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The NGO Sector in Community Development: Emerging roles, strategies and identities

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The NGO Sector in Community Development: Emerging Roles, Strategies, and Identities



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This community engaged thesis will articulate some of the identities, patterns, and dominant practices of NGOs related to community development in the hope of uncovering emerging trends. The literature review of this thesis will have a slight focus on NGO's working in direct conjunction with the HIV/AIDS epidemic in sub-Saharan Africa. In addition, it will manifest the promise of social capital as necessary to an organization's success. Civic participation remains critical in enabling an NGO to be politically active, to continue building networks, and instilling positive social attitudes.

After expounding on these issues, this thesis will then propose a solution- more specifically, a model- that attempts to relate field research findings to current grassroots initiatives that have succeeded in achieving community development through youth empowerment and education in Rhode Island. The strategy of youth empowerment and civic engagement is an effective model for community development and positive social change. By sharing insights and identifying best practices, the NGO sector can enhance coordination and partnerships for effective country-level implementation of youth development initiatives. The author hopes that the findings of this thesis and her field research will be employed and utilized in the development of progressive community-based organizations dedicated to combating the HIV/AIDS virus in Africa.

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Abstract

This community engaged thesis will articulate some of the identities, patterns, and dominant practices of NGOs related to community development in the hope of uncovering emerging trends. The literature review of this thesis will have a slight focus on NGO's working in direct conjunction with the HIV/AIDS epidemic in sub-Saharan Africa. In addition, it will manifest the promise of social capital as necessary to an organization's success. Civic participation remains critical in enabling an NGO to be politically active, to continue building networks, and instilling positive social attitudes. After expounding on these issues, this thesis will then propose a solution- more specifically, a model- that attempts to relate field research findings to current grassroot initiatives that have succeeded in achieving community development through youth empowerment and education in Rhode Island. The strategy of youth empowerment and civic engagement is an effective model for community development and positive social change. By sharing insights and identifying best practices, the NGO sector can enhance coordination and partnerships for effective country-level implementation of youth development initiatives. The author hopes that the findings of this thesis and her field research will be employed and utilized in the development of progressive community-based organizations dedicated to combating the HIV/AIDS virus in Africa

Preface

As many have witnessed across the world, the processes of globalization have radically transformed the traditional role of non-state actors present in international relations and development. Resulting from the globalization of ideologies, development models, and other activities is the span of power within these new and fairly non-traditional political approaches “where non-government actors also play a role alongside the state.”¹ On a larger scale and most especially in developing nations, “widespread pressure for popular participation and a declining faith in the capacities of governments to solve the interrelated problems of social welfare, development, and the environment, has led to the global upsurge of organized private activity through the new non-profit sector.”² At the cause of these circumstances, the non-profit sector has the power and opportunity to shape a better future for humanity.

However, in many developing countries the non-profit sector continues to struggle and often times exacerbate the problems it was delegated and designed to remedy. This thesis will narrowly focus in on this pressing reality with regards to the HIV/AIDS epidemic in Sub-Saharan Africa, which has caused an enormous amount of destruction and claimed the lives of millions. Organizations that are dedicated to combating the virus continue to struggle and face many barriers to creating change and implementing community development models. Although there are many organizations within the non-profit sector that have been assigned to providing human services and aid in response to the HIV/AIDS threat, be it through increased universal access to antiretroviral treatments or services designed to prevent mother-to-child transmission of HIV, this thesis will pay special attention to youth development initiatives and solutions that are inclusive to this specific population. In the past quarter century, HIV/AIDS has intensified poverty and suffering worldwide. Globally, there were an estimated 33 million people living with HIV in 2007, and young people aged 15-24 accounted for roughly forty-five percent of new HIV-infections worldwide.³ Sadly, sub-Saharan Africa is home to sixty-seven percent of all people living with HIV.⁴ It is these staggering statistics that have led many organizations, academics and professionals to delve into the particular challenges and circumstances that have fueled the virus’s spread. This thesis will attempt to uncover some of their journeys in the hope of enhancing coordination, partnerships, and uncovering key factors which are conducive to positive social change.

¹ Carlos Milani, “Non-Governmental Organizations in Global Governance,” NGOs and Governance in the Arab World. Ed. Sarah Ben Néfissa and Nebil Abd al-Fattah (New York: University of Cairo Press, 2005) 21

² Hormazd Sethna, “The Role of Non-Governmental Organizations in HIV/AIDS Prevention and Care,” Department of Public Health Spring, 2003: 1

³ United Nations. UNAIDS. The 2008 Report on the Global AIDS Epidemic. Geneva: UNAIDS, 2008. 32-33

⁴ United Nations. UNAIDS. The 2008 Report on the Global AIDS Epidemic. Geneva: UNAIDS, 2008. 32

Introduction

After nearly 30 years, the HIV virus continues to spread and challenge any improvements or efforts being made. “Today, for every two people who start taking antiretroviral drugs, another five become newly infected.”⁵ The magnitude of the disease in Africa, especially in sub-Saharan Africa, has caused governments of this region to fight the disease in a variety of ways: arrangements with western pharmaceutical companies to make HIV drugs more readily available in Africa at lower costs, educational and health programs, increasing public awareness, and developing laws or policies to combat the virus—such as mandatory testing and immigration. Yet, the virus continues to spread at an alarming rate, and although adult HIV prevalence appears to be falling, HIV prevalence among the youth population is increasing. This reality is what initially prompted me to investigate the structure and identity of the NGO sector and those organizations that have been endowed with the responsibility to combat the HIV/AIDS epidemic.

AIDS is a substantial and major threat to global health and community welfare: it not only impedes on human development, but it reverses hard earned gains. Evidently, the future remains uncertain as progress remains uneven and ambiguous. It is necessary that researchers, professionals and academics continue to analyze the nature and inherent structure of human service provision and delivery within this regional epidemic. Although there are an astounding number of issues that one could devote their research and energy towards, this thesis is primarily concerned with the work of non-governmental organizations and the social behaviors that result from their services and operations.

The work of organizations must not only be effective, but it must be sustainable, long-lasting, and people-centered. Change cannot be temporary and the people must be actively involved. It is only when this sector of development is monitored and evaluated that this goal of community development and the elimination of rising HIV/AIDS infections can be achieved. Moreover, this thesis will analyze the societal barriers to change and community development that have evolved in conjunction with the work of an organization. How have organizations exacerbated these obstacles to development and how can organizations look to relieve these social hindrances to change in a sustainable and people-centered manner?

As the findings of this thesis will convey, the result of social change that is sustainable, long-lasting, and people-centered is achieved through the work of locally-based community organizations because of their structure and overall identity. It is these locally-based organizations that contribute to community development through the increase in attitudes of honesty, mutuality and improved social relations, transparency and civic involvement, awareness and educational progress, norms of reciprocity and social capital. The outcome of increased social capital remains one of the focal facets that community development initiatives must aspire to increase. The Lifespan Youth Development Program acclimatized

⁵ United Nations. UNAIDS. The 2008 Report on the Global AIDS Epidemic. Geneva: UNAIDS, 2008. 1

and molded to the specific needs of various sub-Saharan African communities provides a model for community development and this goal of social change.⁶

The model of Lifespan offers an effective strategy which can be used to tackle social maladies and achieve positive community development. Not only does the structure of the organization and the summer youth program inspire its members to participate in the community and be more open with others, but the strategy of achieving community development by targeting the youth population leads to empowerment, increased awareness and knowledge, social capital and improved social relations, and essentially, change that is sustainable, long-lasting, and people-centered.

⁶ To learn about the Lifespan organization, refer to appendix A .

Literature Review

The purpose of this literature review is to share certain findings and insights on social change and development which is sustainable, people-centered, and long-term through the work of NGOs. Although this literature review is somewhat broad, it will buttress my thesis and enable the reader to better understand the role and contribution of community based, grassroots organizations in Africa currently dealing with the HIV/AIDS crisis. If community based NGOs are to be successful in improving and implementing current HIV/AIDS education programs, they will need to continue to work collaboratively with other community organizations, governments, social institutions and above all, the people.

BRIEF INTRODUCTION

Many argue that this sector of social service existing between the state and civil society has not been examined to the degree that it should be even though it immensely affects the lives of every citizen and billions of dollars are invested in it.⁷ In the U.S. alone, more than 20 percent of federal social provision dollars are spent on such services.⁸ Given the fact that so much money and time is devoted to social service provision, it is increasingly important to investigate the structure of these organizations that have been delegated with these certain responsibilities. Specifically, this thesis will focus on the role of non-government organizations, non-profit organizations and community organizations- most of which will be denoted as NGOs for the purpose of this paper⁹ and the nature of their services coupled with their overall contribution to social society and human development. Only when this investigation is completed can we begin to understand the failures of various organizations dealing with the HIV/AIDS epidemic and other community development initiatives in sub-Saharan Africa.

An emerging trend in social provision has been the alliance between the for-profit and non-profit sector which is largely attributed to the phenomenon of privatization. The wave of privatization has led to "increased contracting between government and private nonprofit and for-profit providers."¹⁰ Many citizens have turned to private services because of what they believe to be the ineptitude of public services and programs. Furthermore, the central and defining theme of privatization is a "call to grant

⁷ Nicole P. Marwell, "Privatizing the Welfare State: Nonprofit Community-Based Organizations as Political Actors" American Sociological Review 69.2, 2004: 266

⁸ Marwell, 266

⁹ Unless explicitly stated otherwise, NGOs in this paper are defined as local or domestic non-profit and non-government organizations.

¹⁰ Steven Rathgeb Smith, "Nonprofit Organizations in Urban Politics and Policy," Nonprofits in Urban America, Ed. Richard C. Hula. (Westport, CT: Greenwood Publishing Group, 2000) 10

market forces a much more prominent role in deciding how human services are allocated.”¹¹ Business values of “efficiency and competition now dominate the debate on social policy, the public interest and the role of government.”¹² No longer conceived as a means to a benevolent humane end, economic power and success has begun to devour all the other objectives that are sought in life. These attitudes have seeped into the collective conscience of many organizations and their activities. Because more people turn to private services, investment has increased and helped stimulate “an era of professionalism within the human service provider community” as well.¹³ Consequently, the influx of privatization and professionalization has undoubtedly affected the manner in which NGOs interact with the community and its citizens. The implications of this reality are wide-ranging and extend beyond the mere sphere of ethics. One particularly important response in opposition to privatization that the portion of this thesis is concerned with is the emergence of local NGOs and/or community grassroots organizations.

Grassroots associations are “locally based, significantly autonomous, volunteer-run, formal nonprofit groups that manifest significant voluntary altruism as a group. They use the associational form of organization and thus have an official membership of volunteers who perform all or nearly all of the work done in and by these nonprofits.”¹⁴ As various non-profit and for-profit organizations committed to social development become more bureaucratic and professionalized in their identity and their mode of service delivery, many communities have turned inward, what is often termed as localization. This movement away from the globalization and privatization of social provisions and development reflects larger domestic and international trends toward decentralization and participatory democracy. People want to become more involved in their own development and have developed a channel to do so. The rise in community NGOs reflects this rapidly developing realization that the co-production of services by citizens and community institutions is essential for positive and sustained change to occur.¹⁵ Again, this trend has also affected the way NGOs interact with communities, the strategies they employ, and the types of objectives they pursue.

In order to adequately understand the contribution of NGOs and the new roles delegated to them in light of globalization, privatization and localization, it is essential to analyze the organizational structure and planning facets of NGOs in connection with the local or national government. As many academic scholars in this field have pointed out, “the critical impact of strategy and tactics is often overlooked.”¹⁶ Needless to say, central to all social change activism is the need to engage in proactive strategic and tactical planning; NGO-government relations necessarily correspond to these strategies as they dictate

¹¹ Joseph Cordes, “Nonprofit Human Service Providers in an Era of Privatization: Organizational Adaption to Changing Environments in Three Policy Arenas,” *Nonprofits in Urban America*, Ed. Richard C. Hula. (Westport, CT: Greenwood Publishing Group, 200) 41

¹² Wayne Ellwood, *The No-Nonsense Guide to Globalization*, (Oxford, UK: New Internationalists Publications Ltd, 2007) 59

¹³ Cordes, 46

¹⁴ David Horton Smith, “The Effective Grassroots Association II: Organizational Factors That Produce External Impact” *Nonprofit Management and Leadership*, 10.1, 2003: 1

¹⁵ Hans Spiegel, “Coproduction in the Context of Neighborhood Development” *Journal of Voluntary Action Research*, 16.3, 1987: 52

¹⁶ Randy Shaw, *The Activist Handbook*, (Berkeley, CA: University of California Press, 2001) 2

what NGOs can and are able to do. If NGOs are an important facet of community development, why is it that some countries have strong NGO cultures while others do not? This question points to the significance of NGO-government relations, and the role that these relations have on shaping the activities and behaviors of organizations. Hence, the role of NGO-government relations cannot be brushed aside in this evaluation of NGO contribution and community development. In light of this research and analysis of certain trends and movements, this portion of the thesis i.e. the literature review, will argue that these new roles of the NGOs are threefold: “to support and empower local communities at ‘the grassroots,’ which is essential for achieving sustainable development; to develop greater political influence through networking within and across and national boundaries; to participate in shaping the direction of the development agenda.”¹⁷ As NGOs orient themselves to these new roles, a common ground will be established with the government and there will be more flexibility in government-NGO interaction. Furthermore, the literature provided will compare the strategies and effectiveness of different NGOs and their structures in relation to these emerging roles. Which NGOs are more valuable and why?

POLITICAL ACTION AND ADVOCACY

I. Remaining Political Active

One of the most quintessential roles of NGOs is that of political action and advocacy; NGOs and/or other local organizations must not only serve, they must also advocate and remain politically active. Hence, “NGOs are not restricted to partnerships and activities on the ground but also have a role in challenging conventional strategies and advocating alternatives.”¹⁸ High impact NGOs soon realize that simply delivering “good services” is not enough. If they really want to drive social change, they need to accept their wider roles by beginning to campaign for political action. As this excerpt implies, inept political policies and procedures have a devastating effect on communities and development. Such circumstances may be curtailed or relieved by the political action and advocacy of NGOs. The adverse affects of impeding legal guidelines or restrictive government entities are very detrimental to community development and in most cases, as we will soon see, may not even assuage the problem they were designated to remedy. It is specifically for this reason that NGOs must become and remain politically active. By doing so, “governments will be forced to recognize that policies which promote development in ways that exacerbate a problem are counter-productive.”¹⁹

However, if NGOs are hindered by government interests then they will never be able to challenge or improve existing models of development. Some of the solutions to this impasse of negative government interference that have been proposed by professionals, academics, officials and the like vary in application and ideology. Two of the most important with which this analysis is concerned with is that

¹⁷ Noleen Heyzer, “Toward New Government-NGO relations,” Government-NGO Relations in Asia, Ed. Noleen Heyzer. (London, UK: Macmillan Press Ltd, 1998) 8

¹⁸ Phil Marshall, “Non-government Organizations: Imperatives and Pitfalls,” No Place for Borders, Ed. Godfrey Linge and Doug Porter (Australia: Allen and Unwin, 1997) 130

¹⁹ Marshall, 132

of privatization or for-profit aligning with the non-profit sector and the emergence of smaller, grassroots community organizations coupled with an increase in civic participation or 'social capital.'²⁰ Both manifest the prevalence of certain trends and ideologies within various development and growth models, but most importantly, the need to delve into this topic of NGO structures, roles, and management.

