

Journal of Entrepreneurship & Project Management

ISSN Online: 2616-8464

 **Stratford**
Peer Reviewed Journals & books

Project Implementation Success Factors by Non-Government Organizations: Perspective from North America

Carter Brown & Dr. Miller K. Davis

ISSN: 2616-8464

Project Implementation Success Factors by Non-Government Organizations: Perspective from North America

¹Carter Brown & ²Dr. Miller K. Davis

¹Graduate Candidate, University of Tennessee Knoxville, U.S.A

²Lecturer, University of Tennessee Knoxville, U.S.A

*Email of the Corresponding Author: carter.b@gmail.com

How to cite this article: Brown, C. & Davis, M. (2020). Project Implementation Success Factors by Non-Government Organizations: Perspective from North America, *Journal of Entrepreneurship & Project Management*, 4(2), 22-33.

Abstract

The purpose of the study was to evaluate project implementation success factors in non-government organizations with a perspective from North America. Many International Non-Governmental Organizations (INGOs) in various North America countries are grappling with challenges of unsuccessful implementation of their projects in their quest to give value for money and make positive impact in communities where they serve. There is evidence that NGOs attempt to resist donor efforts to structure their information systems and behavior. Some of the resistance strategies include: the symbolic generation of information, a bias towards sharing product (rather than process) information with funders, and the use of professional staff to legitimate their work in terms that funders are likely to accept. Ironically, it is precisely through such efforts to resist funder control that NGOs can end up perpetuating or reproducing tensions with funders. The research was a literature based. The findings indicated that feasibility of a project comprises tests for technological, commercial and financial practicality; technological researches as well as financial investment appraisal plans are made. Assessment consists of application for funds, specifying dangers, options and TCQ criteria. Authorization consists of funds authorizations, allows, conditions and task technique. Execution consists of development layout, procurement, manufacture, installment and appointing. Conclusion includes performance examinations, hand-over to client and message task evaluation. Operation includes revenue earning period, manufacturing and maintenance. Project discontinuation includes close-down as well as decommissioning and also disposal. Tasks are frequently launched in the context of a rough, uncertain and dynamic atmosphere. Numerous jobs, as a result, are normally bedeviled by obstacles, restraints as well as threats as they are implementation with completion. Subsequently,

in spite of the significant input of human as well as financial resources, numerous disappoint expectation. Lots of stopped working to satisfy the top priority demands of target recipients, costs intensified, mentioned results were not attained or if attained were not continual, application days slipped by or damaging results were not prepared for.

Key Words: *Project, implementation, success factors, NGOs & North America*

1.1 Background of the Study

The past several years have actually been noted by quick development in using project management as a means whereby organizations achieve their purposes in the U.S.A. In the past, the majority of jobs were outside to the organization: constructing a new sky skyscraper, developing a business and project and even introducing a rocket. The growth in the projects lately though has mainly remained in the area of projects inner to organizations such as developing a new item, opening a brand-new branch, boosting the solutions provided to the customers, and accomplishing critical purposes (Meredith, Mantel & Shafer, 2017). Keller, Haftor, Rapp and Sundberg (2017) insist that companies can be likened to microorganisms, which require a constant supply of power to make it through. They hence need to make certain that the will to offer clients is their service objective, not the survival of the organization. Project Management can be defined as the act of organizing and taking care of resources in a regimented way to make sure that a task available would certainly be completed within the defined extent, high quality, and time as well as cost constraints. In task management, efficiency can be right into 2 major groups (Blom, Blokdijs & Weijters, 2017). It can either focus on project administration procedures where individuals within the task management group define, organize and complete the job work. It can likewise be product oriented where people within the project monitoring define and also produce the job's item. Numerous International Non-Governmental Organizations (INGOs) in numerous North America countries are grappling with these 2 measurements in their pursuit to offer value for cash and also make favorable impact in areas where they serve.

