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CORPORATE FUNDING AND SUSTAINABILITY OF NON- GOVERNMENTAL ORGANIZATIONS IN AFRICA

Danjuma Abdullahi[†] --- Yahaya T.K. Baba²

^{1,2}Department of Political Science, Federal University Birnin Kebbi, Kebbi State, Nigeria

ABSTRACT

The role of NGOs in development cannot be over emphasized, previous studies only discussed on the NGO's roles in development without much emphasis on their sustainability. Thus, this study focuses on corporate funding and sustainability of NGOs in Africa. Qualitative research was used, 19 informants were interviewed. The result shows that NGOs in third world face many problems, ranging from funding, lack of time, poverty, illiteracy and lack of mobilization contributed to limited activities of NGOs in third world. The paper recommends increase in participation, investment in education and creation of awareness.

Keywords: Africa, Funding, Development, NGOs and Sustainability.

Contribution/ Originality

This study contributes in the existing literature by filling the gap on sustainability of Non-Governmental Organizations in Africa. Previous studies only discussed on development of NGOs.

1. INTRODUCTION

Funding NGOs depend on variety of sources such as: personal donation, development partners, foundations, corporations and governments. The activities of NGOs is being determines by the sources and the funding which is affecting the effectiveness and efficiency of NGOs. While some NGOs refuse to accept government or corporate funding to stay independent in their decision making, many NGOs need depend on these funding sources in order to operate. Funding NGOs have become challenging, following the economic crisis. Many NGOs in Africa are in the period of crises due to inadequate funding without developing alternative sources of funding as a result could not see the light of the day. The recent economic crisis is forcing NGOs to take unprecedented steps to survive such as launching, aid and provision of services .

NGOs covers range of issues like education, health care delivery, advocacy, provision of infrastructures and humanitarian services. Most of the activities of NGOs are facing financial difficulties in Africa, NGOs activities are shrinking therefore they need to find other avenues of survival (Dogra, 2011). In Kenya for instance there was increase in the participation of NGOs in

[†] Corresponding author

development process this was due to orientation toward neo liberal ideas at the same time increase in participation of non state actors .The failure of state to provides basic services such as education and health led to the emergence of NGOs (Hershey, 2013). The NGOs played a vital role in the shift from imperial humanitarianism to neo-humanitarianism and the rise of liberal humanitarian governance. The vision of an inclusive common humanity, the NGOs espoused was in practice rooted in a very western understanding of humanitarian responsibilities and a very western image of the Third World (O'Sullivan, 2014). Most of the sources of revenues of NGOs is from fund raising and public that is government (Vander, 2013). Findings from the role of NGOs in development process shows that, it play role of self-help especially in provision of housing industries (Lup, 1992). NGOs play complementary role of state, were state could not provide basic needs, it come in to provide (Tallon and McGregor, 2014). NGOs are not equips to dealt the risk and uncertainty (Molina-Gallart, 2014). The analysis of activities of third world countries in sub-Saharan Africa shows that it recorded a failure just like in the case of state and market failures (Ohanyan, 2009). The majority of third world population are poor and live in object poverty of less than one dollar per day. Therefore donation to NGOs to provide social services is very difficult if not absent (Shepherd, 2006). The increasing demand for accountability has led many government to partner with privates and NGOs in the developmental process (Kamens and Benavot, 2014). Over the last three decades, nongovernmental organizations (NGOs) have enlarged greatly in numbers and power. Yet this global associational revolution has also sparked objection and resistance from groups whose interests, beliefs, or ideologies are threatened by NGO campaigns. These counter mobilizations have opposed NGOs on such issues as the International Criminal Court, greenhouse gas controls, and family planning. Beyond such ad hoc counter mobilizations, broader objections to the NGO form itself have recently emerged. In June 2003, for instance, participants in a widely publicized international conference attacked NGOs for being undemocratic, unaccountable, anti-capitalist, and a threat to the nation-state (Bob, 2013). No research was conducted on NGOs and their sustainability in Africa, therefore this research will discussed sustainability of NGOs in Africa.