II. Strengthening NGO-Government Relations and Achieving Autonomy

One of the ways that NGO-government relations can be strengthened is by promoting more responsibility and autonomy to these local community organizations. In order to achieve a certain level of autonomy, NGOs must develop a healthy relationship with the government by respecting certain legalities. The role of the government in advancing social change and development cannot be disregarded; "to ignore government policy in creating causes and constituencies is to essentialize identity and ignore the importance of possibility and human agency."²¹ If the relationship between NGOs and the local or national government is strained, it will drastically impair the work of an NGO and hinder their ability to remain politically active. This is indeed a multi-faceted problem; how can relations between NGOs and the government be improved and in what circumstances have these relations been most successful?

Most of the literature concerned with this question alludes to the level of foreign influence or private interest within NGO activities. NGOs operating in areas where "the level of foreign assistance was low but the regional political environment was fairly supportive were small in number and less professionalized in their operations, but tend to be more autonomous and involved in their local communities than were NGOs in areas where foreign donors were active but the political environment was hostile."²² Even when the amount of foreign donations was high and financial stability was not an issue, NGOs still faced challenges and were not successful because of the political environment. In addition, NGOs which continue to be heavily funded by international organizations and foreign aid are apt to become somewhat disconnected from the communities they serve. This is largely due to the fact that the success of an NGO is contingent on the legal and/or political environment. Foreign donors that "advocate for political change on behalf of particular interests groups, or requires that organizations have no state involvement, do not capture the democracy-promoting aspects of civil society."²³ Moreover, foreign donors who have employed such a narrow focus to NGO activities have only "exacerbated the elitist and detached character" of the NGO sector.²⁴ Obviously, this reality says a lot about the relationship between NGOs and governments.

BUILD mobilizes its political supporters and pressures local and state government for action on its program agenda; yet, BUILD would not enjoy this political success or sustained participation of city residents without supportive public and private

²⁰ In conjunction with the Robert Putnam, social capital is defined as social networks and the bonds of trust and reciprocity that facilitate collective action. It is discussed in-depth later on in relation to coalition building.

²¹ David S. Meyer, *Social Movements: Identity, Culture, and the State*, (New York: Oxford University Press, 2002) 13

²² Lisa McIntosh Sundstrom, *Funding Civil Society*, (Stanford, CA: Stanford University Press, 2006) 168

²³ Sundstrom, 174

²⁴ Sundstrom, 174

leaders. Nonprofits and government need each other to be successful.²⁵

Assuredly, divergent interests between organizations and governments will tremendously diminish NGO mobility and autonomy. On the other hand, NGOs that are dependent and/or repressed by government interests will also become disconnected from the community they are serving. In both cases, the NGO is a representation of outside interests that is not concurrent and the same as the interests of the members of the local community. Hence, the question that remains patent here is how can NGOs obtain more political autonomy from the government while also gaining credibility and what is this catalyst for change between the government and NGOs? The answer is the people. Political advocacy of an NGO will mean nothing in terms of how it is translated to social change if its roots and motivation are not united with the beliefs and values amongst the members of the community.

III. Active Involvement of Community Members

Randy Shaw addresses this tension between organizations and governments and the force of social power in *The Activist Handbook* when he articulates that “Winning political power is like building a field of dreams: if activists and their constituencies build a strategically sound campaign or movement for social change, the elected officials will come.”²⁶ Shaw’s belief accentuates the bare necessity of civic participation and mobilization in coordination with the work of an NGO. Simply, the bottom-up approach tends to be more receptive and positive. An NGO must build a positive relationship with the community it operates in so that it can operate sans restrictions or external influences. Thus, in order for NGOs to gain more mobility and autonomy from governments, the support they gain from the community will be valuable. It is for this reason that many western organizations “have played a large role helping to build institutions commonly associated with democracies but have done little to help these new institutions function well.”²⁷ There is a connection between NGO activity- particularly political advocacy- and civic activity. NGOs which do not gain support from the people in their political advocacy campaigns are seldom successful and will not create sustainable, long-term social change or development.

In this regard, it is important that NGOs are comprised of by community members and local donors, rather than bureaucratic officials and researchers who are never fully invested in their service nor the long-term outcomes. Basically, those that are going to be directly affected by the work of NGOs should be the most involved. If NGOs become heavily reliant on the government, not only will an organization’s level of autonomy deteriorate but a patron-client relationship will emerge in the delivery and conduct of the NGO’s social service. In retrospect, this relationship greatly diminishes the work of NGOs because members of the community view the NGO as a service of the government exclusively. Rather than being conceived as an organization for *and of* the people, the organization is conceived as solely a provision of the government. This type of relationship allows citizens to evade participation and responsibility to their community.

²⁵ Smith, S.R. 14

²⁶ Shaw, 278

²⁷ Sarah E. Mendelson, “Russians’ Rights Imperiled: Has Anybody Noticed?” *International Security* 26.4, 2002: 22

The most important insight to gain from this critique of NGO-government relations is the understanding that NGOs must remain politically active, have a distinct level of autonomy, and remain intimately connected to the community they are serving. As previously mentioned, it is not only important to serve, but also to advocate and lobby for change. However, of these new roles for NGOs the most pressing and critical is that of community involvement. In face of pandemics and global crisis, the ability of an organization to connect, relate and engage with members of the local community will determine the amount of social change that is effected and its level of sustainability. Change that does not collectively consider the needs, skills, and most importantly, wishes or desires of the community will not be sustainable or long-lasting.

Evidently, both community organizations and civil society alike are still restricted by state power in many cities and regions around the world. In the article "Privatizing the Welfare State," sociologist Nicole Marwell discusses this problem by investigating the amount of federal funds being allocated to certain community organizations and not others by local government representatives- particularly in the United States.²⁸ In many cases, local governments often distributed funds based solely on the capacity of electoral support of a community i.e. citizens' ability to vote, to which these organizations were serving. Community organizations became merely a tool of officials in gaining more political support via electoral power. This scenario is just one of the many ways that NGOs can be restricted, influenced, or limited by governments. Marwell provides the example of the "Green Amendment" passed by US Congress in 1967 which "required Community Action funds to be allocated only to those organizations designated by local politicians as official Community Action Agencies (CAA) in their jurisdiction."²⁹ In effect, this legislation only brought most community action agencies under the control of local political establishments. Marwell goes on to describe this severed relationship between community organizations and the government as a disabling one, in that these organizations catered to the needs of elected officials to obtain funding and were thereby reflective of political motives and ulterior incentives rather than a community and its people's specific needs.

These organizations advanced a political strategy that failed to concentrate on the stakes of the electoral process on the basis that groups not involved electorally would always be in benefit-seeking and/or subordinated positions, therefore their ability "to create social change for the poor was severely constrained by their lack of electoral political capacity."³⁰ This act of legislation i.e. the Green Amendment might have appeared to benefit the local community since it was a form of decentralization, but it was not as effective as it could have been. Although it is true that local NGOs need the government as a source of financial support and stability, Marwell's research illuminates the corresponding outcomes and possible adversities of this relationship wherein NGOs are without autonomy and political space. What could have changed or impacted the circumstances of the Green Amendment and/or other general acts of legislation similar to it, was the level of community involvement. If a lot of citizens were invested or actively participated in a particular CAA, it may have resulted in the inability and hesitancy of local officials to remove the organization or cease its funding.

²⁸ Marwell, 265

²⁹ Marwell, 268

³⁰ Marwell, 269

This notion of ordinary citizens as strong agents of change and democratic development was conveyed in Randy Shaw's statement about winning political power: political power can only be consolidated by the people. Above all, the preceding case-scenario accentuates the inherent problems of NGO-government relations that are based on power and control... the people are without involvement. It is for this reason that NGOs must develop a healthy relationship with governments while also asserting their own autonomy and remaining engaged with the community. If they fail to achieve a certain level of autonomy, they will always be serving the interests of the local government as a means to obtain funding and maintain a level of financial security. These interests may be catered to the local officials propaganda and therefore remain exclusionary in nature and narrow in application. Sadly, this relationship between NGOs and the government is not people-centered because it utterly disregards the needs of the community and its people. When organizations operate without the local populations support or best interest in mind, citizens are apt to become dispassionate and unconcerned regarding community development initiatives.

IV. Expansion of International Markets, Foreign Ideologies and Privatization

On the other hand, the dismantling of government power via limiting their intervention has caused the explosion of many troubling problems. In developing nations, privatization has resulted in the widening disparity between the rich and the poor and the deterioration of public services and goods. Sufficient health care services and education programs in developing nations remain scarce because private corporations and providers have absorbed all the money from the public sector. Not surprisingly, "privatization has been strongly endorsed by both the World Bank and the IMF and is a standard ingredient in any 'structural adjustment' prescription [...] often privatization is a condition for release of aid funds."³¹ The company's or organization's goal is not serve the community they operate in, but rather to serve their shareholders and the financial interests of powerful actors in the global community. Privatization abets multi-national for-profit NGOs and their endeavors of seeking maximum profits by exploiting the developing world's environment, natural resources and peoples; "when poor countries tried to increase the price of their primary exports they often found themselves confronting the near monopoly control by big corporations of processing, distribution and marketing."³² As this excerpt elucidates, the globalization of markets increases the stark disparity between small local businesses and multinational corporations. In many developing countries, the lack of community organizations and locally owned businesses translates to a lack of social cohesion and therefore, an unstable environment for trade, business, and other forms of social interaction that are advantageous to development.

Another facet of NGO-government relations is the scope of foreign and/or private interests on international treaties. Indeed, the legalities of various economic treaties that encourage corrupt activities for the increase in GDP or profits of a particular industry have continued to impact the framework within which NGOs operate. Concerning development, the problem with private

³¹ Ellwood, 67

³² Ellwood, 43

corporations and international institutions like the IMF is that they are completely void of sustainability as they remain uninterested in the local peoples' needs. Namely, the local people are neglected and disconnected from their own development as western NGOs and their corresponding models of growth are exported and imposed on them. Evidently, many of these policies constructed by these institutions have resulted in disastrous outcomes. As the economist Lourdes Beneria elucidates, "The formation of transnational entities and regional trade areas [...] have been instrumental in promoting the globalization of markets, responding to the initiatives and interests of social actors likely to benefit from such projects."³³ These policies, of which advance privatization, deregulation, and primarily, the expansion of the free market, have engendered enormous devastation rather than remaining conducive to any sort of development for the nations that abide by them. Development in the form of international relief agencies and foreign aid does not reflect the needs of the community or involve them in the community building process.

Ultimately, this reality connects back to the influence of foreign aid and international organizations influences with regards to NGO services and their capacity for political action or advocacy. A situation where this reality is of dire consequence is the AIDS/HIV epidemic in Africa and the policies of the IMF and World Bank. Recently, the World Bank announced additional loans for HIV-related work even though the institution "seems to have undertaken little analysis of the links between structural adjustment policies and the spread of HIV."³⁴ There is a discrepancy between the reality of the HIV/AIDS pandemic and the international or domestic policies that are being readily legislated. Clearly, NGOs have a vital role and interest in challenging bi-lateral and multilateral donor agencies, especially when these agencies aggravate social problems and community development at the local level. In instances where organizations, treaties, and/or policies utterly ignore aspects of social development in the name of profit, it is imperative that NGOs increase their political space and power. Even if a treaty or an organization's intention may not be ill-mannered in nature, the consequences of their decisions cannot be relieved simply by what their original intentions might have been. NGOs which are based in the locale they are serving and have been for some time, are fully cognizant of what policies might engender conflict and remain futile in initiating change or development. It is for this reason that local, community-based NGOs are better apt to deal with development and other social crisis.

Relating this issue of foreign influences and private interests to the current AIDS/HIV epidemic in Africa, it is not surprising that foreign for-profit NGOs e.g. pharmaceutical companies face many disadvantages which adversely affect their service. Consequently, this disease that plagues our global community has only worsened. Given the fact that technology is rapidly increasing, medical services improving, how could this virus be increasing the way it has? The answer to this question cannot be negated as it sheds light on the issue of NGO work and more specifically, what the objectives of an NGO should encompass. Solutions to the HIV/AIDS epidemic have not included the input of community members and they are very often disconnected from the whole decision-making process. Without direct support and participation of the community members, solutions are more than likely destined to fail because they

³³ Lourdes Beneria, Gender, Development, and Globalization, (New York, NY: Routledge, 2003) 70

³⁴ Marshall, 132

have no effect on social behaviors and the members of the community are not actively engaged in the course of change. It is for this reason that political advocacy would also be inept as well.

Needless to say, recent events have shown an increase a rise of interest and funding in community-based organizations. For instance, in September of 2008, United States Ambassador to South Africa, Eric M. Bost, awarded grants worth R2 million to grassroots organizations involved in the battle against HIV/AIDS; in total, 26 non-profit organizations accepted grants of R78,000 each to help them carry out self-help community-based programs.³⁵ While Ambassador Bost was presenting the awards, he stressed the magnitude and need of community organizations in the fight to stop the spread of HIV/AIDS: “All the money in the world will not help in this struggle if it does not reach the right people. These community organizations, although individually small, collectively play a crucial role in bringing much needed services and help directly to their communities. I salute them for their commitment and hard work.”³⁶ These words of Ambassador Bost voice the necessities of change that is long-term, sustainable, and people-centered. Evidently, governments now entrust more power and credibility to community-based NGOs and as a result, relations between the two have improved. The importance of community NGOs cannot be negated in the presence of maladies and catastrophic grievances that are affecting our global community today.

NETWORK AND COALITION BUILDING

I. Creating a Positive Environment through Social Networks

Not only can NGOs raise awareness to the negative implications that arise from such arrangements, various NGOs can work together by forming coalitions. In pursuit of at least one mutual objective, organizations can band together and achieve a common goal. The signature chant “the people, united, can never be defeated” during the anti-war movements of the 1960’s and 1970’s symbolize this power of unity.³⁷ In *The Activist’s Handbook*, Randy Shaw expounds on this reality and stresses the need for coalition activism: “the sight of social change organizations accomplishing goals by working with other organizations and constituencies is wonderful to behold.”³⁸ For those who want to wage successful campaigns of social change in their communities, the significance of coalition building cannot be underestimated.