There is evidence that NGOs attempt to resist contributor initiatives to structure their info systems and behavior. A few of the resistance methods include: the symbolic generation of info, a predisposition towards sharing product (rather than procedure) details with funders, as well as using expert team to reputable their operate in terms that funders are likely to accept. Ironically, it is specifically through such efforts to resist funder control that NGOs can wind up bolstering or replicating stress with funders (Yanacopulos, 2019). Charleston, Gajewska-De Mattos and also Chapman (2018) recommend that ICT plays 3 basic roles. These are: accessing information and also expertise, with dramatic rise in the power and rate to gain access to, process, adapt as well as organize details, accelerating as well as decreasing the expense of production and also purchases throughout the economic climate and making connections among people, NGOs, enterprises and also neighborhoods. Charleston *et al* (2018) additional intimates that this gives rise to empowerment, engagement, coordination, decentralization, social understanding, linking areas of method, setting in motion social resources and also globalizing civil culture problems.

NGOs are progressively seeing the requirement to embrace ICT within their operations to improve their effective shipment of services. This though has not been easy to acquire. As Macdonald (2016) observes, NGOs in North America are increasingly embracing making use of ICT in managing their jobs. These NGOs are playing a crucial function in handling, creating, and disseminating info, suggestions, and also solutions for rehab and also social growth. For production and also circulation of present details, grey literature is the most appropriate, reliable, as well as cost effective tool for both NGOs as well as Community Based Organizations (CBOs). Rosenberg (2017) specifies that several of the factors of failing by NGOs in job execution as far as ICT is worried include: infrastructure, finance, poor data systems and absence of compatibility, competent workers, management styles, society and bureaucracy and mindsets.

Kim (2017) asserts that reliable job monitoring calls for the right people, with best abilities. They even more observe that some individuals are not just suited to the challenges of project management and also do not thrive in the naturally ambiguous as well as give-and take atmosphere of tasks. Essentially, being matched is only part of the equation. The abilities of employee require to be constantly assessed. What most projects being carried out absence is improving existing capacities and giving brand-new growth chances in locations such as management, trouble solving as well as decision making, human performance management, communication, profile administration, cost accounting, and also contracts (Ilinova, Cherepovitsyn, & Evseeva, 2018). A project manager's leadership high qualities truly beam when each participant of the team takes duty for his/her duty in achieving task success. On the other hand, a lack of liability can bring a job to a total halt. Finger-pointing as well as preventing blame are unproductive - yet all-too-common - attributes of flawed project administration. to Guiding groups toward a usual goal is an important facet of project administration training. There are some NGOs that are extremely innovative at wooing the media while other unidentified NGOs function tirelessly at the grassroots degree. According to Nguyen, Ngo, Guo, Wang, Ren, Li & Liang (2019), some NGOs are membership-based, such as Amnesty International, that contradict money from political celebrations, agencies, or governments whereas various other NGOs are profit-making companies concentrated on lobbying for profit-driven interests (Hall-Jones, 2016) One pattern is that NGOs are becoming dependent on governments for financing as well as solution contracts. For instance, 70% of CARE International's budget plan (\$ 420 million) originated from government contributions in 2001, 25% of Oxfam's revenue came from EU as well as British federal government in 1998, and 46% of Médecins Sans Frontières (Doctors without Borders) income originated from government resources. Likewise, World Vision accumulated items worth \$55 million from the U.S. government (Hall-Jones, 2006).

Van Overschee and De Moor (2012) extensively go over the issue of project implementation and confess that one of the most proper company frameworks for a given project is generally chosen from a limited number of opportunities. This scenario arises since there is reasoning that looking forward to implementing a brand-new as well as cutting-edge company framework will present a danger. Among the key consider this option process appears to be an understanding of variables

such as the job's external setting, within which the task looks for firstly to install itself, and secondly to survive, through developing an appropriate framework. According to Dutt (2016), an organization interlinks the functional parts of a business in the best method to accomplish its goal. The function of an organization starts when its goals are established as well as the plans to achieve them are developed. With this in mind, supervisors need to carry out the right technique and need to put in place specific policies and also guidelines in achieving them. He better states that many organizations handle any of the three classical concepts of Management, either Bureaucratic monitoring by Max Weber, Scientific Management by F.W Taylor or Administration Management by Henry Fayol (Bowen, Bansal & Slawinski, 2018).

