 of 34 National Committees
Geneva-based independent media organization committed to highlighting innovation, impact and governance in the nonprofit sector.

Building Resources Across Communities

Programs: education, healthcare, microfinance, girls’ empowerment, agriculture, human and legal rights, socially-responsible businesses, a bank, a university, and the world’s largest mobile money platform.

Employed more than 100,000 people in 11 countries, with a total global expenditure of about $900 million.
MONITORING AND CONTROL

• Governments of the countries where an NGO works or is registered in may require reporting or other monitoring and oversight.

• Funders generally require reporting and assessment, but such information is not necessarily publicly available.

• Associations and watchdog organizations research and publish details on the actions of NGOs working in particular geographic or program areas.
MONITORING AND CONTROL

• March 2000 report on UN Reform priorities: former U.N. Secretary General Kofi Annan favored international humanitarian intervention.
  • International community has a *right to protect* world citizens against *ethnic cleansing*, genocide, war crimes and crimes against humanity.
    • *not codified by International Court
    • Employ measures that already exist (i.e., mediation, early warning mechanisms, economic sanctions, and chapter VII powers) to prevent atrocity crimes and to protect civilians.
  • Canadian government launched the Responsibility to Protect R2P project, outlining the issue of humanitarian intervention (use of force).
  • R2P doctrine has wide applications, but among the more controversial has been the Canadian government's use of R2P to justify its intervention and support of the coup in Haiti.
Monitoring and Control

R2P

• 2005 World Summit Outcome Document and the intergovernmental agreement to the Right to Protect principle:
  • Pillar I: The protection responsibilities of the state;
  • Pillar II: International assistance and capacity-building;
  • Pillar III: Timely and decisive response

  • three pillars are not sequential and are of equal importance. "Without all three, the concept would be incomplete. All three pillars must be implemented in a manner fully consistent with the purposes, principles, and provisions of the Charter."

  • Intended to reinforce, not undermine state sovereignty. "By helping States to meet their core protection responsibilities, the responsibility to protect seeks to strengthen sovereignty, not weaken it. It seeks to help States to succeed, not just to react when they fail."
MONITORING AND CONTROL

• World Federalist Movement supports "creation of democratic global federal structures accountable to citizens and calls for the division of international authority among separate agencies”.
  • launched **Responsibility to Protect – Engaging Civil Society (R2PCS)**.
  • A collaboration between the WFM and the Canadian government which aims to bring NGOs into lockstep with the principles outlined under the original R2P project.
  • Humanitarian Intervention.
MONITORING AND CONTROL

• Many large corporations have increased their corporate social responsibility departments in an attempt to preempt NGO campaigns against certain corporate practices.
  • If corporations work with NGOs, NGOs will not work against corporations.
  • Greater collaboration between corporations & NGOs creates risks of co-option for the weaker partner, typically the nonprofit involved.
MONITORING AND CONTROL

• 1955, US Army Civil Affairs Branch
  • Improve essential services in areas of conflict, and collaborate with NGOs where customary lead agencies (State Department and USAID) find it difficult to operate.
  • Regards stability-enhancing activities as a mission of importance equal to combat.
  • Liaison between the Army and civilian authorities and population.
  • 96% in Army Reserve: Lawyers, city managers, economists, veterinarians, teachers, police and others with valuable skills in restoration of governance and essential services.
  • Five core CA tasks: Civil Information Management, Foreign Humanitarian Assistance, Nation Assistance, Population and Resource Control, and Support to Civil Administration.
  • While the goals of the military and NGOs may seem incongruent, military’s emphasis on stability and security to reduce and prevent conflict suggests important mutual interests.
  • NGOs: fine line between independence and security.
HISTORY

• International NGOs date back to at least the late eighteenth century.
• International NGOs were important in the anti-slavery movement and the movement for women's suffrage, and reached a peak at the time of the World Disarmament Conference.
• By 1914, there were about 1083 NGOs.
• Phrase "non-governmental organization" came into popular use with the establishment of the United Nations Organization in 1945 with provisions for a consultative role for organizations which are neither governments nor member states.
HISTORY

• Rapid development of NGOs occurred in western countries as a result of restructuring the welfare state.
• Further globalization of that process occurred after the fall of the communist system.
• Globalization during the 20th century gave rise to the importance of NGOs. Many problems could not be solved within a nation.
HISTORY

• **International treaties** and organizations like the **World Trade Organization** were centered on the interests of capitalist enterprises.