Other academics have also stressed the need for network building amongst NGOs. In the book *Forces for Good*, Leslie Crutchfield and Heather McLeod Grant spent four years surveying thousands of nonprofit CEOs, conducting hundreds of interviews, and studying a dozen high-impact nonprofits to uncover their secrets to success.³⁹ One of the six powerful practices they found between these nonprofits was their ability to build coalitions or, in their own words, organizations’ ability to “nurture

³⁵ “R2 million to grassroots organizations involved in the battle against HIV/AIDS” U.S. MISSION TO SOUTH AFRICA 11 Sept. 2008

³⁶ R2 Million to Community HIV/AIDS Organizations

³⁷ Shaw, 81

³⁸ Shaw, 81

³⁹ Leslie Crutchfield and Heather McLeod Grant, Forces for Good (New York: Jossey Bass Publishing, 2008) 2

nonprofit networks, treating other groups as allies.”⁴⁰ The best non-profits, Crutchfield and Grant explain, “Freely share wealth, expertise, talent, and power with their peers, not because they are saints but because it is in their self-interest to do so.”⁴¹ Coalition building strengthens community ties and therefore increases the chance of individuals volunteering, donating, and/or becoming involved with a given community organization.

With specific regards to youth development in communities, much research has examined “how broader contexts such as school districts, community coalitions and networks of youth serving organizations can guide, support, or hinder change.”⁴² Analysts and scholars have pointed to the success of youth development when social networks have been increased. Whether it be in the implementation of after school programs, the creation of a community youth center, or even a simple club that meets once a month, these social settings encourage the youth to engage with others. As people are more connected, bonds form and people become more involved in the needs of others. Moreover, network and coalition building are important strategies in not only youth development, but also in community development as well with regards to creating a positive social setting and environment. The outcomes of both are analogous to one another; as students or youths are put in a positive social setting, it will stimulate an increase in their motivation to learn and remain engaged. So it is also equally true that when citizens are put in a certain social setting it will determine their level of motivation and civic participation. They will either become engaged and more involved in a set of social responsibilities or they will continue to remain unaware or indifferent of their obligation and commitment to community development. As we will soon find out, it is the lack of civic participation that leads to a community’s demise. Networks and coalitions among groups of people promote a positive environment where individuals are more connected to one another.

In addition, by collaborating with other organizations and building a network, NGOs trigger the opportunity for cross-pollination of prevention activities. The state government of Mississippi successfully managed tobacco prevention by designing an infrastructure with a nonprofit organization as the lead agency which displayed efficiency, flexibility, and independence, while also having experience, visibility, and resources by partnering with other nonprofit agencies.⁴³ Coalition building helped strengthen NGO success in a social crisis and all were able to collectively attain their goal of implementing effective and sustainable tobacco prevention programs.

Another facet of coalition building that makes it unique and important is that there is no real hierarchy in these networks. Specifically, there is “an absence of a clear hierarchy of authority [...] the capacity of these networks is largely a function of their ability to sustain joint action by a disparate set of institutions and actors.”⁴⁴ Recently, many scholars have noticed these behaviors of collective representation among and within coalitions that involve the government and the private sector. In such

⁴⁰ Crutchfield, 6

⁴¹ “The Six Secrets of Social Entrepreneurship” Toronto Star Newspapers, Ltd 9 Dec. 2007.

⁴² Marybeth Shin, Toward Positive Youth Development, (New York: Oxford University Press, 2008) 4

⁴³ Vivien Carver, “Nonprofit Organizations versus Government Agencies to Reduce Tobacco Use,” Journal of Public Health Policy 24.2, 2003: 186

⁴⁴ Richard C. Hula, Nonprofits in Urban America, (Westport, CT: Greenwood Publishing Group, 2000) 2-3

scenarios, “each case reveals a community decision structure composed of private, public, and non-profit institutions that are linked together within a complex and relatively stable set of relationships.”⁴⁵ Because there is no hierarchy and the overall structure of these coalitions is very lateral, conflict or a divergence of interests rarely occurs. The relationships between the aligned organizations are more stable and dynamic. In many ways, this lateral structure reflects the same ideal relationship between NGOs and governments: either the two have mutual interests or have interests which do not coincide. In both instances, the organization achieves autonomy and leverage by being able to stay true to its mission and remain fully committed to the needs of the community. Above all, the literature in this field alleges that coalition building remains vital to the work and service of NGOs. At the same time, coalition building also “creates network ties among people who might not otherwise be in contact with each other.”⁴⁶

However, Randy Shaw notes in his book that building and maintaining activists coalitions was hindered harder than ever before in the 1990s; consequently, the absence of approaches towards effective coalition building “has deprived social change activists of what often represents the strategic key to success.”⁴⁷ What was the main perpetrator in displacing the scope of coalitions amongst NGOs and community organizations? Ultimately, Shaw points to the problem of unity and the lack of powerful broad-based coalitions as a means to achieve success.⁴⁸ Moreover, there was a lack of participation among and between members of the community, local government officials, and the organization itself. In this specific circumstance, organizations did not effectively network and form coalitions to the degree that they should have been. In the 21st century, the intersection of people, places, and ideas continues to create a tension between the local and the global. As globalization continues to connect the world and its people than ever before, the success of NGOs hinges on their ability to cultivate coalition building initiatives. As a result from the situation in the 1990s, citizen participation in voluntary organizations and/or community organizations remained on the decline and adversely affected the overall success of any given NGO.⁴⁹ Can the same be said for present-day NGOs and are the circumstance still the same as they were before?

II. People-Centered Change

Based on the “Better Together” report and other research akin to it, recent organizations have experienced greater success in the 21st century due to the increase in civic participation coupled with the organizations engagement with the community and other organizations.⁵⁰ Many contend that social capital has increased largely due to community coalitions and community building activities. Over time, “these network ties facilitate the formation of cooperative social ties, that is, social capital, that build community.”⁵¹ Not only were NGOs able to benefit from coalition building activities, but the community

⁴⁵ Hula, 2

⁴⁶ Smith, S.R. 14

⁴⁷ Shaw, 81

⁴⁸ Shaw, 82

⁴⁹ Shaw, 83

⁵⁰ The “Better Together” report will be described in greater detail further on.

⁵¹ Smith, S.R. 14

at large prospered and thrived under such conditions. Needless to say, without members of the community involved, NGOs struggle. For organizations that depend primarily on volunteer participation, this is indeed a critical facet of NGO management and merely accentuates this necessity of coalition building. As Leslie Crutchfield and Heather McLeod Grant eloquently expressed it, it is in the best interest of NGOs to build networks. As networks are developed and fostered, civic participation and volunteer work are apt to increase whereby enabling NGOs to remain successful while simultaneously promoting sustainable community development. Through this process of coalition building and community interaction, NGOs establish a set of public responsibilities and ordinary individuals become avid participators in their own development.

Sustainable and people-centered development is essential to the process of NGO work and cannot be underestimated. Many have cited the importance of people-centered development and prioritized it over the growth-centered model which leads to attitudes of social apathy, dependence on outside services, impoverishment and inequality.⁵² In *Building Communities from the Inside Out: a Path toward Finding and Mobilizing a Communities Assets*, authors John Kretzman and John McKnight take issue with “the prevailing needs-driven problem based approach to societal ills” and express their deep dissatisfaction with existing professional services that transform a country into a market or “a nation of clients.”⁵³ In such cases, professionals did not acknowledge the particular strengths and/or valuable resources available to them. Kretzman and McKnight profess the importance of emphasizing the many strengths and resources available even in distressed communities, what they term as an ‘assets-building’ approach.⁵⁴ In ignoring the composition of a particular community and its positive attributes, these organizations and professionals reject the model of people-centered development. In order for development to be sustainable and long-term, organizations must implement approaches and strategies which take into account the social, political, and economic structure of a community and aim to complement its assets. In response to the problems engendered by the growth-model development, political scientist Noeleen Heyzer asserts that the agenda for sustainable and people-centered development is necessary, can be mobilized by the people, and finally, will be achieved through these new transforming roles of NGOs.⁵⁵ Above all, consideration for the community and its people must be involved in order for change to be receptive and long-lasting.

Evidently, it is through the channel of coalition building that NGOs are able to develop a better relationship with the government, influence social policies, and establish greater credibility. Without a doubt, the government has a huge role in promoting these coalition building activities in addition to rendering them possible. The legal and social environment they create will either support or destroy the capacity of NGOs to create networks and branch out. Above all, the government must continue to support NGOs by delegating them with more autonomy and supporting their objectives through increased funding when necessary. For instance, one solution that may help alleviate some of the structural and managerial issues NGOs face include decreasing the time spent on fundraising or grant-

⁵² Heyzer, 3

⁵³ Smith, S.R. 10

⁵⁴ Smith, S.R. 10

⁵⁵ Heyzer, 11

writing by developing a partnership with the government.⁵⁶ Decreasing the amount of time spent on these activities is important since these activities may take time and energy away from their contributive work. Instead of spending time marketing their services to the government or private donors, organizations will be able to interact with the community more and dwindle the extent of professionalism and other business-like behaviors. By doing so, NGOs able to develop greater accountability and autonomy in the locale they operate through increased civic participation and support.

As the management and work of NGOs is seen as auspicious to positive, sustainable development, the government will be forced to recognize their credibility, legitimate service, dedication to social issues and therefore, aid their initiatives. However, this funding cannot be laced with ulterior motives as NGOs will become dependent on the state and unable to pursue agendas that may conflict or pose a threat to certain interests of the government and/or the private for profit sector e.g. human rights, the status of women. As NGOs are free to pursue their own objectives, it is imperative that they seek to develop a network and foster coalition politics. This new and improved role of NGOs will promote positive change as both the government and the people are given a vehicle through which they able to voice their opinions. Not only will people achieve greater control over their lives through development, but donors and governments will become increasingly mindful and cognizant of NGOs' "vital contribution in building up democratic space in civil society and improving people's capacities to cope with and participate in the process of transformation and change."⁵⁷

**INCREASING SOCIAL CAPITAL and COMMUNITY PARTICIPATION:
INFLUENCING POSITIVE SOCIAL ATTITUDES AS A MEANS TO *INSPIRE* CHANGE**

I. Influencing Social Behaviors and Attitudes

Social problems persist and continue to plague various regions because many have failed to recognize the intersection between social problems to social behavior. Indeed, there is an intimate relationship between public policy and social behavior- our actions reflect the laws enacted and the underlying principles they reflect. The fact that community education must be coupled with political policy reform manifests the necessity of stronger NGO-government relations. NGOs are able to influence community attitudes and thus behavioral patterns that may contribute to reform. It is important to realize that trends are a very powerful element of social interaction. This idea is also reflected in Malcolm Gladwell's discussion of trends in *The Tipping Point* and will be discussed in-depth further on.

Local organizations are not only innovative, they are committed to a social cause and the community within which they work. With regards to the HIV/AIDS epidemic, Phil Marshall believed that:

Community-based AIDS service organizations, typically formed by people with AIDS and their loved ones, were the pioneers of the

⁵⁶ Carver, 184

⁵⁷ Heyzer, 1

1980s, and remain at the forefront of innovation and commitment. Where governments were unwilling, unable or slow to step in, service organizations have given vital care and support to HIV-affected people.⁵⁸

One of the facets of social change that this excerpt sheds light on is the importance of spreading awareness to influence movements and the mobilization of ordinary citizens. As reflected in Malcom Gladwell's *The Tipping Point*, trends are no doubt contagious and they are what has continued to shape and spread ideas; trends are what can cause people to participate in positive social change.⁵⁹ The process of people becoming more engaged and connected to the service and work of various NGOs can alert more and more people to the issue at hand. These people can participate in a trend of radical social change by becoming skilled in action-research models as a means to developing successful responses. In this light, NGOs are committed to self-sustainability and people-centered development by both encouraging and enabling people to take their lives into their own hands. What's more is that this increasing rise in awareness and participation can also impact the degree to which NGOs and local or national governments connect, whereby strengthening their relationship as well.

II. Reciprocity

Another issue that is brought to attention is the differences between reciprocal service provision and nonreciprocal service provision, and how each impacts the local community. The key difference between nonreciprocal and reciprocal service provision is "whether CBO (community based organizations) service recipients become part of CBO community-building activities."⁶⁰ This notion of reciprocity reflects back to this idea of development that is people-centered and sustainable. If services are non-reciprocal, local residents will have no expectation of returning anything to the organization i.e. by volunteering, donating, etc: "in nonreciprocal service provision, CBOS are indifferent to whether local residents return something to the organization in exchange for the service they receive."⁶¹ The implications of non-reciprocity relate back to this shift within human services and community development, specifically the trend of professionalism, where members of the community are denoted as clients and/or passive recipients. Conflicts, concerns, or simply a mere given policy question are thought to be "best settled by recourse to professional expertise, political judgment, legal norms, bureaucratic standards, or market forces."⁶² The local members of the community are not involved and the decision-making process is far from collective. Obviously, the effects of this approach to service are very disturbing as they leave no room for future development based on sustainability and consideration for the public.

Furthermore, creating reciprocity from local residents is inseparable from social change and community development. How are members of a community supposed to become involved in their own development if they are disconnected from the services they are receiving? In many ways, this notion of

⁵⁸ Marshall, 125

⁵⁹ Malcolm Gladwell, *The Tipping Point*, (New York: Back Bay Publishing, 2002) Preface

⁶⁰ Marwell, 272

⁶¹ Marwell, 272

⁶² Cordes, 46

non-reciprocity relates back to the idea of solutions based on leverage and mirrors the structure of global inequality, particularly that of aid relief programs and their service to poverty stricken regions. When residents solely depend on outside services or services with which they are disconnected from, it is apparent that these services will only temporarily avail social maladies, but in the long-term these organizations will not engender positive social change nor penetrate the real problem at hand.

Contrastingly, “reciprocal service provision means that the CBO communicates to the local resident that some form of return to the organization is expected from him or her.”⁶³ Although future participation is not obligatory, it is encouraged. Social participation increases and people are more involved in the development of their own communities. Members of the community are not disconnected from the work of the organization. The relationship among staff/volunteers and members of the community is not one that can be categorized as distant. People are motivated to participate with the organization, whereby becoming more active in the community development process on the whole. The “key goal is to foster greater reciprocity in our dealings with one another.”⁶⁴ Ultimately, the extent to which NGOs can effectively implement reciprocal services will influence the degree of sustainability and the amount of momentum movements of change and/or community development will have.

Marwell provides a case-study of a CBO to examine the effects of nonreciprocal and reciprocal service. Loving Care Child Development (Loving Care) center was originally founded when a small group of parents banded together to help each other with childcare based on a volunteer basis; however, as Loving Care began to receive funding from both federal and local-city governments, it grew immensely becoming “increasingly distant from its clients, moving into a nonreciprocal service provision model.”⁶⁵ What are the results of this change? Although the organization experiences more financial support, its mission and interaction with the local community have been severely altered. What began as an organization that was primarily supported by volunteer-work molded into a large-scale bureaucratic organization conceived as a service provider for childcare services. In her field work research and analysis, Marwell observed that following these bureaucratic rules was important to the staff of Loving Care. When a member of the staff at Loving Care was interviewed, she maintained that “the *most important thing* is that every day, both the head teacher and the assistant teacher have to write up 40 observations on the kids in their classes.”⁶⁶ Because most of the attention is devoted to such bureaucratic matters, much less time, effort, or interest is available for other activities, such as cultivating relationships with and among parents. Loving Care has not been successful in fostering community ties within the organization and now provides services on a nonreciprocal basis. Thus, it has diverted from its original mission and is no longer that of a community-focused, self-help organization. The case of Loving Care provides significant evidence for this shift towards professionalization within community organizations and other NGOs. The case reflects the nature of this shift and more broadly,

⁶³ Marwell, 272

⁶⁴ “Better Together: an initiative of the Saguaro Seminar on Civic Engagement in America,” (Cambridge, MA: John F. Kennedy School of Government, Harvard University, 2001) conclusion, 1

⁶⁵ Marwell, 273-275

⁶⁶ Marwell, 274

what the effects of privatization have been on human services, strategies, community interaction, civic participation, and development.