The North America-NGOs Project improved NGOs' capacities to take part in an educated as well as skilled fashion in environmental policy formula and also natural deposit management, collaborate in decision-making on essential concerns, as well as stand for the rate of interests of people as well as neighborhoods in setting and also sustainable advancement conversations as well as arguments (Latofski-Robles, Méndez-Sánchez, Aguirre-Muñoz, Jáuregui-García, Koleff-Osorio, González-Martínez & Rendón-Hernández, 2019). By promoting coordination as well as knowledge exchange amongst NGOs as well as other partners the task aimed to have a broader influence on civil culture ability to involve with federal governments in the jobs and also activities of ecological administration. As developed by Clausen as well as Gyimóthy (2016), the North America-NGOs project has actually generated significant outcomes with favorable results past the supported NGOs, as a lot of CSOs as well as NGOs have been reached through the frequently applied training-of-trainers method, collaborations, and dedicated networks. The North Ameica-NGOs supported, community-led efforts consisted of directly dealing with lasting waste, water and woodland monitoring; offering ecological details to elevate public recognition as well as notify local as well as national decision-making as well as plan processes; as well as creating multi-stakeholder surveillance boards to assist in more effective environmental management as well as responsibility, to name a few. North America-NGOs country programmes placed a big concentrate on including neighborhoods and civil society in environmental choice and plan production processes, aiming to develop a much more allowing regulative structure for civil culture interaction and also to influence as well as facilitate ideal local and nationwide environmental policies across different sectors, advertising participatory lasting development.

In the United States, the biggest regulatory company is the EPA, one that from the moment of its creation acted as a guard dog for the environment executing air pollution control guidelines and also made certain that organisations met the lawful requirements (Davis, 2019). As time advanced, the EPA's duty has altered from air pollution control to air pollution prevention. This change has actually resulted in execution of some market-based policy such as the Acid Rain and also NO_x capand-trade programs to lower emissions. For the future, EPA is checking out developments in science as well as technology and also federal government guidelines and promoting cutting-edge eco-friendly organisation practices. It is thought that the initial worldwide NGO was most likely the Anti-Slavery Society, created in 1839. However, the term

NGO came from at the end of World War II when the United Nations sought to compare exclusive organizations as well as intergovernmental specialized companies (Hall-Jones, 2016). NGOs are an intricate mixture included alliances and competitions; businesses as well as charities; conservatives and radicals. The financing comes from different resources, and though NGOs are usually nonprofit organizations, there are some that run commercial (Hall-Jones, 2006). NGOs stem from around the globe as well as have accessibility to various levels of sources. Some organizations concentrate on a solitary plan objective of AIDS while others will target at larger plan objectives of destitution obliteration (Hall-Jones, 2016).

1.2 Problem

The majority of the NGOs in North America specifically Mexico are little as well as have limited sources as well as framework so most of the time their projects go unimplemented. The main problem encountered by these NGOs is lack of resources; the global firms that have been the main financial support for NGOs in Mexico considering that the 1980s believe that Mexico is extra industrialized which their financial backing is no more essential. This decrease in sources has placed the future of NGOs in jeopardy. There has been much interest over the capacity for non-governmental organizations (NGOs) to promote social adjustment. The rise in scholarly rate of interest in NGOs has actually created 2 streams of literary works. The very first stream recommends that NGOs have the ability to pass positive social adjustment within areas. Scholars recommend that these companies reinforce civil society work as different representatives to federal governments for development as well as develop rooms of hope (Jones, 2019). Some evaluate NGOs in a favorable light, aiming to their role in producing global networks. Still, others argue that NGOs are influential by giving voice to marginalized social teams (Courville & Piper, 2014; Tembo, 2014) as well as motivating people-driven development via the involvement of individuals who have limited access to the class structure.

The 2nd stream of literary works recommends that NGOs as social stars do not always engage in tasks that bring about some sort of social transformation. Researches show NGOs have actually limited influence on advertising social change since they are not able to ease hardship (Mwansa 2017; Velloso de Santisteban 2015), have less success in promoting freedom are excessively based on benefactors (Hearn 2017; Kapoor 2015; Simpson 2016) and lose their crucial stance because of cooptation by governments or other, much more powerful stars. Scholars clarified the problematic nature of NGOs by highlighting just how communities reframe their complaints to draw in NGO assistance (Bob 2012), how NGOs impose a Western collection of values and concepts that eclipse regional understanding (Fernando 2013; Shepherd 2016; Subramaniam, 2017) or just how NGOs simply co-opt the community agenda (Kapoor 2005). As a result, according to these research studies, instead of contributing to social adjustment, NGOs occasionally uphold the status quo. A critical analysis of the companies' actions and also their impacts has actually led some scholars to suggest that NGOs are just part of the prolonged state or are automobiles for neoliberal governmentality such that their influence "never goes beyond influencing small locations of social life, with minimal resources, as well as within the problems allowed by the neoliberal state as well as macro-economy. While this viewpoint is an essential

addition to comprehending the influence of NGOs on communities, it leaves us in an either-or dilemma that has constraints for progressing our understanding of them as social stars. Recent scholarship suggests that the context within which NGOs operate shapes their objectives as well as activities. The purpose of this study as a result was to establish the job application success considers non-government organizations in North America.