2. ROLE OF NGOS IN DEVELOPMENT PROCESS

There are different ways for nonprofits to raise revenue spring into existence every year, nevertheless the funds come from multiple sources year after year. There is also a basic inventory of methods that should form the backbone of your fundraising efforts (Limits to Knowledge, 2014; Austin, 2015; More *et al.*, 2015) . Nonprofits fund programs from multiple income streams, such as Self-Generated Fees for Services. Also NGOs source fund from donations such as charities, while some NGOs depend on the charitable sector such as fees for services rendered and/or the sale of products. Unlike university for instance, that generates income from tuition, or a public hospital that charges patients (or their insurance companies) for the services given (Manji and O'Coill, 2002). While some nonprofits receive income from government contracts and fees, and

legislated support from taxpayers. A public university, for example, is in great part supported by the taxpayers in that particular state (Burchell and Cook, 2013; Ronggui *et al.*, 2014; Zappettini and Comanaru, 2014; Burger *et al.*, 2015; Murtaza and Austin, 2015). Universities around the world are commercializing their researches in order to ensure sustainability due to budget cut and recession, while the hospitals are also coming out with many ways of survivals such as public private partnership as well as user fees. According to the National Center for Charitable Statistics, such income sources provided close to three-quarters of the income in the nonprofit sector in 2010 (Watkins *et al.*, 2012). The over reliance of NGOs on charitable contributions is affecting their growth and development, in addition to the above, in third world states, most of the NGOs relies on their counterpart from the developed world known as INGOs, the result of recession shows that when they are feeling cold, their counterpart in developing world will freezes (Nyang'oro, 2009). Another source of funding NGOs is philanthropic pie, which is made up of grants from foundations, Some foundation like Clinton foundation, Rockefeller foundation are supporting NGOs in other parts of the world for their growth and development. NGOs had so much relies on corporate philanthropy as an integral part of the identity of its growth and development. Corporate funding has become more important as consumers have become more likely to buy from socially responsible companies. Corporate funding can be a long-term commitment to certain causes and the charities connected to them, or corporate funding can be episodic and market driven, rotating around particular campaigns, events, and projects. Corporate funding can yield much valuable income. Nonprofits are increasingly looking for openings to form partnerships for sponsorships and cause-related marketing. NGOs also liaise with companies and their employees to support NGOs through charities and contributions (Fisher, 1997; Grugel, 2000; Kibreab, 2002; Moran, 2003; Crotty, 2009; Bütthe *et al.*, 2012; Shannon *et al.*, 2012). Another source of funding NGOs is employee volunteer programs which are popular and there are even grants tied to employee volunteer hours. NGOs also derives funding from Federal, State and Local Governments. A lot of nonprofit institutions are getting their contributions from the tiers of government such as federal, states and local governments. One of the most important characteristics of NGOs is that they provides up-to-date information as well as high transparency and accountability. In developed world, federated funds such as United Ways, United Arts, etc., can be steady sources of relatively large amounts of money. Available only to well established nonprofit organizations, grant making public charities. NGOs are also known as third sector institutions, they bridge the gap between Public and Private institutions. They typically receive funding from the general public, government and private foundations. In some cases, they may do public service, but primarily raise funds and provide grants to charitable nonprofits that provide direct service. Some are associated with an overarching national organization, Grant making public charities also yield vital revenue for NGOs sustainability. Many foundations are also plying a vital role in improving day to day lives of rural men, as well as helping the helpless in order to complement the role of the state. In addition to that large, iconic foundations are also

support people in alleviating them from squalor and starvation. Many foundations such as Rockefeller Foundation and Ford Foundation are typical picture of NGOs that are touching the lives of the masses. These family foundations have endowments in the billions, but most family foundations are much smaller, tend to fund locally, and often have little to no professional staff. Likewise in some parts of the world, community Foundations tends to play active role in touching people's lives, are public foundation and constitute an important assets of many donors. They work to improve their local communities areas such as grant-making, awarding scholarships, and providing services to donors. They have become very active in providing donor-advised funds for donors besides seeking support from a variety of sources, the fundraising program also seek both ongoing financial support and episodic support. Such funds are usually unrestricted and represent a large percentage of annual income. Also some NGOs derives fund from sales of products and services. While some nonprofits own stores or provide services that can represent a substantial income stream. The Girl Scouts is one obvious example with its annual sale of Girl Scout cookies, and Goodwill Industries is probably the largest nonprofit retailer. A symphony or theater earns income through the sale of tickets. Earned income must be related to the mission of the organization or it can be taxed as unrelated business income, A grant-giving organization such as a foundation may provide restricted funding for a particular project or program, or unrestricted funding to help cover the over head cost of running the organization. More important some NGOs heavily relied on endowment income which is another source of funding NGOs. Many large nonprofits, particularly higher education institutions and healthcare organizations build up large endowment funds that produce interest that is used to support the organization. Episodic funding can come from foundation or corporate grants, special events, or abequest. These funds may be restricted to one purpose or devoted to unrestricted use by the nonprofit. In another development, capital campaign also serve as important source of NGOs fund. Capital campaign is a multi year fund raising campaign goal such as funding new building, raising funds for a particular project such as cancer research. In another development most of the NGOs have developed planned giving; most NGOs now have planned which enable a donor to confer a gift at the time of his or her death or to give a large gift immediately while receiving income during the donors life. A good fundraising plan will include a balance of these techniques and sources. Establishing unrestricted, ongoing funding is the most important, followed by other funding that will grow the organization and ensure its future (Batti, 2014; CounterPart, 2015).