Community organizations and coalitions “can be forms of mutual self-help that provide more effective solutions to social problems and avoid the problems attendant to a professionalized bureaucracy.”⁶⁷ With regards to youth development programs and local organizations which are catered to the same needs, these community reform groups rely almost entirely on volunteer parents and teachers who are directly affected by the outcomes. These participants are simply motivated by concern for the education of children within their community. This reality represents the effectiveness and sustainability of ongoing local organizations composed of parents and local citizens who are delegated responsibility in an issue. In this light, the solutions to youth development are not the responsibility of the government via research and funding approaches designed to tackle the problem of “how to improve schools’ youth development programs.”

In critically analyzing the product of Plumpy’nut,⁶⁸ it was evident that Plumpy’nut was a limiting condition of sustainable development in Nigeria. Because Plumpy’nut was merely shifting the responsibility, it avoided methods of prevention based on the inherent roots and causes of the problem at hand. Realistically, Plumpy’nut cannot be exported to each of the 178 million children that are malnourished across the globe; just as the services of Loving Care cannot continue to provide help for every child in communities around Florida. Moreover, these people will become trapped in a system if we continue to prolong the necessary solutions of self-sustainability and development. These solutions of self-sustainability and development involve services and relief programs in which the people are active participants and not passive recipients.

In December of 2000, the Saguaro Seminar issued the report “Better Together,” calling for “a nationwide campaign to redirect a downward spiral of civic apathy” warning that our nation’s stockpile of social capital has become tremendously depleted, the report outlined the framework for sustained, broad-based social change to restore America’s civic virtue.⁶⁹ Better Together’s project to build social capital is fundamentally based on the central premise that social networks have value. More precisely, “social capital refers to the collective value of all social networks [who people know] and the inclinations that arise from these networks to do things for each other [norms of reciprocity]” and involves “a wide variety of quite specific benefits that flow from the trust, reciprocity, information, and cooperation associated with social networks.”⁷⁰ Looking at the insinuations of “Better Together,” one can recognize the contribution of NGO commitment and service when it is matched with strong community ties and social bonds. In these circumstances of community development, radical social change can occur.

⁶⁷ Smith S.R., 12

⁶⁸ Authors notes from class discussion that occurred on October 9, 2008

⁶⁹ “Better Together: Connect with others. Build Trust. Get Involved,” Better Together: Connect with others. Build Trust. Get Involved, 2001. 26 Oct 2008 <<http://www.bettertogether.org/>>

⁷⁰ Better Together: Connect with others. Build Trust. Get Involved.”

III. Inspiring Change through Community Organizations and Grassroot Movements

Robert Putnam, a society scholar and one of the leading contributors of the “Better Together” report, visited various towns and cities across America where individuals and groups were engaged in unusual forms of social activism and civic renewal in the hope of understanding the nature of the collapse of America’s social institutions and formulating viable solutions.⁷¹ Putnam articulates the enormous role of these small local groups to the scale of change and describes a dozen innovative organizations in America that are re-weaving the social fabric of our country spreads.⁷² Putnam’s research advances the notion that our civic institutions are taking new forms to adapt to new times and new needs.

The findings of Putnam expose the contribution of these small organizations when related to current social realities in our country. The 2008 election proved to be a momentous event in our nation’s history: more than 128 million people pulled a lever or mailed a ballot.⁷³ Similarly, the number of courses in social entrepreneurship now taught at leading business schools expose that many MBA students would rather work for a non-governmental organization than a traditional company.⁷⁴ Philanthropy and attitudes of volunteerism now define the behavioral trends among many youth and adults alike. More than ever, people are becoming involved in their community both in the social and political sphere. What can we attribute this positive rebirth in our nation’s civic renaissance?

One cannot deny the importance of small community organizations that inadvertently teach people the importance of civic service and political activism through their degree of success pertaining to community development. Through service and dedication, people are restored with a sense of hope. Moreover, it is through this hope that community members and a wide array of organizations have been united. Endowed with certain duties, each organization and/or individual passionately shared a common vision and upheld their particular responsibilities to this communal mission. By creating valuable social networks and intimate personal bonds, community organizations and NGOs enabled various social movements of change throughout the country.

Lew Feldstein, co-chair of the Saguaro Seminar, proclaimed that “We need to look at front porches as crime fighting tools, treat picnics as public health efforts and see choral groups as occasions of democracy. We will become a better place when assessing social capital impact becomes a standard part of decision-making.”⁷⁵ This reveals the need of governments to realize the influence of local organizations on social capital whereby effecting change and then include this realization in matters of public policy. It is only when governments truly support this model of people-centered development and the work of organizations in creating social capital that change can be actualized. No longer will wealth be seen as the means to development and no longer will the needs of the economy become prioritized over the needs of the people.

⁷¹ Better Together: Connect with others. Build Trust. Get Involved.”

⁷² “Better Together: Connect with others. Build Trust. Get Involved.”

⁷³ Curtis Gans, “Much-hyped Turnout Record Fails to Materialize Convenience Voting Fails to Boost Balloting,” Center for the Study of the American Electorate (CSAE) 6 Nov 2008: 6

⁷⁴ “The Six Secrets of Social Entrepreneurship”

⁷⁵ “Better Together: Connect with others. Build Trust. Get Involved.”

Moreover, in many instances, the work NGOs complete in an area may be one where the government would find it difficult to respond appropriately. In several third world countries, government services cannot and will not necessarily reach all communities due to poor infrastructure and lack of resources. This is why the service of NGOs is critical, especially with regards to health-related human services; “the development models of community-based care, an essential part of the response in the developed world, will be even more critical in developing countries where resources are limited and widespread government health is not feasible.”⁷⁶ In such aforementioned scenarios, smaller NGOs and community organizations are closer to the problem so their work is profoundly vital to development and social change. As Phil Marshall asserts in his research, “the trust they (NGOs) enjoy at the grassroots puts them in a privileged position to bring about the kind of behavioral change.”⁷⁷ The significance of this ‘behavioral change’ that small local organizations influence cannot be negated. As prior discussed, the contribution of organizations to social capital is one of the most important facets of positive change and sustainable development. It goes without saying that if people do not have trust in these community organizations, social networks or bonds between people will become rife with tension and social capital would be at a loss. In addition, because these organizations are intimately connected to the community they serve, the advice and innovation they offer is based on lived experience and is generally extremely helpful to policy makers and other legislative entities hoping to relieve particular stressor of the problem. This reality reflects the magnitude and importance of NGO lobbying, advocacy, and other political activities that criticize specific treaties and policies which neglect a people-centered approach and thus hinder social development.

In a well-functioning and compassionate society, both voluntary action and government social programs are essential; governments must consider the impact of their policies on family and community connections. Moreover, political reform must include “increased citizen access to public spaces and real decision-making and budget responsibilities for local communities.”⁷⁸ This relates back to the roles of political advocacy and action of NGOs. Civil society can only be developed when the work of NGOs is citizen-initiated and publically oriented: “When foreign donors try to promote particular issues that they perceive to be tied theoretically to civil society, to the exclusion of the other questions that citizens in the recipient country may view as important, they are unlikely to succeed in mobilizing significant public participation.”⁷⁹ In order for public policy and service provision to be effective as well as sustainable, citizens must have a say in them. Often times, the needs of people are neglected and they are without power on these treaties and laws which directly impact them. Community organizations- rather than large scale, for-profit NGOs and/or foreign-based NGOs- provide the necessary space and channels for citizens to voice their opinions and express their concerns or support for political actions.

Therefore, it is evident that “through the repeated interaction of individuals involved in long-term relationships reinforced by supportive institutions [...] voluntary associations grow and flourish,

⁷⁶ Marshall, 127

⁷⁷ Marshall, 125

⁷⁸ The “Better Together” report, 7

⁷⁹ Sundstrom, 173-174

providing opportunities for leadership training and citizen participation.”⁸⁰ This passage manifests the cyclic nature of social capital and local community-based NGOs which lead to people-centered, sustainable development. Furthermore, community members must not only continue to voice their opinions and use their right of free speech, they must also become active in these organizations. This reverts back to the aspect of reciprocity discussed earlier. As previously stated, social change can only be sustainable when and if it is in conjunction with passion and conviction from the people. Change emerges from the needs of the people, and community members must continue to preserve positive change by becoming active participants in development and social service initiatives, instead of passive recipients. As Leslie Crutchfield and Heather McLeod Grant contend in *Forces for Good*, the best non-profits “freely share wealth, expertise, talent, and power with their peers, not because they are saints but because it is in their self-interest to do so.”⁸¹ NGOs are highly effective in generating social change when they inspire: volunteers and other community members are not only source of money or effort, they can be turned into initiators of change and effective advocates for the non-profit’s cause. Society must be a dialogue between NGOs, the government, and above all, members of the community so that civic participation and social responsibility can be achieved.

CONCLUDING REMARKS

In the course of my review of the literature, I began to realize the significance of organizational structures and how they dictate NGO service and overall success. Now that the NGO sector has been delegated an enormous amount of power both at the local and global scale, it is increasingly critical that academics, scholars, and ordinary citizens are fully cognizant of what strategies and tactics are advantageous to social development and which are not.

NGOs are no longer solely an extension of the state. Because their activities now include a wide-range of stakeholders and beneficiaries, they have a tremendous amount of accountability put on them for their activities. These sharper demands for accountability have engendered this need for business like models of efficiency and growth within human services and NGO operations. Professionalization has now become the norm for many trans-national and domestic NGOs. The increase in accountability can explain why some NGOs have become bureaucratic in application and have sadly, lost sight of their original mission. Who are these NGOs really serving and what are their obligations? The wave of privatization and the for-profit sector have sparked voices of dissent and of consequence, community organizations have increased and continue to gain mobility. Evidently, the success of NGOs cannot evade the extent of civic support. As this literature review has lucidly exposed, the people must be the driving force of change and so the work of an NGO is meaningless without the contribution of ordinary citizens.

As I delved into this arena of NGO activity concerned with social problems or development, I began to realize how critical civic participation was in an NGO’s roles of political advocacy, building networks, and

⁸⁰ Smith, S.R. 12

⁸¹ Crutchfield, 27

instilling positive social attitudes. How NGOs are able to effect positive social change is determined by their aptitude to carry out these roles, but more importantly, these roles are intimately connected to the extent to which people feel ownership towards an NGO. However, in many places NGOs are at a disadvantage because they remain disconnected from their service or mission in a variety of ways; impacted by the government, foreign interests, donations and the like, these NGOs have often failed to identify the meaning of the work because they have not included the local community. In the hope of transforming people from passive recipient or client to an active participant invested in the work of an NGO, a whole sale restructuring of human services is needed to emphasize shared-decision making partnerships between professionals, officials and citizens. Inspired by this reality and the promise of social capital, my thesis will focus on NGO activity in sub-Saharan Africa, and in the particular, the role of local, community based organizations in combating the AIDS/HIV epidemic.

This literature review has mainly scanned the behavioral patterns, government relations, and organizational structures of NGOs as a means to shed light on what factors contribute to their success in dealing with social problems and effecting sustainable development. The role of social capital, mainly that of civic participation in community building activities, is essential to empowering people to become involved and radically altering the attitudes of individuals. Above all, people must not only be made aware of issues that affect their community, but they must feel obligated and motivated to help or contribute in some way if change is to occur. It is through this grasp that I hope to build and cultivate my thesis. I ardently believe that community organizations are more successful in increasing civic participation, promoting positive attitudes e.g. social responsibility, likely to interact with the government on a constructive scale and are thereby apt to encourage social development that is sustainable, long-lasting, and people-centered.

Methodology

PURPOSE AND GOALS OF METHODOLOGY

One of the facets of grassroots organizations that makes them so successful is their ability to empower and engage local community members. Indeed, one of the reoccurring themes of this thesis is the importance of generating social capital as a means of promoting unity and increasing community bonds to combat social maladies. The literature review revealed many patterns and trends of NGO work, in addition to providing a wide array of insights from many scholars and academics in the field community development. However, in order to understand how and why organizations have been successful in this arena, it is necessary that participants and recipients be included in the discussion. Just as the work of an organization must be in partnership with the local community, so must a thesis be in direct communication with those individuals who have been affected by the work of grassroots organizations. Therefore, the opinions of the local community and other participants are extremely vital in evaluating an organization's degree of success.

In order to conduct and complete my research successfully, it was absolutely essential that I became involved with the work of a local grassroots organization. By working with a community-based organization, I hoped to replicate the Participatory Action Research model for my thesis as best as possible. In addition, I also wanted to work with on organization that was affiliated with both health care and youth development in the hope of connecting my findings to grassroots organizations and initiatives dealing with the HIV/AIDS epidemic in sub-Saharan Africa. Moreover, my findings will be used to elucidate the effectiveness of grassroot organizations and also as a model which can be related and applied to various communities struggling with the HIV/AIDS virus in sub-Saharan Africa.

METHODS OF COLLECTION DATA

I began working with the non-profit organization Lifespan in Rhode Island in order to have a practical application for my thesis research and corresponding goals. Specifically, I was working in the workforce development division and on a team that oversaw the Lifespan Youth program. Lifespan Youth is a program that is designed to promote career opportunity and youth development. By giving inner-city youth the ability to obtain a job in the health care industry, the program enables teens to gain valuable skills, knowledge, and experience. The program inspires the youth, giving them confidence and an important role in the community. Not only will their experience help them fulfill their life goals and aspirations, but it will also help the community by increasing social networks, educating the youth on the importance of health care, and empowering the youth to become engaged citizens involved in the community. These important issues and consequences of the program, among well as many others, will be adequately discussed in the findings section of this thesis.

At Lifespan, my work was concerned with preparing the youth for their summer training and internship, planning and managing future events, and various administrative duties. I was working almost 10 hours each week. Through my internship at Lifespan's corporate office, I was able to converse with many co-workers about their thoughts on the organization and the Lifespan Youth summer program. When I oversaw and/or managed youth events which the youth attended, I was able to speak them regarding their opinions and/or past experiences with the program. I collected data regarding the experiences of the target population, that is both the Lifespan staff and its participants, at the corporate office and the Lifespan youth program events.