• To counterbalance, NGOs developed to emphasize **humanitarian issues**, **developmental aid** and **sustainable development**.

• NGO transnational networking is now extensive.
  
  • Example: **World Social Forum**, is a rival convention to the **World Economic Forum** held annually in January in **Davos, Switzerland**.

  • **Earth Summit** in Rio in 1992 was the first to show the power of international NGOs in environmental and sustainable development issues, when 2,400 representatives of NGOs came.
    
    • Developed **Agenda 21**, leading to intense arrangements for a consultative relationship between the **United Nations** and NGOs.
Agenda 21

• A non-binding, voluntarily implemented action plan of the United Nations for Multilateral organizations and individual governments with regard to sustainable development.

• Reaffirmed 2012 by 180 attending countries.
  • US is a signatory, but because Agenda 21 is a legally non-binding statement of intent and not a treaty, US senate had no formal debate/vote.

• The UN [Commission on Sustainable Development](https://en.wikipedia.org/wiki/Commission_on_Sustainable_Development) acts as a high-level forum on sustainable development and acts as a preparatory committee for summits and sessions on its implementation.
9 “Major Groups”

1. Global action for women towards sustainable and equitable development
2. Children and youth in sustainable development
3. Recognizing and strengthening the role of indigenous people and their communities
4. Strengthening the role of non-governmental organizations: partners for sustainable development
5. Local authorities' initiatives in support of Agenda 21
6. Strengthening the role of workers and their trade unions
7. Strengthening the role of business and industry
8. Scientific and technological community
9. Strengthening the role of farmers.

Criticism: “Arbitrary and incoherent”

1. Women but not men?
2. The young but not the elderly?
3. Indigenous people but not other minorities?
4. Why NGOs as one of the Major Groups, when all the other eight (including associations of local authorities) are represented in the UN?
5. Why emphasize one level of government, when all levels have responsibility?
6. Unions but not professional associations?
7. Business and industry but not commerce, finance and services?
8. Natural scientists but not social scientists?
9. Farmers but not fishing communities?
HISTORY

• NGOs also developed as reaction to the inefficiency of top-heavy, global structures.
  • 1994, when UN tried to provide humanitarian assistance to Somalia, they were totally outperformed by NGOs.
  • Former **UN** envoy to **Somalia** Mohamed Sahnoun published "Somalia: The Missed Opportunities."
    • **Boutros Boutros-Ghali, UN Secretary General** refused to accept this criticism & ended Sahnoun's Somalia mission early.
LEGAL STATUS

• The legal form of NGOs is diverse and depends upon in each country's laws and practices. However, four main family groups of NGOs can be found worldwide:
  • Unincorporated and voluntary association
  • Trusts, charities and foundations
  • Companies not just for profit (vs nonprofit)
  • Entities formed or registered under special NGO or nonprofit laws
• European Convention on the Recognition of the Legal Personality of International Non-Governmental Organizations 1986: sets a common legal basis for the existence and work of NGOs in Europe.
INFLUENCE OF NGOs ON WORLD AFFAIRS

• NGOs have great influence and power in global affairs.

• Service-delivery NGOs
  • Provide public goods and services that governments from developing countries are unable to provide, due to lack of resources.
  • Can serve as contractors or collaborate with democratized government agencies to reduce cost associated with public goods.

• Capacity-building NGOs influence global affairs differently.
  • The incorporation of accountability measures in Southern NGOs affect "culture, structure, projects and daily operations".
  • Advocacy NGOs affect global affairs in their ability to modify behavior through the use of ideas and communication.
CRITIQUES
CRITIQUES

• **Jessica Mathews** in *Foreign Affairs* 1997:

  • "For all their strengths, NGOs are special interests. The best of them ... often suffer from tunnel vision, judging every public act by how it affects their particular interest".