3. THEORETICAL FRAMEWORK

3.1. The Theory of Collective Action

The theory postulates that there is need to examine the actors in studying policy implementation such as the family, neighborhood, community, governments (federal, state and local government), nations and alliance of nations and payoff if all of them cooperate to implement the policy. The theory emphasizes the identification of problem as well as building

trust. The collective action problem is view as public good game. The most famous social dilemma is the prisoner's dilemma. It is also known as common pool resource. The basic trust of the theory is that:-

1. Decisions about strategies are made independently and simultaneously.
2. All participants have common knowledge of the exogenously fixed structure of the situation and of the payoffs to be received by all individuals under all combinations of strategies.
3. No external actor (or central authority) is present to enforce agreements among participants about their choices. If such a game is finitely repeated, and everyone shares complete information about the structure of the situation, the predicted outcome of non-cooperative game theory for each iteration of the game is again the Nash equilibrium of the constituent game. The assumption is that if people would not cooperate in the last game of a series, they would not cooperate in the second-to-last game, the third-to-last game. All the way back to the initial game. The extensive tentative research has shown that collaboration in finitely repeated social dilemmas is much higher than predicted using backward induction while it does decay over time as the last iteration of the series is approached . A rich array of theoretical speculations, formal game-theoretic models, and computer models of evolutionary processes have generated a long list of structural variables that are frequently postulated to affect the likelihood that a set of participants will be able to achieve outcomes greater than the deficient Nash equilibrium—or, the cooperators' dividend. Let us first focus on structural variables that do not essentially depend on a situation being repeated. These include:

1. The number of participants involved;
2. Whether benefits are subtractive or fully shared (i.e., public goods vs common pool resources).
3. The heterogeneity of participants;
4. Face-to-face communication; and
5. The shape of the production function;
6. Information about past actions;
7. How individuals are linked; and
8. Whether individuals can enter or exit voluntarily (Hudson, 2002; Kamat, 2003; Jafar, 2007; Jimena, 2008; Hannah, 2014).

4. THE CONCEPTUAL FRAMEWORK

Based on an extensive literature review, a conceptual framework of the function of NGOs in environmental governance is developed, focusing on five core aspects – public awareness, engaging the participants, trust, resource and leadership - that define the position of NGOs in a governance system in relation to game theory (Bernstein, 2010; Sedlacek, 2014). The NGOs strategy in provision of goods and services might be significant in this era of neo-liberalism (Huang, 2012).

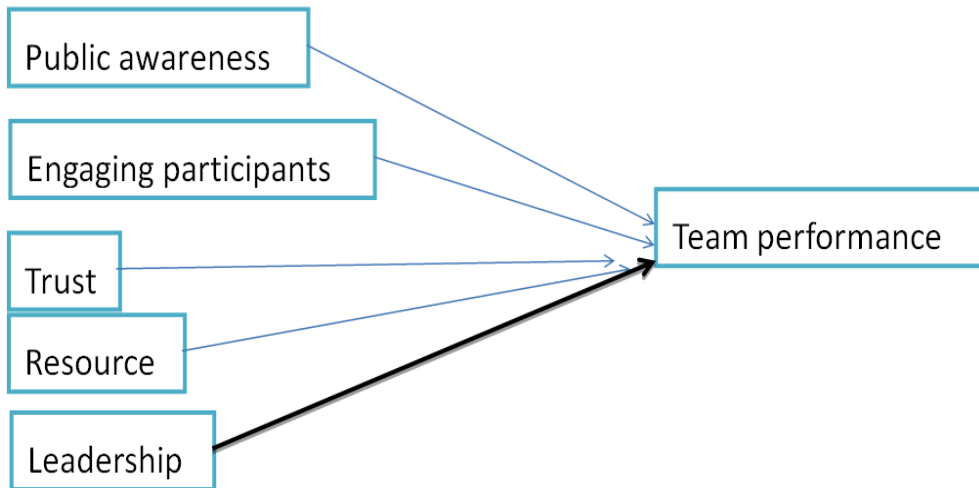


Figure-1.1. The research model

Source: Authors computation, (2016)

The gap

Within the literature, the concept of cooperate social responsibility often includes a collective action perspective. By collective action, definition means actors that have insight and a change to affect business in close relationship with the corporation. Modern research continues to explain collective action as something necessary and inevitably for actors that affect or are affected by any organization. (Burchell and Cook, 2013; Burger *et al.*, 2015) also claims that involved actors within an organization cannot be neutral. Collective action can be a group of organizations, one organization, or individual people. In literature, collective action as a definition cannot be separated from game theory. Collective action theory has the intention to identify which stakeholder group requires most attention from the connective company. The central idea of the collective action theory is that the success of a corporation links tight to how well the central corporation succeeds to communicate with its actors (Blood, 2004; Arenas *et al.*, 2009; Analoui and Samour, 2012).

