

Annotated Bibliography

6. Needs Identification

Joel G. McCormick

Bryant, R.L. (2002). False prophets? Mutant NGOs and Philippine environmentalism. *Society & Natural Resources*, 15, 629-639.

Raymond L. Bryant is a professor at King's College in London, England and teaches in the Department of Geography. He has published articles and written two books related to nongovernmental organizations, politics, the environment, and Southeast Asia. The journal of *Society and Natural Resources* seems to be an upstanding academic journal with double blind peer review.

The main points that the article makes is that NGO's can be a great organization for change, however, they can also be used to defraud and cheat too. These NGO's that are created to fraud groups are referred to as "mutant" NGO's. The author explains how lack of accountability, lack of planning, and pressure to allocate monies as quickly as possible, lead to the defrauding of millions of dollars given to the Philippines for an environmental reforestation project. After this incident, the Philippines has taken vital steps to ensuring that such fraud never happens again by developing Caucus of Development NGO Network or CODE-NGO to monitor and check the validity of NGO's applying for monies. However, Bryant asserts that with the technology of today, mutant NGO's will always exist.

The strengths of the article were multiple references for the same events. This lends creditability. The article had a logical flow and was easy to read and understand. This author did not find any weaknesses in this article.

Byman, D.L. (2001). Uncertain partners: NGOs and the military. *Survival* 43 (2), 97-114.

This article asserts that it is in the best interest of NGO's to work in conjunction with the US Military. The US Military is the first ones into a disaster area or war zone and it is in the best interest of the NGO's to have coordination between them and the military. The military does not wish to receive information from the NGO's nor share information with them that could lead to deleterious consequences for both groups. The military asserts that that the most important thing that NGO's and itself can do is "educate each other on their operational methods, their sensitivities, and their expectations of the other during operations" (Byman, D.L. 2001).

Strengths of the article were that it was laid out in a straight forward logical progression. The weakness was that it only looked at the issue from the military prospective.

de Santisteban, A. (2005). The poor will always be with us—and so will NGOs. *Development in Practice*, 15(2), 200-209.

de Santisteban takes a rather critical look at NGO's in the article. He asserts that NGO's do not end social injustices, poverty, nor wars, but they do allow people of the first world to feel better about themselves. de Santisteban gives a hard line account of

how the powerful nations capitalize on the wars of the third world countries. How powerful countries sell arms to third world countries for natural resources such as oil, timber, and other natural resources. How the rich nations gain a profit from the wars and suffering of the third world countries.

Even in the realm of peace time emergencies, the NGO's are not making a real difference. Aid's is still out of control in Africa with no signs of becoming under control. Hunger, disease, and social inequality are all still problems in the third world. According to de Santisteban they will always be a problem until the structures of the world change.

Dichter, T.W. (1999). Globalization and its effects on NGOs: Efflorescence or a blurring of roles and relevance? *Nonprofit & Voluntary Sector Quarterly* 28 (4), 38-58.

Thomas W. Dichter holds a Ph.D. in anthropology from the University of Chicago and has taught at Tufts University, Clark University, and Princeton University. For more than thirty-five years, Thomas W. Dichter has worked in the field of international development, managing and evaluating projects for nongovernmental organizations, directing a Peace Corps country program, and serving as a consultant for such agencies as USAID, UNDP, and the World Bank. On the basis of this extensive and varied experience, he has become an outspoken critic of what he terms the "international poverty alleviation industry" (<http://www.umass.edu/umpress/FW02/dichter.html>, 2009).

Dichter provides the reader with a good historical overview on NGO's and provides them with definitions of what an NGO should be. He traces the effect of globalization within the structure of the NGO and how the NGO has helped the formation of globalization. Dichter covers some of the advantages, disadvantages, and why sometimes the lines between NGO's and government organizations are blurred.

Dichter gives the reader a comprehensive history of the evolution of NGO's. He address issues of becoming too big, replication, and generation of funding and the problems associated with funding. Dichter questions if NGO have to become more corporate like than church like to survive? It seems so in today's global economy.

The strength of Dichter's article was that it was easy to read and understand. He provided definitions and presented the material in a historical timeline that was easy to follow. This author found no weaknesses in this article.

Eden, S., Donaldson, A., & Walker, G. (2006). Green groups and grey areas: scientific boundary-work, nongovernmental organisations and environmental knowledge. *Environment & Planning A*, 38 (6), 1061-1076.

Sally Eden is a professor of Geography at Hull University in England. Andrew Donaldson is a member of the Center for Rural Economy at the University of Newcastle, England. Gordon Walker teaches in the Department of Geography at Lancaster University, England. The journal of Environment and Planning is a peer reviewed interdisciplinary academic journal.

The main points that the article makes is that academically peer reviewed published articles are the gold standard for scientific knowledge for NGO's, however, NGO's have developed "experiential knowledge" that is also a valuable source of knowledge. This article was a qualitative work and gives the reader an insider's perspective on knowledge in the field. The creditability of this knowledge is discussed and most agree that scientific knowledge is still the leading authority.