  • Since NGOs do not have to worry about policy trade-offs, the overall impact of their cause might bring more harm to society.
CRITIQUES

• Disaster Response: Uncoordinated good intentions.
  • NGOs without their own infrastructure to provide the correct/required types of supply/services can burden other organizations.
  • “Volunteers” with no specialized skills can become a negative because they also require food, shelter, transportation, communication and equipment. Most of the unskilled work they can undertake might be better performed by members of the local population.
CRITIQUES

• James Pfeiffer, (case study of NGO involvement in Mozambique):
  • In last decade, NGO's in Mozambique have "fragmented the local health system, undermined local control of health programs, and contributed to growing local social inequality".
  • NGO's can be uncoordinated, creating parallel projects among different organizations, that pull health service workers away from their routine duties in order to serve the interests of the NGO's.
  • Undermines local primary health care efforts, and takes away the governments' ability to maintain agency over their own health sector.
  • Need a new model of collaboration between NGOs and Government
    • NGOs should be 'formally held to standard’ & reduce ‘showcase' projects and parallel programs that prove to be unsustainable.
CRITIQUES

• Co-option of Humanitarian Aid in Conflicts
  • Utilization of the humanitarian aid system as a logistical support system for war.
    • One of the most reliable sources of funding for belligerents.
  • Direct theft & confiscation.
  • Coercing aid providers to believe that combatants are actually noncombatants.
  • Fighters often use the fact that they have easy access to supplies, most acquired through the means above, as a coercive method of recruitment.
    • In areas of severe famine, the control of aid supplies is paramount.
  • Within refugee camps, militant groups often operate in the manner of organized crime, employing extortion and strong-arm tactics to manipulate the refugee population.
  • Corruption / kickbacks.

“Those with guns never go hungry”
Aid Worker Danger

In 2015, 287 aid workers were victims of major attacks. 109 killed, 110 wounded, 79/68* kidnapped.

Major attacks on aid workers, 2010-2015

2015 was the second consecutive year showing a lower global casualty toll for aid workers. There were 148 incidents recorded in 25 countries, affecting 287 aid workers, which represented 22% fewer attacks compared to the previous year, and 42 fewer victims.

Five conflict-affected countries represented the bulk of all major attacks on civilian aid operations: Afghanistan, Somalia, South Sudan, Syria and Yemen. For the first time, South Sudan overtook Afghanistan for the country with the highest number of incidents and victims.

Attacks by context, 2015

In terms of attacks per number of aid workers, however, South Central (SC) Somalia was the most violent operational setting in 2015, followed by Afghanistan.

There were 13 times as many national staff victims as international (expatriate) victims in these countries, and seven times as many globally. But international staff had higher rates of attack, due to their smaller number in the field. The exception to this is SC Somalia where there are extremely low numbers of international staff present, and hence no reported incidents affecting them in 2014 and 2015.

Tactics and types of violence, 2015

Kidnapping remained the most prevalent means of violence in Afghanistan in 2015. Shootings and assault, including rape, were the most significant types of violence in South Sudan, reflecting the instability and conflict in the country.

<table>
<thead>
<tr>
<th>Country</th>
<th>Attack rates (per 10,000)</th>
<th>Victims (absolute numbers)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SC Somalia</td>
<td>7%</td>
<td>53</td>
</tr>
<tr>
<td>Afghanistan</td>
<td>6%</td>
<td>55</td>
</tr>
<tr>
<td>South Sudan</td>
<td>1%</td>
<td>55</td>
</tr>
</tbody>
</table>

Kidnappings

Unknown

Bodily assault (including rape)

Bombing/explosives/heavy weapons

Shootings

Kidnappings
CRITIQUES

• NGOs are designed and used as extensions of the normal foreign-policy instruments of Western countries and groups of countries.
  • Russian President Putin 2007, concluded that NGOs "are formally independent but they are purposefully financed and therefore under control".
  • NGOs export the ideologies of their backers.
    • Western
    • Islamic
    • Socialist
  • China has recently introduced legal measures to regulate and reduce the influence of foreign NGOs operating in China.
2010 Gaza Blockade
IHH Turkish NGO
CRITIQUES

• A number of charities have been accused or convicted in court of using their revenues to fund terrorism or revolutionary movements, rather than for the humanitarian purposes for which contributions were ostensibly collected.
  