5. THE METHOD OF DATA COLLECTION

Data were sourced through in-depth interviews. Interviews were conducted with the 19 informants from various nationalities. While Atlas ti7 was used in the analysis of data. The table below shows the demographic data of the informants

Table-1.1. Demographic data of the informants

Informant	Age	Qualification	Occupation	Country	Gender
Informant 1	39	Phd	Student	Somalia	Female
Informant2	26	Degree	Student	Nigeria	Female
Informant3	24	Degree	Student	Tanzania	Male
Informant4	31	Degree	Student	Nigeria	Female
Informant5	25	Degree	Student	Egypt	Female
Informant6	28	Degree	Student	Libya	Female
Informant7	22	Degree	Student	Libya	Female
Informant8	30	Degree	Student	Somalia	Female
Informant9	36	MSC	Student	Nigeria	Male
Informant10	42	MSC	Student	Chad	Male
Informant11	45	MSC	Student	Nigeria	Female

Source: Authors computation,2016

6. FINDINGS

The figure below shows the model generated from the data analysis.

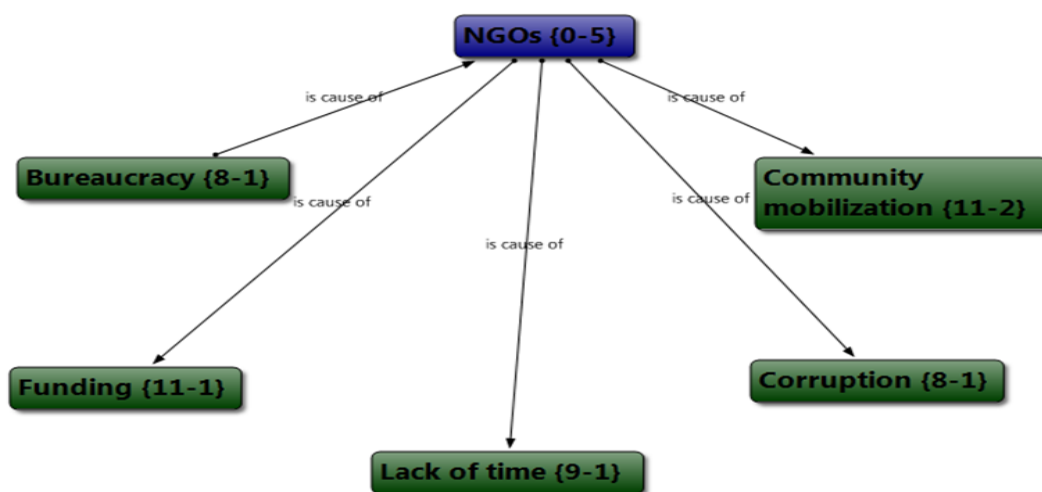


Figure-1.2. Theme and subthemes

Source: Authors computation, 2016

6.1. Funding

Indeed, NGOs are scaling back their membership, or at least trimming back their canvassing activities targeting small, individual donors. Analysis explains that monies raised from door-to-door canvassing often went right back out to pay the canvassers. An informant points out that in such a tight funding climate, some NGOs have realized that the private sector is where the real money is. They assume private-sector funding can play an important role in building the capacity of NGOs. Despite the zeal of NGOs to work in a more collaborative way with the other sectors, only few organizations are collaborating with them in area of fund raising to ensure their sustainability.