I would assert that one of the weaknesses of this article was that it assumes that the reader has knowledge of Sociology of Science and background information. The article was a little hard to follow at times.

Evans, P. (2000). Fighting marginalization with transnational networks: Counter-hegemonic globalization. *Contemporary Sociology* 29 (1), 230-241.

This article gives an historical account of how NGO's have been able to use the theoretical perspective of globalization to help alleviate human injustices, make environmental improvements, by building transnational networks. Three networks can be established. First is the transnational advocacy networks or human rights groups. Next is the transnational consumer / labor groups or sweat shop workers. Lastly, is the core labors or hard working people. By thinking locally but acting globally, groups of NGO's using fax machines, the internet, and human capital may one day bring about equality to all peoples.

This is a well written article with tremendous amounts of literature citations. Lots of examples were given as well as facts and figures to support the claims.

Kelly, L., Kilby, P., & Kasynathan, N. (2004). Impact measurement for NGOs: experiences from India and Sri Lanka. *Development in Practice*, 14(5), 696-702.

Linda Kelly is an independent practitioner who specialises in community development, monitoring and evaluation, and gender and aid management. Patrick Kilby lectures in programme management and empowerment and rights-based development at the Australian National University. Nalini Kasynathan has taught at University Peredeniya in Sri Lanka and is currently responsible for managing Oxfam CAA programmes within South and East Asia (Kelly, Kilby, & Kasynathan, 2004).

This article address the evidence that NGO's might not impact the lives of poor and marginalized peoples as much as they claim. This article uses a scientific type of

design to measure the impacts of programming in both India and Sri Lanka. The article claims that the programming was successful in India but fell short of success in Sri Lanka. The study interviewed 77 woman's groups.

The weaknesses of this article are many. There are no methodology sections as usually found in scientific journals. The subjects are not defined, the methods are not very clear, and no qualitative or quantitative can be found in the article. The conclusion states that drawing conclusions from this type of study is difficult. A very poor article in my opinion on a very important topic.

Pearce, J. (1993). NGOs and social change: Agents or facilitators? *Development in Practice*, 3(3), 222-227.

Jenny Pearce is currently a Lecturer in the Department of Peace Studies at the University of Bradford. Previously she was Director of Latin America Bureau, and is the author of several books on development and politics in the region. For many years she has been closely connected with major UK NGOs, including Oxfam and Christian Aid. (Pearce, pp. 227, 1993).

This article is looking at the evolution of the NGO from grass roots movements to global change agents. This article asserts that NGO's have outgrown many of their definitions and that NGO's are now mainly in the realm of "Democratized development, Reconstruction of civil society and acting as social moralizers" (Pearce, pp. 223, 1993). Pearce states that "NGO's have become something that everyone can love, but which means very different things to everyone" (1993). Pearce provides the reader with her philosophical interpretation of NGO's and she compares them to the philosophies of John Locke and Karl Marx. Pearce asserts that NGO's are more interested in issues of the state and less involved with grass roots issues these days.

The strengths of this article was that it was easy to read and understand. A weakness was the lack of supporting literature. This article is more of a philosophical piece than historic or scientific.

Rothschild, J. & Milofsky, C. (2006). The centrality of values, passions and ethics in the nonprofit sector. *Nonprofit Management & Leadership* 17 (2), 137-143.

Joyce Rothschild is a professor of sociology at the School of Public and International Affairs, Virginia Polytechnic Institute and State University, Blacksburg, VA. Carl Milsfsky is a professor of sociology in the Department of Sociology and Anthropology, Bucknell University, Lewisburg, PA. The journal of Nonprofit Management & Leadership is a peer reviewed academic journal in the field of Nonprofits.

This article points out some of the main differences between for-profit, public agencies and non-profits. One of the main differences high lighted in the article is the

motivation of the non-profit and the non-profit workers, that being wishing to help others and believing in the importance of the mission of the organization. This article points out that for profit and government jobs do not rely on volunteers and workers who do a job for passion to help others, instead of doing the job for financial means.

The article also highlights some of the problems with managing a non-profit. One, that non-profits do not always embrace a top down management philosophy. Second, that non-profits tend to become too large and therefore become more concerned with staying solvent and profitable than maintaining their original mission. Lastly, how donors can be counterproductive when they want to control the NGO by placing restrictions on donations.

Wazir, R. and Oudenhoven, N. (1998). Increasing the coverage of social programs *International Social Science Journal*, **50**, (155) 145-154.

Rekha Wazir and Nico van Oudenhoven, sociologist and psychologist, are co-founders of International Child Development Initiatives (ICDI), Hooglandse Kerkgracht 17, 2312 HS Leiden, The Netherlands, ICDI is an international development support agency specializing in programmes, policy and research for marginalized children and young people. The authors have written extensively on these issues and also on the topic of NGO management. Their forthcoming publications include *Partnership – a Development Strategy for Children* (1997). (Wazir, & Oudenhoven, pp, 145, 1998).