One of the methods I used to gather data during my internship was through various informal and formal 1 on 1 interviews. Using this method, I spoke with all of the supervisors of the Lifespan Youth program, three of its graduated alumni, and two which were currently participating in the program. I chose not to use surveys to collect data for fear that they may appear especially daunting to the youth participants and jeopardize my relationship with many of them. It was my firm belief that surveys would be more destructive than constructive in both my research and relationships at Lifespan. After several hours of working at either the corporate office or a Lifespan Youth event, I would immediately take notes in the journal I was keeping to collect my research. In my journal, I would write down any sentiments and/or experiences of a particular day, while also reflecting on that data and drawing further conclusions. All of these notes have been documented and can be found in the appendix.

Another method I used to collect data was participant observation. As previously stated, I was able to work at many events where both current and past Lifespan youth participants attended throughout the course of my internship. At these events, I was not only able to converse with the youth myself, but I was also able to observe their relationships with other youth, Lifespan staff, hospital employees, and the community at large. Some of the parents of the youth also attended these events. Thus, I was able to witness and examine the way in which these teens interacted with others. I closely scrutinized whether or not the youth were able to feel comfortable and themselves in such settings. My findings would accentuate if indeed Lifespan had created a positive environment in which the youth could feel confident, empowered, and motivated to contribute. Above all, observation at these events proved to be extremely valuable to my findings. Through observation, I was able to discern and understand the types of relationships the youth sustained with those involved with Lifespan, but also with other community members.

Simultaneous to conducting my field research, I was also able to learn about the experiences of volunteers, social workers, and/or the indigenous population through various documentary's and first - hand account narratives. One of the primary resources among the latter that I used to supplement my field work was the book *Sizwe's Test*, which depicts one man's journey through AIDS in Africa.⁸² As narrated by Johnny Steinberg, *Sizwe's Test* is a first hand recount of the threat of the HIV/AIDS epidemic in marginalized villages throughout Botswana and South Africa. The book does an excellent job in conveying the tensions and conflicting goals between local communities and foreign aid workers. Steinberg's perspective is also very interesting as he maintains that the spread of AIDS is more of a social

⁸² Johnny Steinberg, *Sizwe's Test*, (New York: Simone and Schuster, 2008), 1-4.

issue than it is economic or scarcity of resources. As Steinberg asserts in his preface, “I wanted to find a place where poor villagers lived within walking distance of well administered drugs, and where nobody need die for lack of medical care. I wanted to go there and find people who were staying at home and dying, and I wanted to know why they were doing so.”⁸³ The heart of his book is an examination and critique of the “health-seeking behavior” of Africans and not the availability of clinics or hospitals. Since the book focuses on the correlation between human social behavior and health development organizations, his experience elucidates many of the existing problems regarding NGOs, the services they provide, and the locales they operate in. Moreover, his book was very helpful in drawing connections between the Lifespan organization, its youth program model and possible future grassroots initiatives and/or solutions in sub-Saharan Africa.

TARGET POPULATION AND EXPLANATION

Since the data of this thesis is compiled from my field research and interviews conducted at Lifespan, the target population remained both the staff of Lifespan Youth and the inner city youth in Rhode Island who have participated or are currently participating in the program. In the hope of relating my findings from the Lifespan Youth model to communities in sub-Saharan Africa, it remained imperative that the community I targeted was somewhat similar. Naturally, there were explicit and unquestionable limitations in this comparison between my field research target population i.e. Lifespan youth and staff, and the target population correlated with my thesis hypothesis and findings i.e. grassroots organizations and the indigenous youth population. The target populations are distinctly different, and at times, it was challenging to appreciate their similarities given the fact that they are living in remotely different political, social, and economic environments. The consequences that face the youth population in these hostile environments throughout sub-Saharan Africa enormously outweigh those of the youth of Providence. Furthermore, there remains the patent fact that I was not able to physically undertake a firsthand experience of the epidemic’s social turmoil and utter devastation in sub-Saharan Africa. As a result, these limitations of place and time led me to rely on the narratives and field experiences of others. The ideal scenario would have been being able to relay my own field research and experiences of Providence to that of – both being a firsthand account. However, since that was not possible, the solution was to resort to the first-hand experiences of others who have participated in the combat of the HIV virus and AIDS disease. Needless to say, this trade-off sufficed to meet my needs and accomplished an adequate means for comparison.

Although it is nearly impossible to classify the experience of youth in Rhode Island to the experience of youth in sub-Saharan Africa as “similar,” there are certainly unique similarities. For instance, both groups have experienced the disadvantages and the limited opportunities of inequality and poverty in their respective communities. Many of the Providence inner-city youth come from immigrant families with little or no wealth, attend schools with limited resources, do not have a current or steady job, and thus, have no expectations for themselves. Understandably, they do not feel compelled to engage and

⁸³ Steinberg, 2

positively contribute to the overall prosperity of the community because of these unfortunate circumstances. Although the lack of resources and degree of poverty is undoubtedly different in sub-Saharan Africa, their experiences are comparable.

Of equal importance to the participants of Lifespan Youth are its staff and volunteers. The principal goal of targeting the staff at Lifespan was to identify and examine certain work patterns, character traits, and other particular features that may have contributed to maintaining positive relationships with the youth, the hospital, and the community. It is important to note that the staff must not only engage the youth, but they must engage members of the local community, the government, the private sector, and other arenas in order to receive adequate funding and grants. This is an important aspect of NGO work which cannot be overlooked; an organization's ability to achieve financial support and stability will determine their amount of mobility and sustainability. Above all, the final objective of my methodology and target populations is to observe how and why the youths' experiences and interactions with the Lifespan community have positively affected their commitment to community development.

Aside from my internship at Lifespan, I was also able to speak with Damian Largier, a senior medical director at Pfizer who spent over 20 years working as a doctor in South Africa. Gaining his valuable insight on NGO work coupled with the HIV/AIDS issue was extremely valuable. His perspective comes from a first-hand account coupled with both a professional background and knowledge of the situation. In addition, I attended a lecture on the AIDS epidemic given by a medical researcher and professional, Dr. Robert Gallo. Dr. Gallo is the director at the Institute of Virology in Baltimore and has been working to find a cure or sustainable treatment since the onset and discovery of the HIV virus and AIDS disease in the 1970's. The perspective in the lecture is one that reflects the mission of the medical community and professionals who are actively seeking a cure and exporting treatment, rather than dealing with methods of prevention and the various societal barriers to current treatment.

Findings

I believe that the model of Lifespan molded to the varying cultures and specific needs of different sub-Saharan African communities will strengthen community bonds and relationships among people while improving health, education, and overall prosperity. This section will offer the reasons behind this conviction by presenting a wide array of findings and conclusions from my field research and data.

CREATING A POSITIVE AND OPEN ENVIRONMENT

One of the most astonishing findings which emerged in my field research experience was the level of honesty and degree of openness that Lifespan promoted. Participants of the program, both new and returning, were incredibly close to the staff. If they were going to miss a future meeting, for instance, they were not scared to share the particular circumstances of their situation. For example, one young girl, who was a returning alumnus, could not attend one of the program's future events because she had a court hearing.⁸⁴ She had been charged of stealing at the place of her employment. Yet she was not afraid to relay this reality to the Lifespan staff, even though she was well aware that it could jeopardize her placement in the program. In addition, there were many other individuals who developed a strong relationship with the supervisors at Lifespan Youth. The workers at Lifespan are in close contact i.e. weekly basis with the youth, know their family situation, and are fully cognizant of any personal problems or recent crises.

Observing the relationship and interaction between the youth and the staff at Lifespan, it was evident that the organization had succeeded in creating an open environment where its participants were able to feel at ease and comfortable. Youth were apt to attend various training activities and other Lifespan organized events because of this open environment. One might wonder how it is possible for organizations to achieve such an atmosphere which is conducive to change. Lifespan was able to promote this environment because of its small structure and community setting. Those involved were able to get know each other on a more personal level, and they were therefore more apt to participate and engaged with others. Above all, promoting an open and honest environment is one of the most pivotal steps in creating strong and lasting relationships with and among community members. These relationships promote individual and community development by instilling values of honesty and trust, while building various social skills.

With regards to the HIV/AIDS epidemic, one of the biggest problems with its spread is the negative stigma and shame that is associated with being tested HIV positive. Because many natives of African communities are not adequately educated enough on the virus, they foster this notion that once a

⁸⁴ Refer to author's case notes on January 20, 2009 in appendix A

member of the community has tested positive, he is “marked with death.”⁸⁵ Once tested positive, these individuals are then completely ostracized and separated from the rest of the village; others see them as a disgrace to the community and they in turn have no desire to live. As Sizwe himself attests, “If I test positive, I will be destroyed.”⁸⁶ Even doctors have been ashamed to report AIDS-related deaths; they do not want to treat AIDS patients because of this idea that those infected cannot and should not be saved. Sadly, these behaviors only exacerbate the negative stigma and veil of shame that covers the epidemic. It is not surprising that most people do not want to get tested, and the HIV/AIDS continues to infiltrate and spread. The virus has infused a great fear among communities in sub-Saharan Africa because of the immense shame being HIV positive harbors. As people refuse to get tested, many communities remain in denial and uneducated. These factors of shame and denial ultimately lead to a community’s demise: the community is divided and disconnected, there is an element of secrecy in social relations, and people begin to become wary of one another. If people are in denial, ashamed, or not open to the truth, it will only exacerbate isolation, suspicion, distrust, and in the end, the virus will have undoubtedly killed a community.

Many of the youth in these communities are often referred to as a “generation of AIDS”⁸⁷ because they are not willing to understand the nature of the virus and its spread. As of now, the youth do not value or attach importance to education. Consequently, the virus continues to spread because they are not educated on HIV/AIDS or issues regarding personal and community health in general. The issue of education will be touched upon in the latter of this analysis, but of equal importance is this idea that many teenagers continue to harbor these negative feelings of shame, fear, and secrecy towards the HIV virus and AIDS disease. Not only are they without adequate education and information concerning HIV/AIDS, but they do not acknowledge the importance of education and have no desire to learn about ways in which they can prevent and/or treat infection. In one video interview conducted by Red Hot, an organization that is dedicated to fighting AIDS through popular culture, the sentiments of a teenage boy in Wentworth, South Africa manifest this stigma of shame and denial:

Reporter: “Do you think people will tell you if they have AIDS?”

Young Boy: “No, they will definitely not tell you [...] because nobody wants to know, and expose themselves to other people and tell them ‘I’ve got AIDS’ you know? Everybody wants to lie low. And well, if you don’t see it, then you get it.”⁸⁸

Ultimately, these attitudes of denial and shame stem from a hostile and constrained environment which does not cultivate honesty, increased knowledge and/or awareness.

How can organizations eradicate the spread of fear and this negative stigma? Evidently, it is important to build a social atmosphere which encourages honesty and people to be welcoming to one another. Individuals must not be shunned from society because they have been tested HIV positive. Not only will this deter people from getting tested themselves and potentially spread the virus even more, but it will

⁸⁵ Steinberg, 31

⁸⁶ Steinberg, 33

⁸⁷ Steinberg, 144

⁸⁸ video of teens in denial: <http://www.youtube.com/watch?v=cawM8zMcy4c>

energize the virus by hindering individuals from seeking help or treatment. After Steinberg's own experience in this matter, he argued that building a social movement that promotes individuals and communities to be open and honest is paramount in order to thwart the virus's spread. HIV "must not be a source of shame; those who have eluded death must hold their pills up high and celebrate their lives."⁸⁹ Going to a hospital and receiving treatment is a decision a person must make. They must willingly acknowledge that they have HIV and that they are living their lives as a tribute to honesty and to the benefit of the community. However, who is to say that people will seek treatment and help if all the local hospitals are run by foreign or western organizations? Will these people be comfortable and at ease in this type of setting? Assuredly, whether a person embraces a healthcare service is not solely determined by the accessibility of that service; on the contrary, people must *want* to come to hospitals and clinics to get treatment. Only when this reality is acknowledged and preventive measures are taken to eradicate the fear and shame associated with HIV/AIDS, will more people begin to get tested, become educated, and live the rest of their lives with the support of their community.

In relation to Lifespan, the organization has effectively increased the level of honesty and openness in its setting and services. One of the ways that has enabled this constructive environment is the location of the participants' residency. Although exceptions are sometimes made, almost all of the youth are required to live within a certain zip code before they are accepted into the program. This prerequisite of living parameters allows the youth to bond on a more intimate level because they are all living in the same place and experiencing similar circumstances.⁹⁰ Mutuality is created and it is through this mutuality that the youth are able to support and respect one another. Moreover, the youth feel more comfortable with one another, but also with the staff; it is in this way the program initially excels at creating an open and honest environment. From this initial understanding that each youth shares a common background or similar lifestyle, everyone feels that they are connected and no one feels shunned or excluded because they are "different" or "are not part of the community." If one youth is having problems at school, another will offer to step in and help; if a youth is having problems at home, another will offer him to stay at his house instead, and so forth. This orientation promotes mutual self-help and encourages collective attitudes of responsibility to one another. Lifespan employees are not excluded or separated from this orientation either; most of the staff is young, some have participated in the program, and all are very much connected to the youth. They youth feel that they can trust the staff because they are young and have experienced much of what they are currently going through. The staff looks to increase this trust by communicating with the current youth participants on a regular basis and strengthening the relationship they have. The bond between the staff and participants is akin to that of a friendship and the youth are not solely viewed as clients or recipients of a service.

The participation of community members and civil society at large is a pivotal aspect of the reporting process. Commitment to truth and honesty is the only way that the spread of the HIV virus can be prevented, and thus resulting in the decrease in the prevalence of AIDS and AIDS related deaths. Above all, organizations must seek to cultivate these attitudes of honesty by creating an environment which

⁸⁹ Steinberg, 97

⁹⁰ Refer to figures 1 and 2 for further information in appendix B

encourages truth, openness and increased communication between and among the members of the organization and the community at large.

GIVING BACK TO THE ORGANIZATION

When comparing organizations, there remains one pivotal aspect that can effectively measure its success: reciprocity. As explained in the literature review, reciprocity is whether an organization's service recipients become part of the community-building activities.⁹¹ Reciprocity is based on interpersonal trust and organizations that reinforce norms of reciprocity increase cooperative behavior and create channels of communication. The power of reciprocity in operation is just one of the many ways in which local organizations create a positive and open environment. In addition, reciprocity is vital to an organization's success and sustainable community development because it increases civic participation and encourages people to give back to an organization. Therefore, reciprocity is good for both an organization and the community; it is sustainable, long-lasting, and people-centered. All of these aspects of reciprocity were present and intimately tied to the work of Lifespan and its Youth Development program.

Throughout my internship at Lifespan, I was able to witness the power of strong relations between the staff and youth, while also observing the effects of these close relationships on the organization as a whole. Not a day went by where the staff of the Lifespan Youth program were not in direct contact with both the current youth participants and recent alumni. As Stephanie Luther mentioned in one of our conversations,⁹² the staff is required to stay in contact with the graduating youth- even if they are not participating in the program again. These close interpersonal relationships and strong bonds between the staff and youth promote reciprocity and increase the likelihood that youth will want to give back to the organization upon completion of the summer program.