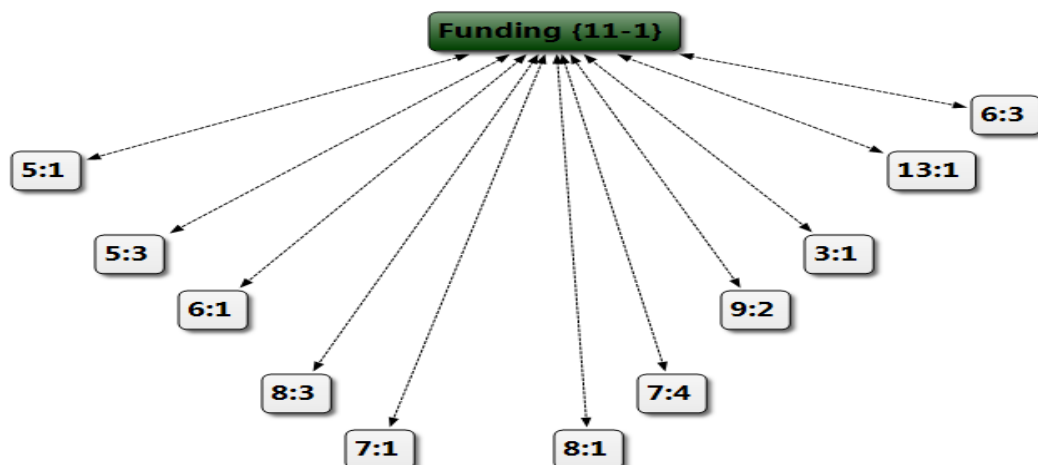


Figure-1.3. informants on funding

Source: Author computation, 2016

There are windows of opportunities or areas that exist within countries that sometimes NGOs fail to exploit due to lack of awareness that the opportunities exist. A typical example of this is government funds available to NGOs were not accessed by civil society organizations due to inadequate awareness about the availability and the procedures involved to access the funds.

Nevertheless, there are certain instance that corporate funding of NGOs cannot be shown to have influenced decision-making, for instance such arrangements are not without their complications. There are also occasion where NGOs can find themselves caught in the crossfire between corporate competitors. As an informant explains that Donor has tended to avoid giving product endorsements, because it lacks the expertise to fully analyze the merits of competing products - and companies are quick to pounce when an NGO aligns itself with one of their competitors (5:1& 3:1).

In this context the experience of the informant added that:

Fund hovering undertakings remained the most important basis of considerable pressure in NGOs. The approaches and phantasmagorias used to nurture funds starting with the public stood frequently handled to negotiation the nature of the work done by other members of staff. These descriptions often portrayed recipients as abandoned victims in need of assistance, which other staff felt was inaccurate and lacked respect for the beneficiaries (8:1, 9:2 & 6:3).

Funding such huge resources hassles important fundraising struggles on the part of most NGOs. Most important sources of NGO funding include membership dues, the sale of goods and services, contributions from international development partners or federal, state and local governments, and private companies. Many NGOs relies heavily on governments for their funding. In addition to the above, an informant observed that:-

Most NGOs weaknesses include; inadequate funding and organizational expertise, partial institutional ability, low levels of self-sustainability, inaccessibility, poor of inter-

organizational communication and or coordination, lack of understanding of the broader social or economic context (13:1 & 8:3).

6.2. Community Mobilization

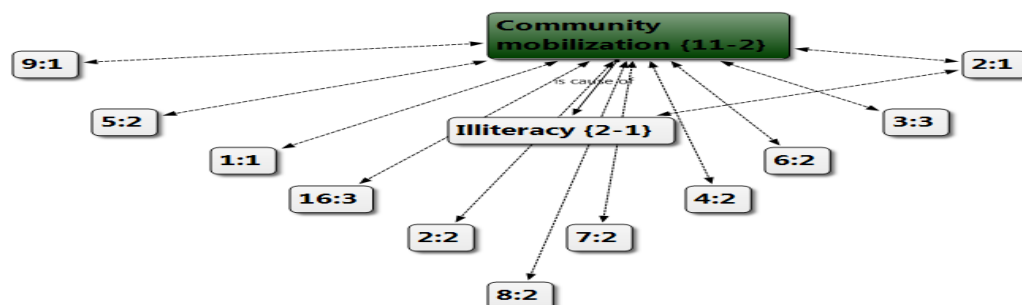


Figure-1.4. Informants on Community Mobilization

Source: Author computation, 2016

In order to understand the various problems faced by the NGOs during the process of social mobilization, the question was raised as Problems faced during the Social Mobilization and responses are recorded as follows:

Religion conflict some people view and misinterpret the vision and activities of NGOs as contradiction to their religion, doctrine and therefore does not want to support their activities as a result constitute hindrance to NGOs development. Traditional leaders did not support, lack of support from the leader also constitute problem, even if we invites them for a programme they don't want to come and we do go for advocacy in order to influence them but all without any remarkable success. Some local dominant groups discouraged our efforts, Some Political people threatened our staffs and prevented our efforts, Due to the fear of husbands, in the beginning, the women did not come forward into the groups, Opposition of the political leaders, Communal related opposition (9:1, 1:1 & 7:2).

Networking is a common term frequently used by NGOs sector in many African countries, but rarely practiced. Many NGOs lack networking skills and instead are seen competing for resources than working together towards common interest. Many donors are currently looking to fund organizations that are in networks or working together. Illiteracy is another factor that affects mobilization for NGOs

Most of third world states especially in Africa are characterize by high level of illiteracy, majority of their population can neither read and write as a result, they don't even know the functions and the roles of NGOs, talk less of contributing in coins or kind to ward their development (3:3, 5:2 & 2:1).