2.0 Literature and Analysis

Gibson and Wisner (2019) in a study showed that, NGOs play a vital function in international social advancement job that has actually aided promote achievements in human growth as determined by the UN Human Development Index (HDI). Among the significant strengths of NGOs is their capability to keep institutional independence and also political nonpartisanship. Although NGOs require collaborating with governments in countless instances, failure to preserve neutrality and freedom may badly endanger the NGOs' authenticity. However, if a federal government stipulates political allegiance, the NGOs experience the predicament of either going against the nonpartisanship placement or stopping working to give necessary services to the population. Some NGOs have been asked to leave in troubled nations due to political factors. The significant advantages that NGOs give this function consist of flexibility, capability to introduce, grass-roots orientation, altruistic versus commercial objective orientation, non-profit condition, devotion as well as commitment and also employment viewpoint. The research study showed that the major issues that NGOs from North America specifically Mexico have to take care of is difficulty of not successful implementation of their tasks and programs.

Gómez-Jauregui (2014) in a research pertaining to the opportunity of the federal government financing specific NGO projects or the delivery of specific solutions, these NGOs saw both advantages and also restrictions. One benefit in having a reproductive health service company aside from the government is that it can avoid the adjustment of social policies for electoral functions. An additional is that donors offers monetary sustainability to NGO jobs. Still another is that such an arrangement indicates federal government recognition of its own restrictions in the stipulation of services and also its ability to keep a specific level of high quality of care or boost the health care standing of the population. According to some of the NGOs, the nationwide reproductive health and wellness program has not met the Cairo seminar arrangements. They point out as examples the low participation of males in reproductive wellness programmes, the refusal to offer legal abortions, the absence of promotion and also availability of family planning methods such as emergency birth control, as well as in some setups disrespect for person personal privacy. Thus, they really feel collaboration with NGOs would certainly aid to accomplish the Cairo agreements and also have a positive impact on public sector performance.

Ron, Kaire, Pandya and Martínez (2018) discovered that NGO-- federal government collaborations are a choice in Mexico for the provision of reproductive health services in geographical areas where the populace is under-served, and for campaigning for and also service delivery in areas that the federal government has actually not resolved. There are still rural areas in Mexico much from any kind of public health services, where NGOs are working. Such is the

case of CREO's operate in several country communities in the Tuxtla region of Veracruz. A few of the problems overlooked by the public health services yet used up by NGOs include assistance and also take care of victims of domestic violence, and also provision of emergency birth control and lawful abortions. Because 2001, the collaboration in between the federal government as well as NGOs in reproductive healthcare has actually increased. However, the conditions for viable partnerships in between reproductive health and wellness NGOs and the general public field in Mexico still remain to be fulfilled. Notably, there is a custom of question on the part of government as well as a custom of absence of involvement in decision-making by civil society that still affects behavior on both sides, specifically at state degree. The influence of global firms has been a crucial element in opening this process, but it is difficult to identify to what extent current dedications are due to international pressure.

In Canada, Warner and Sullivan (2017) indicated that CORE and the Advisory Body's creation comes after an eleven year campaign by civil society actors called the Canadian Network on Corporate Accountability (CNCA). This network included a diverse range of players who seemingly did not have common interests or paths, but organized to support greater corporate accountability and to address systemic human rights abuses by Canadian companies abroad. Members range from human rights organizations to labor unions to faith-based organizations, including the British Columbia Teachers' Federation, the Asia Pacific Working Group, Amnesty International Canada, the Canadian Union of Public Employees, and Canadian Jesuits International. As Canadian mining companies deal heavily with indigenous groups in Latin America and in Canada, CORE has a part to play in the Government of Canada's reconciliation with Indigenous peoples. Another example of cross-sectoral collaboration is the recently signed Toronto Declaration, a civil society initiative to ensure social interests and human rights are not neglected in a fast paced digitally disruptive world. The Declaration, signed by Amnesty International, Access Now, Human Rights Watch, and the Wikimedia Foundation, seeks to hold governments and the private sector responsible for protecting human rights as artificial intelligence and machine learning begin to take a more pronounced role in many different areas of society and the economy. It will require further engagement with other members of civil society, governments, and the private sector (especially the tech sector) to ensure that the Declaration is taken seriously.