The current position of Joshua Laguerre at Lifespan accentuates this truth to the fullest degree.⁹³ Josh is an alumnus of the youth summer employment program and is now employed at Lifespan working to improve the program and the organization as a whole. Undoubtedly, Lifespan had succeeded in inspiring one of its participants to become actively involved in its honorable mission and the provision of its services through the organization's dedication and commitment. In the end, this only proved to help the organization and will also contribute to the overall prosperity of the community. Joshua, a Lifespan graduate, wants to put an end to the human suffering and inequalities he has experienced as a resident of Providence. He believes that the lack of confidence and vision among inner-city youth populations has perpetuated social maladies such as crime, violence, and unemployment. In this light, the youth members of the Providence community are disempowered because they are without confidence and a voice. It is probable that the Providence community will continue to remain fragmented and without civic engagement of some of its residents if this cycle of insecurity continues. This cycle of insecurity and

⁹¹ Marwell, 272

⁹² Conversation that took place on February 24, 2009 in appendix A

⁹³ Refer back to author's notes on January 31, 2009 in appendix A

disempowerment is not foreign to many youth populations in sub-Saharan Africa. Akin to the city of Providence, many youth populations in these communities are without hope and a positive vision for the future. As a result, they foster attitudes of indifference and are immensely withdrawn from community development. Norms of reciprocity have the ability to eradicate these social behaviors and empower members of the community. The question remains how norms of reciprocity can conquer these detrimental social behaviors and empower members of the community.

Joshua believes that Lifespan is a positive means to accomplish this end of youth engagement and social capital in the community because of its ability to engender self-confidence and promote awareness among its participants. This increase in self-confidence and awareness is not limited to the youth. On the contrary, those who benefit from the Lifespan Youth program also include the hospitals where the youth work and the individuals of the local community that the youth interact with. As the youth engage with other members of the community, both groups are rendered aware to certain issues, ideas, or perspectives which they may have not previously known about. Both are able to learn more about each other and the community is more connected because of this interaction. Social capital has increased and the probability that ordinary citizens will be compelled to engage in community affairs, or specifically become involved in the work of Lifespan, has likewise increased as well.

Moreover, reciprocity has benefited the organization by enabling one of its participants to contribute to the organization's development and success. Members of the Providence community may also be inspired or compelled contribute in some way e.g. volunteering, donating, etc. at the cause of the program's youth services. Other participants like Joshua also have the ability to become involved in the organization's success and are encouraged to do so. Lifespan also seeks the opinion of its youth participants in the implementation of certain training activities, skills building initiatives, and/or other events so that they are as effective and engaging as possible. This is evident in the organization's weekly surveys and questionnaires that they distribute to the youth after every workshop, event, or training.⁹⁴ These surveys ask the youth to respond to the following questions: What they liked best about the workshop, what they liked least about the workshop, once thing they learned about themselves, one thing they learned about others, how the workshop relates to the workplace and their job performance, how satisfied they were with the training, how engaging the training was, and whether they understand the expectations of the Summer Youth Employment Program. Evidently, Lifespan wants to involve their participants in the organizations overall operation and delivery of services.

The example of Joshua coupled with the various alumni I spoke to throughout the course of my field research revealed how involved and committed Lifespan members are to the growth and prosperity of the organization and program. Simply, its members give back to the organization in any way they can. Either by volunteering or helping others in the program, they are committed to its mission and future success. At paperwork night⁹⁵ specifically, I saw this reality in action. Many youth participants who had completed the program years before felt motivated and obliged to contribute even after the program's summer termination. Although most of them helped with various tasks, a handful of them just wanted

⁹⁴ Refer to Workshop Evaluation Form in appendix B

⁹⁵ Event attended by author on February 12, 2009 in appendix A

to be there. Observing their overall demeanor and attitude, it was evident that the program meant so much to them and they wanted to stay connected... even if that meant just standing and guiding some of the new youth to their appropriate paperwork tables or simply catching up with other current or past participants. Evidently, Lifespan had endowed these individuals with a sense of ownership and dedication to its youth development program. Through this citizen oversight and involvement, community members are able to have significant impact on the organization's operation and/or delivery of services.

CULTIVATING SOCIAL NETWORKS

As much of this thesis has discussed, one of the most important aspects of NGO work and a determiner of its overall success remains the ability to build coalitions and cultivate social networks. As Steinberg noted in *Sizwe's Test*, solutions to community development in face of the HIV/AIDS threat will involve an alliance between methods of both treatment and prevention.⁹⁶ Organizations dealing with each area of expertise must be able to work together to achieve a common goal. However, many questions surrounding this necessary alliance between the public and private or social and political still remain: how can positive partnerships between organizations, the government, and the community be achieved; what organizations have the ability to foster these alliances and why?

After speaking with Damian Largier,⁹⁷ it was evident that the conflict between local or national governments and western organizations had continued to impede on any improvements or lasting solutions with regards to the spread of the HIV/AIDS virus. Indeed, national governments seem to be at constant odds with foreign NGOs and western drug companies. South African Prime Minister Thabo Mbeki believes that western pharmaceutical corporations are greatly inflating the AIDS threat in order to exploit developing markets.⁹⁸ Mbeki remains steadfast in his conviction that western governments and drug manufacturers are locked in a conspiracy against the African continent.⁹⁹ Regardless of whether his accusations are legitimate or justified, the main point is that they have caused irrevocable damage to western aid because of the negative association natives now foster. This fear of western medicine that has seeped into the collective conscience of so many has adversely affected the implementation of international solutions and services.

Therefore, although some western NGOs may have the ability to alleviate major problems in the short-run, one must ask whether or not this is really a realistic solution. Should foreign organizations be funded given the fact that their remains an intersection of conflicting needs between local communities, national governments, and international organizations? Indeed, this intersection is in no way lateral and the needs of each are assuredly not mutual. On the contrary, in an international context, each actor brings his own cultural bias and specific interests. This was evident in Dr. Robert Gallo's perspective

⁹⁶ Steinberg, 85

⁹⁷ Conversation that took place on February 14, 2009 in appendix A

⁹⁸ Gumede, 158

⁹⁹ Gumede, 157

presented in his lecture at Providence College.¹⁰⁰ The lens of the medical community is void of human understanding because it does not take into account cultural and societal barriers to medical solutions. If western doctors believe a treatment is effective, they will immediately export their solution without consideration of the local community's requests or their full consent. Their main goal is to stop the spread of AIDS in the immediate now, and this goal is without social consideration or political cooperation. Obviously, there are going to be situations where dire help and human service is needed first and foremost; the question of serving certain interests would be made secondary to the obligation to human need. However, the HIV/AIDS virus has continued to spread throughout Africa for the past 30 years, and it has only gotten worse... a different approach is obligatory.

When foreign NGO's export their systematic models or solutions to an area of conflict, they may be effective in the immediate short-term, but in the long run, they are far from achieving success because of this lack of community engagement and support. Local community members are less apt to become involved and active in foreign organizations for many reasons: these organizations come in with their own agenda and resources, remain fixated on their exclusive opinions surrounding the issue and what they think is best for the community. They want to help the community, yet they do not involve the community at all in this process of development. Therefore, this process remains fragmented, unsustainable, not people-centered, and ultimately, counter-productive to change. Akousa, a young woman who works at the Girls Institute of Science & Technology in Agogo, Ghana, deals with this issue on a regular basis. She states that many foreign organizations or volunteers "come with their own agendas of 'what they feel is best for the village or community' vs. what the community/village needs."¹⁰¹

In *Sizwe's test*, Steinberg delves into this question of whether it is possible for a western solution to be applied to a problem that is completely different from western society. Steinberg believes that foreign NGOs or western aid programs are at a disadvantage because of the negative association they have. The arrival of AIDS medicine in South Africa was greeted with aggressive nativism, "ARVs (anti-retroviral drugs) were cloaked in suspicion and conspiracy; they had been brought to our shores by people bent on deceiving us, people bent on robbing us of something."¹⁰² Africans' "fear of the needle" is both literal and psychological; many suspect that doctors' needles are an instrument of genocide. These attitudes of anti-imperialism are also prevalent in the natives reaction to western business and/or aid. In Durban, a small rural village in South Africa, many local gangs have formed in response to the influx of western institutions and businesses flourishing in nearby areas.¹⁰³ Overall, there is a patently negative association with western medicines, solutions and technologies. This association conveys the extent to which western or foreign NGOs are limited and will not be successful. Foreign NGOs are rarely a reliable or sustainable means of community development because of their inability to build coalitions

¹⁰⁰ Lecture attended by author on February 26, 2009 in appendix A

¹⁰¹ Akosua Agogo "International Volunteering" *Idealist* 29 July 2008.

<http://www.idealists.org/if/idealists/en/DiscussionForum/TopicViewerPage/default?topic-id=37398-254#selectedPost> 11/26/08

¹⁰² Steinberg, 92

¹⁰³ Steinberg, 62-63

and social networks. People are disconnected from the work of an organization, there is no civic participation, and community development is fragmented. If NGO's are to be successful in implementing solutions to thwart the spread of HIV/AIDS, they must regain the trust and avid support of the local community.

One of the most important insights I gained from my field research and internship at Lifespan was the idea that grassroots or locally-based organizations are better able to obtain social, political, and economic support than foreign or western-based organizations. Working in a program that does not receive the bulk of funding from its parent organization demonstrated how essential it is for organizations to build a positive reputation within the community they are based and to treat each individual as a future prospective member or benefactor. Organizations must work to not only gain the support and confidence of the community and its citizens, but also to gain financial support and funding from the government. The UNAIDS 2008 Report on the Global AIDS Epidemic testifies that "Unprecedented numbers of civil society groups have joined their government counterparts and participated in this reporting process, using their participation as a means to communicate to the world on the situation within their country."¹⁰⁴ Civil groups and/or community-based organizations have increased awareness and helped thwart the spread of AIDS of being able to reach out to others, broaden their social networks, and pool resources. Being able to mobilize support and increase awareness has been through the development of bottom-up, grassroots initiatives.

Undoubtedly, the spread of HIV/AIDS is a complex and multi-faceted issue that impacts all levels of society; "no single sector is capable by itself of delivering the type and level of response necessary to deal with HIV and AIDS."¹⁰⁵ In the hope of achieving a multi-sectoral response, it is necessary that relevant sectors work together through strategic partnerships in a coordinate manner. Organizations must foster collective efforts and joint responsibility. At the grassroots level, organizations are more flexible and are therefore more effective in building community coalitions and social networks. Community members feel more obliged to contribute and participate in the organization, and they now have the opportunity to engage in development and change. Grassroot organizations are also at lower risk to receive criticisms or face challenges from the government. Moreover, grassroots organizations are able to implement change at the local level by including the local population in adopting a model of development to the community's specific needs. The model of the Lifespan Youth program can be used as a tool for sustainable, people-centered development by delegating local communities the power to implement the model as it fits best with their economic resources, indigenous population, and other logistical requirements. Social capital would be increased in the process as members of the community would be motivated to unite and collaborate on a common initiative for change.

¹⁰⁴ United Nations. UNAIDS. The 2008 Report on the Global AIDS Epidemic. Geneva: UNAIDS, 2008.

¹⁰⁵ United Nations. EDUAIDS. HIV/AIDS and Education: A Strategic Approach. Geneva: UNAIDS, 2008.

EMPOWERMENT THROUGH EDUCATION

Although many organizations are very effective in providing certain services to a designated population, if they do not succeed in educating this locale in the process, they will never engender social change and community development which is sustainable. This reality is in direct correlation with organizations struggling to prevent the spread of HIV and alleviate the devastation caused by AIDS. In many instances, doctors will simply diagnosis or treat an infection of HIV without explaining to a patient what it exactly is happening to them, how it could have been prevented and how they can ease their future suffering. In most cases, lack of communication or miscommunication is the main perpetrator. Patients do not feel comfortable asking questions and/or are not sure what to ask. On the other hand, doctors may be hesitant to explain the cause of remedies of the illness because they are not familiar with the language, has many other patients waiting to be treated, or just feels that the patient is not interested. Steinberg articulates this reality through his own experience:

It is late afternoon. The line outside the door to Hermann's examination room has been whittled away. Five or six solitary souls sit slumped in chairs, waiting to finally see the doctor. An impossibly large man stomps through the door, straightens himself to full height, and shakes Hermann's hand [...] Hermann picks up his folder, begins reading, then drops it. He looks up, his eyes wide, his nostrils flared. "They nearly killed you last Monday!"

"Yes, Doctor! They nearly killed me! They nearly killed me last Monday! They gave me a bottle of pills. They said I must take the first one now, right here, in the clinic. They fetched me a class of water. I drank the pill, and then I couldn't breathe. And then I was lying on the floor. I looked at my arms and there were blisters, huge blisters."

"They gave you co-trimoxazole on Monday, it nearly killed you. You must learn the name of that medicine and you must never take it again [...] this man has Stevens-Johnson syndrome. It is an allergic reaction to medicine, a very rare one. It says here in his notes that he had an allergic reaction to co-trimoxazole. The people here didn't see that in the notes [...] Nurses might struggle to read clinical notes in abbreviations. My colleague who treated him last November knew he was being relocated to a rural area. If he thought for longer than a half second, he would have known that the clinic in the rural area will give him co-trimoxazole. It is a general prophylactic. Everyone with HIV gets it. My colleague should have educated him. It didn't down on my colleague that knowledge to the patient might save his life."¹⁰⁶

As Dr. Hermann explains, knowledge could have saved this man's life. The doctor who had treated him previously had failed to inform his patient of his illness, and the patient almost died because he was not given this valuable knowledge. If MSF doctors or other western organizations fail to educate their patients in the process of treatment, they are neglecting the importance of sustainable community development. Sometimes the actual process of community development is more important than the

¹⁰⁶ Steinberg, 115-117

outcome that is desired. Patients cannot solely rely on the services of these temporary, immediate western aid organizations. They must be given knowledge about their health conditions and prevention strategies which can reduce future hospitalizations in the future.

The prior case-scenario reveals the perspective that most western doctors and/or organizations have towards treatment: that patients must take a pill and they will be treated. Obviously, merely taking a pill is not going to educate the people on the cause of the sickness, what their diagnosis means, and how it can be prevented in the future. This reinforces the idea that a majority of medical solutions are void of social behaviors and human understanding. In order to engender positive change and combat the virus in a sustainable manner, people must be educated about issues and well-informed. As doctors must give their patients knowledge to prevent and decrease the risk of becoming sick, so must organizations give their members and/or participant's knowledge and skills in order for development to be sustainable and long-lasting. Organizations must educate the participants and/or recipients of their services.