In addition to above, NGOs in many countries do not have effective governance structures and where a board exists, they are rarely effective in providing strategic leadership in ensuring resources are mobilized. The boards are supposed to provide guidance and oversight to the

operations of the NGO. However many boards are not aware of their role in resource mobilization. Some informants observed that:-

The presence and extent of involvement of management and governance structures in NGOs influenced their ability to mobilize resources. Many times NGOs did not have governance instruments such as constitutions, policies and guidelines and this tended to scare off potential donors (16:1 & 8:2).

Also, Many NGOs are not able to communicate effectively who they are, what they do, and their achievements. This result to a situation in which by they could not generate much funds to ensure their survivals. It affects the capacity of NGOs to mobilize resources. And some time the organizations lose the opportunity to get resources as donors or stakeholders are not aware of the presence of the organization within the area, the sector or country. Many local organizations face this syndrome. It is a situation where the founders tend to control and manage the affairs of the organization with minimal participation from other members. A clear picture of this is a situation where CEO or board members will not allow other staff to engage in resource mobilization or the leaders become too comfortable with the current methods of resource mobilization and are not willing to explore other new ways.

6.3. Bureaucracy

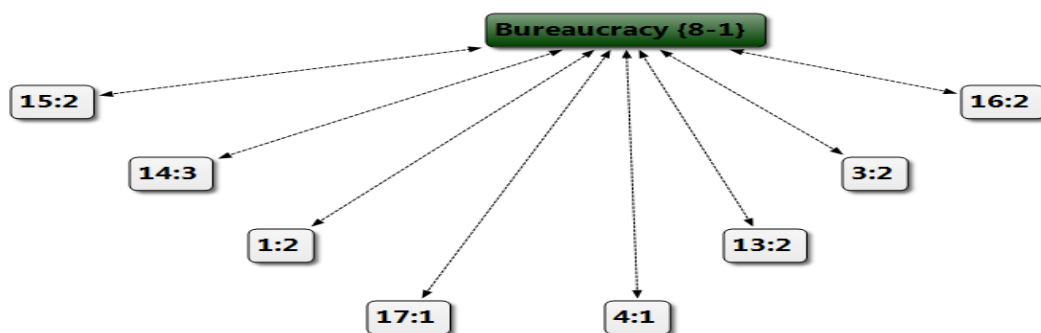


Figure-1.5. Informants on Bureaucracy

Source: Authors computation, 2016

NGOs are recognize as many of them lack technical and organizational capacity to delivers their functions effectively. Few NGOs are able to pay for such capacity building. Weak bureaucracy was identified as an important problems of fundraising, governance, technical areas of development, and leadership and management. Some NGOs felt that the existence of quality standards would assist them to develop the required capacities. The speed of technology changes is also a challenge particularly in areas of IT capacity.

More so, NGOs were found to be weak in area of staff development. Other problems are about staff career development which cover recruitment, assignment and payoff as well as human resource development and administration. Not all people working for NGOs are paid,

some are volunteers. The paid workers typically receive lower pay than in commercial private sectors; they have little organizational and professional skills and poor quality of training or lack of importance attached to training(1:2, 4:1 & 13:2).

Some informants also added

The problems of managing NGOs with branches in numerous countries also raised concerns. The complications came due to the incapacity to outline suitable ranks of self-government on policy issues. The subsidiary staff often complain of being isolated by the staff in the headquarters. In addition, many staff are not loyal to their superior at the headquarters and the headquarters staff often tries to exercise control to the staff at the subsidiary, all this often create confusion (14:3 & 15:2).

Limited membership is another problem facing NGOs in third world states, some NGOs have members but many do not. NGOs face problems of lack of membership due to lack of trust, many people do not trust their activities, being that they misinterpret their basic aims and objectives some see them as agent of imperialism which affect their growth and development.

