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NGO Performance – What Breeds Success? New Evidence from South Asia

MICHAEL EDWARDS^{*}*The World Bank, Washington, USA*

Summary. — What is the best way for nongovernment organisations (NGOs) to make a lasting impact on poverty? This paper summarizes the findings of recent research into the impact, sustainability and cost-effectiveness of two NGOs in India and two projects implemented by Save the Children Fund-UK in Bangladesh. The factors determining performance are explored through the interaction of organizational decisions with the external context. Although these interactions are complex and dynamic, some clear conclusions emerge. Making a difference to livelihoods and capacities among poor people depends on NGO successes in fostering autonomous grassroots institutions and linking them with markets and political structures at higher levels. These conclusions question the current predilection among donor agencies to fund large-scale NGO service delivery. © 1999 Elsevier Science Ltd. All rights reserved.

1. INTRODUCTION

All NGOs want to make the best possible use of their limited resources to achieve the greatest impact on poverty and powerlessness in a cost-effective manner. But how is this goal to be achieved? This question has occupied researchers and practitioners for many years, without generating a solid consensus on the answers. Some commentators advise NGOs to focus their core functions, standardize their procedures, and concentrate on maximizing “operational performance” in the context of large-scale service delivery (Jain, 1994, 1996). Others advocate the flexibility to respond in different ways across a diverse set of activities, with an underlying emphasis on grassroots-level empowerment (Edwards and Hulme, 1992, 1995; Fowler, 1997). These differences stem from varying interpretations of NGOs and their mission, as well as from the constraints and opportunities provided by different economic and political settings. Against this background, are any generalizations valid?

This paper reports on one study which tried to identify the factors underlying the impact, sustainability and cost-effectiveness of two intermediary NGOs in India and two projects implemented by Save the Children Fund-UK (SCF) in Bangladesh. Basic data on each of the

four cases are presented in Table 1. Because the study aimed to promote local ownership of the findings and enhance each agency’s capacity to undertake similar research for itself, the four cases were allowed to select themselves from among SCF’s partners in each country. This reduced the comparability of the findings since — although each case differs from the others — these differences were not systematically controlled for in the process of case selection. Nevertheless, they do represent a useful cross-section of contexts and approaches:

— **PREM** in Orissa supports the development of grassroots organizations (called “Peoples Organizations” or POs) at all levels from the village to the state, to obtain, lobby for and/or manage institutions, services and programmes. It provides the appropriate mix of technical, financial and capacity-building support and works closely with POs on program initiatives where this is necessary, but generally steers clear of direct intervention.

— **Urmul Seemant** in Rajasthan (which is an autonomous NGO within the wider family of the Urmul Trust) mixes support to grassroots organizations (farmers’ and women’s groups), with direct service-delivery on contract to the state government in village-level health and education, and advocacy work related to the Indira Gandhi Canal.

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