This article addresses some of the problems that NGOs face when they try and replicate a program that works well in one geographic region to another geographic region. Especially if funding from the “North” more developed country had success in their region and then tries to replicate it in the “South” or less developed area. The funder wants the program to run the same even though differences in attitudes, norms, and culture may be very different. The article defines different approaches to replication: franchise, mandated, staged, concept, and spontaneous replications are all defined. However, when it comes to defining what works the authors compare a successful replication process to a charismatic enrapture starting a new business.

Synthesis

1) What are the areas of agreement or similarity (similar concerns, issues, conclusions or findings) among the authors whose work you reviewed?

One of the reoccurring themes was that NGOs might not be able to serve the people as much as they claim to or their works do not make a major difference. This was found in the works of Kelly, Kilby, & Kasynathan, 2004; de Santisteban, 2005; Bryant, 2002; and Dichter, 1999 to some extent. In the Bryant article, the author makes it clear that the problem is what he refers to as mutant NGOs. These are NGOs that are created just to access available funding. However, Kelly, Kilby, & Kasynathan, 2004; de

Santisteban, 2005; and Dichter, 1999 are writing about legitimate NGOs and they have their doubts about their effectiveness.

We have discussed in class the concept of a NGO existing as a “band-aid” to keep the marginalized peoples from revolting. Giving them just enough help to keep them under control. De Santisteban looked at the relationship from the other point of view, which I find just as interesting. He supposes that the people in power feel bad for the marginal peoples and the existence of NGOs gives the people in power the opportunity to say that they helped out the poor people of what ever country by contributing to a NGO. De Santisteban asserts that the contributions really do not help the poor people, however, it does help the rich people feel better about themselves.

The Rothschild & Milofsky article also to an extent deals with the effectiveness of the NGOs. They look more at the internal functioning of the NGO and how a NGO starts out as an organization for change, but later morphs into an institution that is more concerned with growth and survival than its original mission. Rothschild & Milofsky compare a NGO on a continuum, with acting like a church on the left and acting like a business on the right. They assert that most NGOs end up on the right side of the continuum.

The last major area covered was replication which can also be tied back to effectiveness and meeting the needs of the people. Basically, the article that dealt with replication wanted to know if a program was effective in one location, could it be used in another location effectively? The Wazir, and Oudenhoven; Kelly, Kilby & Kasynathan; and Eden, Donaldson & Walker articles addressed these issues primarily. However, the Eden, Donaldson & Walker article looked a little deeper into knowledge and what is science? The main concepts of these articles could be interpreted as – does knowledge gained from one group apply to another group? Can we use a program that worked with people in the north and expect the same program to work exactly the same or as effectively in the south? Can we hold knowledge gained from experience to the same level as knowledge obtained from the scientific process and publication?

The replication issue seemed to be the one hardest to address. The literature seemed to agree that there are many problems in replication including: how to measure success in the first place, how to define a successful program, and cultural differences between peoples are just a few problems that exist in replication. This also reinforces the idea that there are differences between science that takes place in a controlled laboratory and what happens in the real world. This is always an area of concern for scientists in the social sciences.

2) What are the areas of disagreement and/or tentative conclusions? What remains unclear, unanswered, or in need of further research?

Although the scope of my research is limited, I would say that the literature could do a better job of defining what is considered success for a NGO. In the area of addressing needs of people, there are so many questions that need to be addressed. Who

determines the needs? Some organization like the UN or the World Health Organization (WHO) or is it the local people or the NGOs themselves? Then who sets the levels that determines success? How is information shared? Is it only through the published articles in scientific journals or can it be information gained from working in the field?

The Kelly, Kilby, & Kasynathan article was published in a journal, however, I though it was severely lacking in scientific content. This brings up the usefulness of journals, some are more reputable than others. But, how is one to know which journals are good and which ones are not? I know that journals are rated and given an impact factor, but how is everyone to know this?

3) How does the literature you reviewed extend upon and contrast with the major themes, issues, perspectives and/or concepts presented in the required readings?

I would have to say that the majority of the readings fell right in line with the writings of Heins, especially on the topics of Mutant NGOs. However, Hiens did not address the success of the NGO from the perspective of the people so much as he addressed the success of the NGO as setting up the dichotomy of victim and evil doer and getting the public to see the NGO as a necessity to help the victim.

The literature that I read was looking more at was more how do we help the people? How do we make a difference and how do we measure this difference?

4) Conclusion

The literature suggests that there are gaps in how social scientist measure success in working with marginal groups. Some of these concerns were mentioned earlier, mostly questions of replication. These same questions can be asked of science or knowledge itself and is outside the scope of this paper.

The literature review posses as many questions as they address. The literature review questions the effectiveness of the NGO for the marginalized populations. The literature even questions the true intentions behind the NGOs, to help the marginalized people or to help the people in power? From reviewing the literature, I am not able to give you a definitive answer.