6.4. Corruption

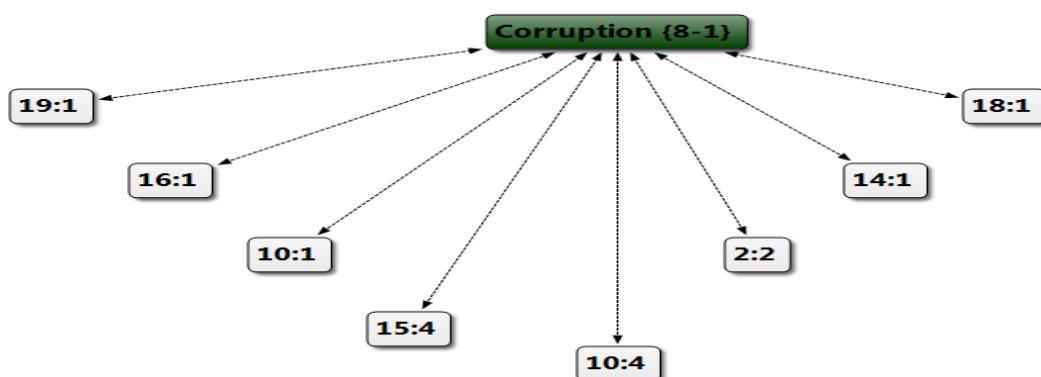


Figure-1.6. Informants on Corruption

Source: Authors computation, 2016

NGOs are no more immune to corruption than organization in other sectors, many NGOs could not see the light of the day due to corruption that bedevil them, some after collecting the grant meant for development, they will divert it for their private end, which raises concern on the sustainability of NGOs. Corruption takes many forms such as nepotism, clientism, bribery, fraud, and double funding, the effect of it is that diversion of monies meant for developmental programmes to other areas outside which the money was meant for.

The report of the Transparency international also show that some NGOs were found in corrupt related issue on procurement, transport, food and medicine distribution and use of building materials among the most vulnerable areas to corruption. There is no doubt that adopting a pro- active and transparent approach to dealing with corruption change the

performance of NGOs, in another development, there are signs that NGOs are changing, keen to show better operational efficiency and accountability(19:1& 18:1).

Further more, informants also added that

NGOs sometimes fail to meet the requirements imposed a country's or donors legal system and this makes them lose the public's trust. Many organizations lack sound systems for financial management, program monitoring and evaluation and managing overall program performance that ensure they consistently earn stakeholders trust (10:4 & 18:1).

In another development informants added that:

For example NGOs have been accused of excessive or improper compensation for chief executives and board members, conflict of interest in NGOs transactions, non - remittance of taxes and unethical behavior. These accusations bring suspicions on the transparency of NGOs and stringent measures are imposed that make it even more difficult to get resources (2:2, 15:4 & 10:1).

6.5. Lack of time

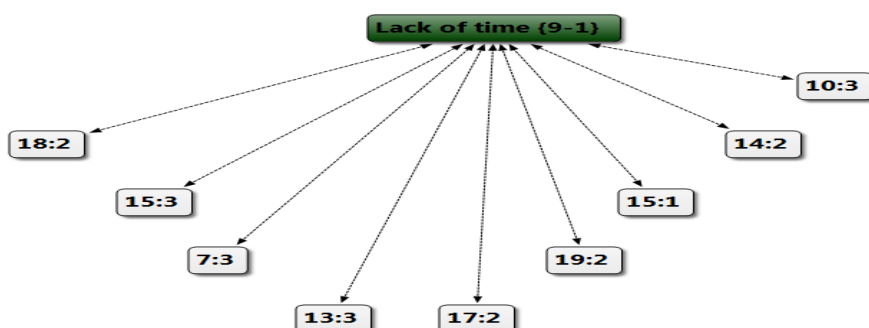


Figure-1.7. Informants on Lack of time

Source: Authors computation, 2016

In times of international emergency or humanitarian crisis, public support for NGOs tends to decrease. Following the Indian Ocean Tsunami of 2004, for instance, an unprecedented money was raised in Ireland through public pledges, corporate support and co-funding with the government and international agencies.

Development is about people, people who are dedicated and willing to advance course of action, it requires people coming together for collective action. In another development some informants added that:-

Declining NGOs performance is a consequence of poor time management -- such as heavy loads or trying to squeeze in the demands of a job, members may attempt to cope by dropping job or withdrawing from the NGO. However, failure to stick to their jobs may

trigger query which is a warning to improve their performance or risk dismissal from the job(13:3 & 19:2).

In addition to the above, informants also added that:-

In these organizations you will find some of the most dedicated individuals, focused on the most challenging issues facing humanity. They defy odds, surpass expectations, and develop programs that benefit millions, but affected by time constraints (7:3 & 17:2).

In addition to the above, informants said that

Poverty is the major problem, people cannot spare their time because they need to source for what to eat, many house hold in developing world are not sure of where to get afternoon food due to level of poverty as a result, they don't have time to form NGOs(15:1).

Most of the public and private institutions are underfunded, understaffed, and lack time to cover all aspects of running an NGO that is sustainable and struggle to raise funds year after year. Support systems and safety nets are questionable and do not apply to all. International NGOs with headquarters in the global north working on popular issues in highly-discussed areas of the world often receive adequate support. But those NGOs working in their home countries on issues critical to the health and prosperity of their citizens may find their situation to be drastically different. They work in places like Syria, Iran, South Sudan, the Central African Republic, and around the world.