Concerning three-quarters of respondents in a 2017 study (one of the most recent year the inquiry was asked) performed by the Pew Global Attitudes project claimed that NGOs had either a great or good impact on their nation. Virtually 70 percent of arbitrarily chosen participants to a 2008 study on NGOs and also service stipulation in Canada reported having "rather a whole lot" or "a wonderful offer" of confidence in global NGOs. About 30 percent of participants in the very same survey reported having had current straight contact with NGOs. Exclusive contributions as well as federal government having in the United States today additionally suggest Americans view NGOs positively. U.S.-based NGOs contributed \$15.4 billion to creating nations in 2016, as well as private contributions compose most of the cash in NGO budget plans. Organizations such as World Vision elevate as long as \$800 million each year via

fundraising initiatives. In 2017, 13 of the leading 100 fundraising charities in the United States were companies concentrated on global problems. The U.S. Agency for International Development implements nearly 15 percent of its global advancement aid via NGOs, suggesting that the U.S. government trusts and value NGOs.

In the United States of America, FoxMeyer Drugs in an attempt to enhance performance bought a SAP system and also a storage facility automation system and after that hired Andersen Consulting to incorporate and also execute both in what was supposed to be a \$35 million task. By 1996, the firm was insolvent; it was at some point offered to a rival for a plain \$80 million. The reasons for the failure are familiar. FoxMeyer set up an unrealistically aggressive time line, the entire system was intended to be carried out in 18 months. Second, the stockroom staff members whose work were affected more precisely, intimidated by the automatic system were not supportive of the task, to claim the least. After 3 existing warehouses were closed, the very first storage facility to be automated was pestered by sabotage, with stock damaged by employees and also orders going unfilled. Lastly, the brand-new system turned out to be less qualified than the one it replaced: By 1994, the SAP system was refining only 10,000 orders a night, compared with 420,000 orders under the old data processor. FoxMeyer likewise alleged that both Andersen and also SAP utilized the automation job as a training device for junior employees, rather than designating their best employees to it.

3.0 Conclusion

Based on the findings of the review conclusion was made that, several of the concerns overlooked by the public health services yet taken up by NGOs include support as well as take care of sufferers of residential violence, and also stipulation of emergency birth control and legal abortions. Considering that 2001, the partnership between the government as well as NGOs in reproductive health care has increased. Nevertheless, the problems for feasible partnerships in between reproductive health and wellness NGOs as well as the public industry in Mexico still remain to be met. Notably, there is a practice of distrust on the part of federal government as well as a custom of absence of involvement in decision-making by civil society that still influences practices on both sides, especially at state degree. The influence of worldwide companies has actually been a crucial component in opening up this procedure, yet it is challenging to determine to what degree existing commitments are because of international stress.

One benefit in having a reproductive health service supplier besides the government is that it can stop the adjustment of social plans for electoral objectives. An additional is that funding offers economic sustainability to NGO jobs. Still one more is that such an arrangement suggests government recognition of its own constraints in the provision of services as well as its ability to preserve a particular degree of top quality of treatment or boost the health care status of the population. According to some of the NGOs, the nationwide reproductive health program has not satisfied the Cairo meeting agreements. They point out as instances the reduced engagement of guys in reproductive health and wellness programmes, the refusal to provide lawful abortions, the lack of promotion and schedule of family planning approaches such as emergency

contraception, as well as in some settings disrespect for individual privacy. They really feel partnership with NGOs would certainly help to accomplish the Cairo arrangements as well as have a favorable effect on public industry performance.

Before the Second World War the primary emphasis in the growth of North American nations got on communications and worldly resources. There was much less emphasis on small advancement especially pertaining to the needs and also welfare of individuals in their regional neighborhoods. Today the governments of a lot of exotic countries recognize the demand to cultivate advancement in regional neighborhoods as well as across the country as well as really have unique programs to stimulate as well as aid neighborhoods to improve their source of incomes. These are referred to as neighborhood advancement programs or projects. Such programs are not limited to the national governments but have actually come to be the main worry of numerous intergovernmental firms such as UNESCO or USAID, as well as a wide variety of neighborhood community-based companies (CBOs). Therefore the field of area development includes any action by any type of firm and also primarily developed to profit the neighborhood.