Community organizations dealing with the HIV/AIDS epidemic can use the tool of education to eradicate negative stigma and ultimately create an open environment which embraces the values of sincerity and honesty. Community based NGOs in sub-Saharan Africa are able to do this more effectively than foreign NGOs by involving members of their community that are HIV-positive people in the provision of services or in any other way possible. These certain individuals can volunteer by simply speaking to people with HIV, spreading awareness, and calming their fears. All of these positive ramifications increase the likelihood that people get tested and willing to admit they have HIV sans fear. One of the biggest problems is this ignorant fear communities harbor; people are so afraid that "the village won't accept them."¹⁰⁷ It is essential that this fear is turned into acceptance and empowerment. Individuals must cooperate, be strong, and fight the disease together. However, international organizations do not have the same competency as local organizations in this process of development to achieve sustainable community engagement and empowerment. For one, foreign health organizations may deter these community members infected with HIV from becoming involved as they are labeled as "patients" rather than normal citizens who are able to help and contribute. Because foreign NGOs provide immediate help and are merely temporary, even people that are not infected may make the assumption that they are merely providing a service and that they are no place to volunteer or become involved.

The channel of education also increases self-assurance and empowerment. As people are educated on certain issues and acquire strong communication skills, they feel motivated to contribute. People are more confident as they are given a voice. Empowerment also influences people to form a personal vocation and the confidence to achieve their individual goals. It was not until I conducted my interview with Joshua that I truly comprehended how conducive the program was to instilling values of self-confidence, hard-work, and a commitment to positive life goals.¹⁰⁸ Lifespan Youth is a tool for sustainable change because it not only teaches its participants vital skills necessary for their professional

¹⁰⁷ Steinberg, 305

¹⁰⁸ Interview took place on January 31, 2009 in appendix A

careers, but also establishes a sense of self-empowerment. It is evident that many youth in poverty-stricken areas with a lack of sufficient resources do not have a desire to attend college or do not believe they should because they are never given the opportunity to see what they are capable of doing. However, Joshua believes that a program like Lifespan Youth gives them confidence and a positive vision of the future by showing them that they can do whatever they want once they receive the necessary training and skills. Lifespan Youth aims to teach its students that the ability to excel is not an exclusive privilege, but an opportunity that each student has. For instance with specific regards to Joshua's situation, upon entering the program he had aspired to be a nurse. Yet once he completed the program, he realized what his personal assets, skills and interests really were. The program enabled him to recognize that he would be best able to employ his skills in the arena of politics: shaping policies that affect the health care people receive and not by providing them the service of nursing to help them. The Lifespan Youth program remains effective because it empowers and trains the youth, and also gives them the opportunity to cultivate their own aspirations through increased education and a positive self-perception.

The Lifespan Youth program also appreciates and emphasizes the necessity of education in community development initiatives through various training, skill building activities and peer support. Upon their actual placement and internship at a hospital, each youth is given a binder full of educational pamphlets about health care and social development in general. Each youth is also required to attend a wide array of events before they are officially able to commence their internship. These "events" include a number of lecturers speaking about social issues that are currently impacting the Providence community and/or the world at large, team-building exercises to endow them with communication and/or social skills, and group activities that help the youth foster healthy relationships with one another and encourage a positive environment where individuals can voice their honest opinions. These events are created to inform them about certain issues and ways in which they can become involved. In addition, the internship itself is also a huge learning-process as youth are able to utilize the skills they have acquired and connect with the other community members.

Another way these events support personal and community development is through peer education and the use of role play to personalized issues. Peer education is defined as that in which "young people are trained to spread messages and promote responsible behavior among their friends and colleagues."¹⁰⁹ Peer education is critical to HIV prevention for young people and remains an effective strategy in reducing negative social behaviors and thwarting the spread of HIV among younger populations. With regards to Lifespan, simultaneous to their internship, the youth attend weekly meetings and workshops with their fellow participants to discuss some of the experiences and hardships they have faced. They share thoughts from their journals, stories from work, and are required to come to the meetings as a way to discuss their feelings and events which have affected them. Although the staff is present, it is mostly the youth that coach and mentor each other by examining difficult situations and formulating positive means of responding.

¹⁰⁹ Author Unknown. "Education: In and Out of School Settings" *UNAIDS Education*. 3 March 2009. <http://www.unaids.org/en/PolicyAndPractice/Prevention/Education/default.asp> 3/31/09

Above all, the Lifespan Youth program values education in community development through the training preparation process and the internship itself. People must be educated and informed in order to become active participants in community development initiatives. Ultimately, not only does the power of education lead to self-confidence and civic engagement, but more importantly, it abets the overall development of the community by teaching people the importance of increased awareness and giving them the means or access to do so.

LOCALLY-BASED COMMUNITY ORGANIZATION AND CONCLUDING REMARKS

A final essential finding from my research and field experience is the effectiveness and power of locally-based, grassroots organizations. All of the previous preceding sub-sections lead up to this ultimate conclusion of community development. The overall composition and structure of community organizations makes them better able to: create a positive, honest and open environment; increase norms of reciprocity and increase the likelihood that participants or recipients will give back the organization; cultivate social networks and build strong coalitions with other organizations in the community to achieve a common goal; and ultimately, empower its members through the channel of education to make development sustainable, long-lasting, and people-centered.

As previously stated, one of the major problems with international development institutions and organizations is that they completely void of sustainability because they operate exclusively from the local community. They have their own models and ideologies which they feel are the best and most efficient. In this view, the organization's transparency is limited and the local people are disconnected from the development as these models are imposed on them. The people have nearly no voice or participation in their own development. They are simply passive recipients of the human service industry machine. Community development is no longer a process of civic engagement that seeks social welfare, but a trade or skill which is based on a desired end performance and meeting certain expectations.

It is for this reason that smaller and locally based organizations are able to cater to specific needs of local community and achieve sustainability through both process and performance. They are also better able to deal with the issues that are currently impacting their community because of the organization's staff composition: all are community members and not exclusively members of the organization. Not only are these community members completely invested and directly affected by the work they do, but they are also familiar with the issues and thus better apt to tackle them. The organization's level of transparency also increases as the interaction between staff and community members remains strong. Above all, NGOs which are based in the locale they are serving and have been for some time, are fully cognizant of what policies might engender conflict or remain futile in initiating change. It is for this reason that local, community-based NGOs are better apt to deal with development and other social crisis.

Community organizations and grassroots cooperatives can promote forms of mutual self-help that provide more effective solutions to social problems while avoiding the problems persistent in a professionalized bureaucracy. Community based reform groups rely almost entirely on community volunteers or citizens who are directly affected by the outcomes. These participants are simply motivated by concern for the social welfare of their community. Reciprocity endowed Lifespan's members and participants with a sense of ownership and dedication. Members of the community affiliated with the organization or not are inspired to contribute to its cause and mission. They connect with the organization on an intimate level because the organizations services reflect the common good and their individual needs first and foremost. These attitudes of mutual self-help and mutual support transform Lifespan into a more self-reliant organization. The organization is deemed as self-reliant because there is no time being spent on fundraising, taking out loans, or grant-writing and the organization is not heavily dependent on the donations of others. As a result, they do not have to serve other outside interests or meet certain expectations. They are able to fulfill their mission, remain independent and financially stable.

This reality represents the effectiveness and sustainability of ongoing local organizations composed of local citizens who are delegated responsibility in an issue. Locally based organizations are sustainable because they have more flexibility. Muhammad Yunus, the founder of the Grameen Bank and advocate for micro-lending as a means to eradicate poverty, attributed the success of the Grameen Bank to flexibility and being able to adjust to change: "Part of our ability to alleviate poverty depends on our willingness to admit failure and to help ensure that the failures do not happen again."¹¹⁰ An organization's plasticity enables them to accommodate change and make proper adjustments: they are able to mold external solutions to the local communities needs and readily adapt to change by educating people rather than simply providing a service. This process of human service and delivery among community based organizations alike is essential to development as it increases social capital, education, and empowerment by spreading awareness and encouraging civic engagement. As a community-based organization's reciprocity empowers citizens to become involved and engaged in the community, its transparency enables the organization to acknowledge when and where changes should be made and flexibility helps to ensure that this change occurs and is implemented successfully. It is in this way that they are sustainable, long-lasting, and people-centered.

¹¹⁰ Muhammed Yunus, Banker to the Poor: Micro-lending and the Battle Against World Poverty, (New York: Public Affairs, 2003), 230

Conclusion

Globalization and our increasingly interdependent world mandate the necessity for creativity, reciprocity, flexibility, and accountability. People, ideas, and the world at large are constantly changing. Organizations must be willing and able to adapt to this ever changing global climate; the ability to recognize and utilize model programs and/or other practices is just one of the ways they can benefit from globalization. In order for the globalization movement to have a positive effect on the NGO sector and the services it provides, individuals must use the tools of the movement to their best advantage: spreading awareness and learning lessons from the experience of other models and practices. As scholar James Midgley asserts, "Lessons from abroad are potentially a key source of both policy ideas and programs innovations in social welfare and social work."¹¹¹ Regardless of what past improvements and measures have been made, there will always be opportunities to share experiences and learn from others. By sharing insights and experiences, the NGO sector can enhance coordination and partnerships for effective country-level implementation of youth development initiatives.

Through extensive research and participatory experience, this thesis offers valuable insights on the nature and identity of organizations- especially those concerned with community development initiatives in the face of social maladies- as a means to encourage the mobilization of grassroots initiatives and influence change that is sustainable, people-centered, and long lasting. Its application is both practical and specific: for one, organizations can gain practical information from the literature review and findings, while on the other hand, this thesis caters to the specific needs of those grassroots organizations and/or community development initiatives concerned with the HIV/AIDS epidemic and youth outreach programs.

The Lifespan Youth program is a one that initiates youth to work and become involved in the community whereby increasing social capital, strengthening community relations, and encouraging both political and economic development. The process of training that accompanies the program increases the youths' communication and literacy skills so that they are able to engage with society in a more constructive way. Through educational empowerment and cultivating an environment of openness and honesty, the program is a preventative measure against rising rates of unemployment, crime, and violence among the Providence youth population. Taking action to minimize the threat of HIV to young people is essential for halting the epidemic; as UNAIDS attests, "Experience shows that HIV prevention interventions for, and in partnership with, young people are among the most effective measures as they tap into the energy and idealism of youth."¹¹²

This strategy of community development, mainly one that attempts to tackle social maladies through increased education and the empowerment of the youth population, is one that African communities

¹¹¹ James Midgley, "Lessons From Other Countries: Current Benefits and Future Opportunities." Lessons From Abroad. Ed. James Midgley and M.C. Hokenstad. (Washington, DC: National Association of Social Workers, 2004) 3

¹¹² Author Unknown. "Young People" *UNAIDS* Education. 3 March 2009.

<http://www.unaids.org/en/PolicyAndPractice/Prevention/Education/default.asp> 3/31/09

facing rising HIV infection rates should look to replicate. The Lifespan Youth program serves as an effective model to community development initiatives and manifests key factors, identities, and strategies of the NGO sector which are apt to make a major contribution in efforts against the spread of HIV/AIDS. However, the replication or implementation of the Lifespan model must also be organic to the local community. It is only through the process of civic participation that this model of growth and vision of development can be achieved.

AIDS is so limited
 It cannot cripple love
 It cannot shatter hope
 It cannot corrode faith
 It cannot take away peace
 It cannot kill friendship
 It cannot silence courage
 It cannot invade the soul
 It cannot reduce eternal life
 It cannot quench the spirit
 Our greatest enemy is not disease
 But despair¹¹³

This poem entitled “What AIDS Can’t Do” reveals how negative social behaviors and attitudes can destroy a community and exacerbate the spread of social maladies. Indeed, AIDS is one of the worst epidemics in the history of mankind; however, it is not the disease itself has caused the decay of communities in sub-Saharan Africa... it is human shame, distrust, and hopelessness. Only when organizations recognize this reality and begin to cultivate human initiative will the disease be killed, rather than communities themselves. The youth must be engaged and empowered for they are NOT a generation of AIDS, but instead a generation of hope.

¹¹³ Author Unknown, “What AIDS Can’t Do” African Women, HIV/AIDS and Faith Communities, ed. Isabel Apawo Phiri et al., (Pietermaritzburg, South Africa: Cluster Publications, 2005).

Appendices
and Annotated
Bibliography

Case Notes

Brief overview of Lifespan organization and internship:

In order to provide a comprehensive analysis of NGO strategy, activity, and success, I will be working with Lifespan, Rhode Island's first health system which was founded in 1994. Lifespan progressively strives to improve the health status of the community it serves through the provision of customer friendly, geographically accessible and high value services. A non-profit organization, Lifespan is overseen by a board of volunteer community leaders who are guided by its mission to improve the health status of the people it serves in Rhode Island. Specifically, I will be interning in the Lifespan Youth department, which provides the opportunities, inspiration and education to help inner city youth obtain a future career in health care. Lifespan Youth is a summer long youth development program which provides training to the youth, endows them with valuable life skills, and employs them in various hospitals throughout Rhode Island for a period of approximately two months. The youth come together on a regular basis to discuss their work experiences and personal development, and most are shortly hired by the hospitals they interned at. Furthermore, the work that is done is dedicated to increasing youth awareness of health care careers and access to employment at Lifespan. By doing so, the youth will be building their own social network while simultaneously grasping the importance of community health-care. Thus, the program's goal is to create opportunity through empowerment. It is important that youth and teen development is not overlooked in this regard as the overall prosperity of our future remains contingent on their contribution and involvement in this division of society.

My mentor and main contact at the organization will be Alexis Devine; her passion for creating opportunity is exposed through her efforts to educate the youth (especially those who are facing poverty and other disadvantages) about life skills and proper training necessary for obtaining a job- be it at Lifespan or elsewhere. Working for Lifespan Youth, I am expected to be completing mostly administrative work, recruiting, and will be greatly involved in the planning aspect of the program i.e. activities, events, and so forth that these teens will be involved in.

1/20:

The first day of my internship was very eye opening to say the least. For one, it was evident how close they staff were with the youth and how much each employee had maintained a good relationship with the youth. All the Lifespan employees have the youths' cell phone numbers, are in close contact, know their family situation and/or family life. For example, my supervisor and head director of the Lifespan Youth Development Program, Alexis Devine, knew the personal details about one youth and spoke about her as if she were a close friend. She explained a particular situation about one youth (her name and exact details cannot be fully disclosed for her protection and privacy) and how she had gotten in trouble with the law. Charged of stealing at the place of her employment, her situation was very serious. I was amazed at how much Alexis knew about it and how worried she was about the young girl's situation.

Alexis also said that she had to get a new cell phone plan that would allow her to send and receive more texts because she is constantly being texted by the youth. I found this very interesting because texting

is something that friends do between one another, not something that a boss and employee are likely to do. I think this type of relationship between the staff and the youth ultimately contribute to the organization's success and also the overall development of the youth participants. They can call of the staff for help and they look up to the staff as role models.

Conclusions: These close relationships promote individual and community development as social networking is increased. They promote healthy relations between inner city youth and people working at hospitals. These types of youth development programs which seek to give at-risk youth employment opportunities help thwart the spread of social maladies such as crime, unemployment, violence, and disease in the Providence community. Involving the youth in these community development initiatives increases sustainability and is people-centered because the citizens are more involved and are learning in the process. This outcome is desired for villages in sub-Saharan Africa since the community is often not included to the degree that they should AND the youth population is the highest population living with HIV/AIDS while also being the highest population at risk of HIV infection.