Table-1.2. Codes primary documents table

CODES-PRIMARY-DOCUMENTS-TABLE																				
Report on NGOs																				
HU: No file																				
Code-Filter: All (Molina-Gallart, 2014)																				
PD-Filter: All (Ronggui <i>et al.</i> , 2014)																				
Quotation-Filter: All (Smith <i>et al.</i> , 1998)																				
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	P18	P19	TOTAL:
Bureaucracy	1	0	1	1	0	0	0	0	0	0	0	0	1	1	1	1	1	0	0	8
Community mobilization	1	2	1	1	1	1	1	1	1	0	0	0	0	0	0	1	0	0	0	11
Corruption	0	1	0	0	0	0	0	0	0	2	0	0	0	1	1	1	0	1	1	8
Funding	0	0	1	0	2	2	2	2	1	0	0	0	1	0	0	0	0	0	0	11
Lack of time	0	0	0	0	0	0	1	0	0	1	0	0	1	1	2	0	1	1	1	9
TOTALS:	2	3	3	2	3	3	4	3	2	3	0	0	3	3	4	3	2	2	2	47

Source: Authors computation, 2016

7. DISCUSSION

The finding of the study reveals that NGOs were found to be weak in area of staff development such as recruitment, assignment and payoff as per human resource advance and management. Not entirely individuals employed by NGOs are paid, particularly the volunteers. The paid staff receives lesser pay than their counter part in the public service. They have tiny structural and practical skills and poor quality of training or lack of importance attached to training this is in line with the findings of (Bibi *et al.*, 1995; Raustiala, 1997; Smith *et al.*, 1998; Pitner, 2000; Reimann, 2006).

The study also discovered that community believes affect the NGOs, some communities do misinterpret the vision and activities of NGOs and see them as antagonist due to the fact that the aims probably contradict their doctrine or lack of clear understanding of the aims and objectives of the NGOs. In another development the leaders also constitute hindrance to the development of NGOs, some community leaders in third world state do not support their activities, at the same time illiteracy and poverty also affect community mobilization, the finding is rhyme with the results of studies of (Grugel, 2000; Schwartz, 2004; Teegen *et al.*, 2004; Bräutigam and Segarra, 2007; Boulding, 2010; Lencucha *et al.*, 2010; Watkins *et al.*, 2012).

Most of the third world states are affected from the effects of corruption, like wise NGOs are not excluded. The report of Transparency International reveal that some NGOs were found in corrupt related issues such as procurement, transport, food and medicine distribution and use of building materials among the most vulnerable areas to corruption. It poses short-term risks to an NGO's reputation as well as sustainability of those NGOs in third world states. The study also reveals that there are many instances where the funding of NGOs were stopped due to allegation of corruption which led to the closure or suspension of the organization. The findings rhyme with (Fisher, 1997; Nelson, 1997; Carapico, 2000; El-Gawhary and Krista, 2000; Ahmad, 2003; Okafor, 2004; Kim *et al.*, 2011) that conducted similar studies.

Also funding remains the greatest challenge of NGOs in third world countries. Most of the companies that NGOs receives support are also facing financial difficulties. In addition to the above there are also some sources of fund generation for NGOs growth and development that many third world countries NGOs are not aware of. NGOs fail to exploit many sources of funding due to lack of awareness that the opportunities exist. Government funds available were not accessed by civil society organizations due to inadequate awareness about the availability and the procedures required to access the funds. The findings are in line with the works of (Benthall, 1995; Nelson, 1997; Clark *et al.*, 1998; Carapico, 2000; Ahmad, 2003; Paul, 2003; He and Murphy, 2007; Berkovitch and Gordon, 2008; Kim, 2009; Kim *et al.*, 2011)

Finally, NGOs development is about people, people who require institutions and information to enable their participation. There are no quick fixes, it requires time and commitment. The reasons for declining NGOs in third world states is a consequence of poor time management – such as overly heavy loads or trying to squeeze in the demands of a job, members may attempt to

cope by dropping job or withdrawing from the NGO. However, failure to stick to their jobs may trigger query which is a warning to improve your performance or risk dismissal from the job. The findings also rhyme with the studies such as (Sullivan, 1996; Hammami, 2000; Rutherford, 2000; Friedman *et al.*, 2001; Gough and Simon, 2001; Cosgrove, 2002; Dorman, 2002; Breen, 2003; Charnovitz, 2006; Linton and Hauss, 2007; Werker and Ahmed, 2008; Ohanyan, 2009; Bieri and Boli, 2011; O'Reilly, 2011; Shieh and Deng, 2011; Shannon *et al.*, 2012; Huang, 2013).

8. CONCLUSION

The study analysis the reasons for the sustainability of NGOs in African states, African countries are facing numerous problems such as poverty, illiteracy, poor health services and poor sanitation that required the collaboration of NGOs in uplifting them from squalor and starvation. Most of the NGOs are highly concentrated in advance industrial societies where their services are not needed. The findings of the study was that poor community mobilization, lack of motivation, inadequate time and inadequate funding couple with poverty and illiteracy constitute the major problems of NGOs in African states.

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