References

- Blom, M., Blokdijk, D., & Weijters, G. (2017). Recidive na een educatieve maatregel voor verkeersovertreders of tijdens een Alcoholslotprogramma.
- Bowen, F. E., Bansal, P., & Slawinski, N. (2018). Scale matters: The scale of environmental issues in corporate collective actions. *Strategic Management Journal*, 39(5), 1411-1436.
- Charleston, B., Gajewska-De Mattos, H., & Chapman, M. (2018). Cross-cultural competence in the context of NGOs: bridging the gap between 'knowing' and 'doing'. *The International Journal of Human Resource Management*, 29(21), 3068-3092.
- Clausen, H. B., & Gyimóthy, S. (2016). Seizing community participation in sustainable development: Pueblos Mágicos of Mexico. *Journal of Cleaner Production*, 111, 318-326.
- Davis, F. R. (2019). Near the end of 1972, William Ruckelshaus, the first head of the US Environmental Protection Agency, canceled the registration for DDT, thereby terminating most uses in the United States. This action closed the curtain on nearly a decade of rancorous debate on the indiscriminate use of DDT and other chemical insecticides that was first brought. *Hazardous Chemicals: Agents of Risk and Change, 1800-2000*, 17, 267.
- Gibson, T., & Wisner, B. (2019). Global Overview of the Role of NGOs in Natural Hazard Governance. In *Oxford Research Encyclopedia of Natural Hazard Science*.
- Gómez-Jauregui, J. (2014). The feasibility of government partnerships with NGOs in the reproductive health field in Mexico. *Reproductive Health Matters*, 12(24), 42-55.
- Hall-Jones, P. (2016). The rise and rise of NGOs. *Public Services International*.
- Ilinova, A., Cherepovitsyn, A., & Evseeva, O. (2018). Stakeholder Management: An Approach in CCS Projects. *Resources*, 7(4), 83.
- Jones, R. (2019). Pluralistic Ignorance and Feminism in NGO Activism.

- Keller, C., Haftor, D.M., Rapp, B., & Sundberg, K. (2017). Agil project management: Something for everyone or just for some ?. *Management of Innovation and Technology*, (4).
- Kim, Y. (2017). How NGOs influence US foreign aid allocations. *Foreign Policy Analysis*, 13(1), 112-132.
- Latofski-Robles, M., Méndez-Sánchez, F., Aguirre-Muñoz, A., Jáuregui-García, C., Koleff-Osorio, P., González-Martínez, A. I., ... & Rendón-Hernández, E. (2019). Mexico's island biosecurity programme: collaborative formulation and implementation'. *Island invasives: scaling up to meet the challenge*, (62), 484.
- Macdonald, L. (2016). *Supporting civil society: The political role of non-governmental organizations in Central America*. Springer.
- Meredith, J. R., Mantel Jr, S. J., & Shafer, S. M. (2017). *Project management: a managerial approach*. John Wiley & Sons.
- Nguyen, T. T., Ngo, H. H., Guo, W., Wang, X. C., Ren, N., Li, G., ... & Liang, H. (2019). Implementation of a specific urban water management-Sponge City. *Science of the Total Environment*, 652, 147-162.
- Ron, J., Kaire, J., Pandya, A., & Martínez, A. (2018). What will it take to reduce NGO dependence on foreign aid?. *RISING TO THE POPULIST CHALLENGE*, 153.
- Rosenberg, J. (2017). More than a question of agency: Privatized project implementation, accountabilities, and global environmental governance. *Review of Policy Research*, 34(1), 10-30.
- Van Overschee, P., & De Moor, B. L. (2012). *Subspace identification for linear systems: Theory—Implementation—Applications*. Springer Science & Business Media.
- Warner, M., & Sullivan, R. (Eds.). (2017). *Putting partnerships to work: Strategic alliances for development between government, the private sector and civil society*. Routledge.

Yanacopulos, H. (2019). International NGOs in development studies. *Routledge Handbook of NGOs and International Relations*, 153-164.