  • Financial Action Task Force (FATF), French name, Groupe d'action financière (GAFI), is an intergovernmental organization founded in 1989 on the initiative of the G7 to develop policies to combat money laundering.
  
  • In 2001 the purpose expanded to act on terrorism financing.
    • 35 member nations and two regional organizations, the EU and the Gulf Co-operation Council.
    • FATF Blacklist: list of "Non-Cooperative Countries or Territories" (NCCTs).
CRITIQUES

• Issa G. Shivji – one of Africa's leading experts on law and development issues:

• Critical of the "objective effects of NGO actions, regardless of their good intentions".
• Are some NGOs like Helpful Kids?

• Are there some Unintended Consequences to Good Intentions?
CRITIQUES

- **Issa G. Shivji** – one of Africa's leading experts on law and development issues:
  - Critical of the "objective effects of NGO actions, regardless of their good intentions".
  - NGOs want to change the world without understanding it, and the imperial relationship continues today with the rise of NGOs.
  - The rise of NGOs are part of a neoliberal paradigm rather than pure altruistic motivations.
    - Policies such as privatization, fiscal austerity, deregulation, free trade, and reductions in government spending to increase the role of the private sector in society
CRITIQUES

• NGOs are often imperialist in nature, that they sometimes operate in a racialized manner in third world countries, and they fulfill a function similar to the clergy during the colonial era.
  • the "humanitarian face of imperialism".

• Popular movements in the global South such as Western Cape Anti-Eviction Campaign in South Africa sometimes refused to work with NGOs arguing that this will compromise their autonomy.
  • NGOs often disempower people to push for stability over social justice.
CHALLENGES TO LEGITIMACY

• Legitimacy is one of the most important assets possessed by an NGO. It is gained through a perception that they are an “independent voice”.
  • Who bestows responsibilities to NGOs and how do they gain the representation of citizens and civil society?

• The origin of funding can have serious implications for the legitimacy of NGOs.
  • NGOs have increased their numbers to a level where they have become increasingly dependent on a limited number of donors.
  • Competition has increased for funding, as have the expectations of the donors themselves.
  • Risk of donors adding conditions which can threaten the independence of NGOs.
LEGITIMACY

• NGOs do not necessarily represent the needs of the developing world?

• Does a **North–South divide** exist in the arena of NGOs?
  • Unequal relationships between:
    • Northern and Southern parts of the same NGOs.
    • Southern and Northern NGOs working in partnerships.
  • A division of labor?
    • North taking the lead in advocacy and resource mobilization whilst
    • South engages in service delivery in the developing world.
  • The developing world’s needs are not addressed appropriately:
    • Northern NGOs do not properly consult or participate in partnerships.
    • Western views may take the front seat and assign unrepresentative priorities.
"We believe that development must come from within, not outside African communities. That it is Africans themselves who must determine Africa’s future."

Sign the Charter for Change, which calls on international NGOs to commit themselves to change their own organizational ways of working, to insure southern-based national actors play an increased role in humanitarian response by Jan 2020.
CHALLENGES TO LEGITIMACY

• The flood of NGOs has been accused of damaging the public sector in multiple developing countries
  • NGO mismanagement has resulted in breakdown of public health care systems.
  • Instead of promoting equity and alleviating poverty, NGOs may contribute to socioeconomic inequality and disempowering services in the public sector of third world countries.

• The scale and variety of activities in which NGOs participate has grown rapidly.
  • NGOs need to balance the pressures of centralization and decentralization.
  • **Centralizing** NGOs, particularly the international, allows them to assign a common theme or set of goals.
  • Conversely **decentralizing** increases the chances of an NGO responding more flexibly and effectively to localized issues by implementing projects which are modest in scale, easily monitored, produce immediate benefits and where all involved know that corruption will be punished.
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What my friends think I do                What half of society thinks I do                What the other half of society thinks I do
What funding institutions think I do                What I think I do                What I really do
NON-GOVERNMENTAL ORGANIZATION (NGO)