1/23:

Today, I learned an interesting fact about one of the staff at Lifespan. Joshua Laguerre, my co-worker, actually participated in the youth summer program and is now working as the Project coordinator to assist in both the program design and implementation. I set up an interview with Josh to learn about his experience in the program for next week.

Stephanie Luther made an exception for one at-risk youth Hector (was not in right zip code), because she knew his circumstances and his situation. Their close relationship helped give him the opportunity to participate in something fulfilling and meaningful that gives back to the community.

1/31:

Interview with Josh Laguerre (alumni of program and currently working for Lifespan Youth). Before delving into Josh's specific views about the program, I learned more about his employment and educational background. Josh is a junior at Rhode Island College, studying Nursing and Management. Joshua is not only the project coordinator at Lifespan, but he is also the Stepping Up Intern and will be with Stepping Up for the summer of 2009. Joshua is a product of the Lifespan Summer Youth Employment Program and will be working with Naveed Irshad (the Career Advisor), for a new initiative; which is to create a pipeline of trained youth, ready to be placed into the Lifespan workforce. The Lifespan Summer Youth Employment Program was designed to promote career exploration and youth development. Stepping Up was created to provide education, training and support services to community residents, as well as full and part-time employees of Rhode Island Hospital and Women & Infants', who are interested in developing long-term careers in healthcare. Essentially both the Lifespan Summer Youth Employment Program and Stepping Up are creating a pipeline into healthcare jobs that enables neighboring residents and healthcare workers to access entry-level jobs and then move up over time. Josh's role this summer is take the knowledge and skills that he gained from the Lifespan Summer Youth Employment Program, and the knowledge gained while studying Nursing and Management at Rhode Island College, and use this information to help, guide, and advise the current summer youth participants. Josh has been involved in healthcare for six years, and can offer the participants advice on how to stay connected within Lifespan. Joshua has a passion for helping people and he enjoys critical

thinking, which has drawn him to healthcare. Joshua hopes that “the summer youth share the same passion I have for helping people and healthcare.” He looks to utilize his expertise and experience to create a better program while also inspiring the youth.

After discussing his career, we moved on to his individual opinions about his work and the providence community in general. Josh’s family moved to Providence from Haiti shortly after their college graduation. We spoke about his family’s situation, and how it was hard for them to secure a good job in America even with college degrees. He expressed his conviction that low-income families struggle with unemployment due to lack of knowledge about opportunities and resources. We also spoke about Josh’s views concerning the lack of motivation among inner-city/low-income youth. Many kids do not want to go to college or do not end up going because they are never given the opportunity to see what they are capable of doing. However, Josh believes that a program like Lifespan gives them confidence and a positive vision of the future by showing them that they can do whatever they want once they receive the necessary training and skills. Lifespan Youth aims to teach its students that the ability to excel is not an exclusive privilege, but an opportunity that each student has. It inspires hope and courage to achieve your dreams. For instance with Josh, upon entering the program he had aspired to be a nurse. Yet once he completed the program, he realized what he was at and where his skills and talents really were. The program enable him to recognize that he would be best able to employ his skills in the arena of politics: shaping policies that affect the health care people receive and not by providing them the service of nursing to help them. The Lifespan Youth program remains effective because it empowers and trains the youth.

2/12 (paperwork night):

Today, I worked at paperwork night from 3-8. I facilitated one of the tables for collecting paperwork, and thus was able to meet all the kids that will be participating in this summer’s internship program. In addition, I was also introduced to a bunch of recent graduates and people that had participated in the program in the past. Some of the volunteers at the event were actually youth who had participated in the program either last year or the year before and were employed/hired to work by the hospital upon completion of their internship. Two of the people really stuck out in my mind because of how mature, well-spoken, and helpful they were: Jessica and Mike. Both recent graduates of Lifespan Youth and working at Rhode Island Hospital, I was in awe by how much they were invested in the program. Mike had to work a shift at 11pm that night, yet he was still helping out to volunteer at the paperwork night from 3-7. He could have easily of stayed home and relaxed before working, but he wanted to help out in any way he could. Jessica and him both told our supervisor Alexis that they wanted to be updated on events with which they could volunteer at, like the one they were currently at, because they wanted to give back and help. It was amazing.

Jessica was my partner for the paperwork event and shared a table with me. I was able to talk with her about her thoughts on the organization and how it has helped her grow as a person, as a professional seeking a job, and as a community member. She had nothing but great things to say about the program and how much it has done for her. She says “I am so thankful for having the opportunity to participate in the program. I have not only made friends, but I have met so many interesting people and health care professionals. Now I have a job at the hospital and it is all because of Lifespan. I couldn’t have done it without them.”

Above all, both Jessica and Mike's involvement in the program gave them the opportunity to obtain a steady job- a job that gives them important knowledge about their health and also gives back to the community. Many of them are constantly being complimented for their dedication and hard work at the hospital. In fact, I ran into the head doctor who is on the Lifespan board of trustees and he spoke very highly of the youth that were hired directly from the Lifespan Youth program. He said that they have done wonders for the hospital and he wishes more money could be invested in our program so that we could increase the number of applicants we accept. He mentioned Obama's new stimulus package, and how 4 million dollars had just been designated to the state of Rhode Island for community/youth development programs and initiatives. Ideally, the program could improve and become even more successful than it already is if it were able to receive some of that money. Hopefully, we can write a grant proposal to the government and have some of the money allocated to our particular program. I think Obama's stimulus package shows how the government can invest in youth development programs that can engender positive social change that is sustainable, long-lasting, and people-centered. Being a part of Lifespan Youth is a tremendous experience, and something that continues to show me how important youth education and empowerment are to community development.

2/14:

Interview with Damien Largier (Health professional; senior medical director at Pfizer). Damien lived in South Africa for over 20 years working as a gynecologist and physician. When asking him what his thoughts were from his own experience, he said that the biggest thing with HIV/AIDS in Africa is the stigma that surrounds it. Given the fact that so many people are infected and it is causing devastation on the continent, it is absurd that so many people do not want to discuss the issue and are therefore not being educated on it, he says. He believes that solutions will involve education and changes in social behavior. Lack of sufficient resources is also an issue, but it is not the sole perpetrator. Other communities in various developing nations have dealt with the HIV/AIDS virus effectively given their own lack of resources.

Conclusions: The problems of the HIV/AIDS epidemic- mainly that of education and promoting an open social environment- correspond to the initiatives and objectives of the Lifespan Youth program.

2/20:

I had a long conversation today with one of the Lifespan Staff- my co-worker Stephanie- about the paperwork night event which took place a couple of weeks ago. We talked about how nice two of the youth that came in were, Odolph Thomas and Henglay Ros. I distinctly remembered them because they were one of the first two that turned in their paperwork to my table, and also because of how well they got along. I mentioned to Stephanie that the two must be best friends because they seemed so close. However, Stephanie informed me that the two had actually never met each other before this night. Odolph was a new youth, while Henglay was a returning alumnus. Henglay offered to help Odolph and they went around to the different tables of paperwork together. I thought it was amazing how well they got along and how quickly they were able to become friends. Stephanie also told me another story regarding two girls last year, that didn't realize they went to the same school until they both completed the program. Now the two are best friends and spend their extra time volunteering at Rhode Island

Hospital. She said that people form bonds quickly in the program because they share many similarities and live in close proximity to one another.

Conclusions: I think the fact that the program enables the youth to foster such valuable and closely-knit friendships is tremendous. It builds lasting friendships, but above all, gives the youth the opportunity to meet new people and make new connections with other members of their community. The fact that the youth live close together and have a lot in common exposes how an organization's structure can lead to positive relations among its participants and staff alike. Grassroot organizations are more effective in creating and cultivating social networks because they are locally based and everyone shares many commonalities.

2/24:

Another interview with Stephanie. Below are some of the questions and her corresponding responses:

Victoria- "do you still stay in contact with the youth that have graduated and are no longer participating in the program?"

Stephanie- "I am required to stay in contact with them, I must speak to them at least twice every 6 months. I usually talk to them way more than that though."

Victoria - "what about?"

Stephanie - "if they have family issues, i will talk to them about that. If they are going to college, I will talk to them about how their applications are going, etc. It really depends"

Victoria - "do you ever meet up with any of them in person, catch up with them face to face? Or is it only on the phone."

Stephanie - "oh yea, of course. Sometimes they come here and we do activities together, or we go out to lunch someplace else... it's important to stay connected with them. We want to be available and a valuable resource to them."

Conclusions: I think it's so amazing that the staff maintains good relations with the graduating youth, even if they aren't returning or participating in the program. I believe it increases the likelihood that youth will want to give up back to the organization. It is just really important because the program is an ongoing process, it is not just one summer and that's it. You stay connected to Lifespan Youth and the community for the rest of your life.

2/26:

Today I attended a lecture given by Dr. Robert Gallo on HIV/AIDS research entitled Lessons From the Past and Future Prospects. Dr. Gallo is the director of the Institute of Virology at the University of Maryland. The lecture mostly addressed the history of AIDS- it's silent spread, recognition, discovery, global mobilization, and current/future solutions- as well as the epidemic today and what is being done to combat the virus. Dr. Gallo believes that AIDS is one of the greatest pandemics in the history of mankind. However, Dr. Gallo also believes that, since the 1990's, scientists know more about the HIV virus and AIDS disease than other in the world. The fact that a professional in the medical field believes this exposes how deadly and serious the virus is. Thus, there should not be any reason that the virus is neglected or more is not being done to restrict its spread given this reality. Yet, many still evade this pressing problem and prioritize other interests before it. It is the international community's best interest to fight this destructive disease and stop it from spreading any further.

The lecture was through a medical perspective strictly. Dr. Gallo gave insights on what he feels has been the most effective means for treating the AIDS disease, thwarting the spread of the HIV virus, and preventing an HIV infection. He said that one of the best things that was done for those medical practitioners involved in finding a cure and coming up with treatment, was President Bush's PEPFAR- the U.S. President's Emergency Plan for Aids Relief. PEPFAR provides 15 billion dollars over 5 years for implementing integrated HIV care, treatment, and prevention. Most of this money is spent in Africa. Some of the interesting facts I learned from lecture were:

- Leading up to 2007, total HIV-related deaths have been 2,100,000... That's 175,000 dying each month, and 41,000 people dying each week.
- WHO estimates that there are over 6,800 new HIV infections daily.
- The Middle East hesitates on reporting HIV-related deaths (very problematic, leads to a silent spread of the virus).

Conclusions: I found the lecture very interesting because it presents the viewpoint of doctors who are trying to deal with the epidemic. Dr. Gallo only discussed the necessity of increased blood testing, improved health care, and of course, making immunity sustainable by finding a definite cure. He supports western medicines in their endeavors of finding a cure or sustainable treatment program and believes money should be allocated to this end. However, Dr. Gallo did not delve into the issue of the societal barriers of African countries/communities in adapting western models of HIV prevention strategies or solutions. In this regard, the lecture was very helpful because it demonstrated the medical community's perspective on this issue of HIV/AIDS and how completely void it is of human understanding and social behavior.

Another issue that the lecture shed light on was the HIV/AIDS treatment that is currently taking place. As of now, different vaccines need to be injected at least once a year, and it is mostly western or foreign NGOs that take upon this task. However, this is not sustainable in the slightest. These foreign organizations cannot go around from village to village administering vaccines and monitoring improvements; it just isn't realistic and there is no room for community development. I understand that AIDS is currently a serious crisis, so in that regard, this is the best that can be done to mitigate the effects in the immediate now... but what about the future? What steps and/or initiatives are being taken towards generating sustainable and long-lasting solutions which include the local community? How is the local community being involved in these immediate band-aid solutions i.e. are they being educated, are they aware of the ways in which they can contract the HIV virus, are they taking an initiative to improve health conditions and demand for change?

HIV/AIDS is a complex and multi-faceted issue; it is impossible to apply one generic solution to this problem which has its roots in social, political and economic turmoil. The approach must be integrated: several organizations must tackle the different aspects and they must include the needs of the local population in their approach while also encouraging them to participate. Civic participation must be mobilized if movements and programs dedicated to the eradication of HIV/AIDS are to be successful.

2/27:

Stephanie showed me surveys which the organization gives out periodically through the course of the program's training and internship. She believes that the survey's help improve the organization and get a sense of what the kids are actually feeling. The fact that Lifespan administers many surveys

throughout the course of the program means that they want to keep track of all the participants' feelings and attitudes towards their work and the youth's overall development.

Conclusions: The survey's manifest that the staff at Lifespan is genuinely concerned about the Youth: if they are enjoying the program, if they feel it is beneficial, what is helpful and what is not, and so forth. Therefore, the surveys are an effective tool of evaluation which seeks to include all participants in the improvement and effectiveness of the program. The youth are active participants and producers contributing to the program's prosperity and longevity.

3/17:

Today I was assigned to work on organizing the binders that the youth will be receiving prior to their training and internship. They are very extensive and filled with a plethora of information regarding: standards and expectations, policies and procedures, career development resources, health and wellness, inspiration quotes, future plans, a calendar of upcoming events of both the organization and within the city of providence at large, and other valuable guides and information. The youth can use the binders not only as a valuable resource during the duration of their internship, but they may also use the binders after the completion of the program because of the practical information they contain. I also learned that there is not only training for the youth, but also for the managers i.e. the hospital staff, who receive training as well. I found this very interesting because it shows that the program is geared towards making the internship experience advantageous and beneficial for the hospital, the youth, and the community at large. Akin to the youth, the managers also receive a huge folder complete with packets regarding what is expected to them and information about the youth they have been assigned to.

Conclusions: The binders and the pre-internship training are two of many instances that manifest the importance and utter necessity that Lifespan attributes to education in the process of sustainable community development. In addition, this process is not simply a one-way course of development; on the contrary it is very mutual as all individuals involved in the Lifespan Youth program are being educated and made cognizant to certain issues.

3/24:

The past week I have been continuing to put together the binders that the youth will receive complete with a wide array of practical and informative resources and knowledge. While I was working on this task, I also discovered some of the other resources that the Lifespan organization provides to its staff and/or other members affiliated with the organization's work. One of the most valuable was the internal website that Lifespan uses to spread awareness to its staff about current events and keep them updates on any changes that will occur- or are currently occurring- within the organization's structure or services. Only those that are staff and/or are affiliated with the organization in some way may access the website. For instance, on the today's welcome screen you will see: an article discussing Lifespan's performance Improvement Plan for this year in relation to the economic downturn and how it plans to deal with this problem, a recipe of the day, news about diabetes, and links to other websites/external resources.

Conclusions: the website is a way in which members of the organization can become actively involved in its growth and development. The staff is made aware to prospective future changes so that they can

voice their opinions on the matter and are hence encouraged to partake in the implementation of change.

3/26:

Today I learned about another valuable aspect of the Lifespan organization that increasingly inspires the staff's dedication to the organization and community at large, which its success can largely be attributed to. The CEO of Lifespan sends out a monthly letter to all the Lifespan staff voicing his gratitude and appreciate for that month's accomplishments. There are several ways in which the CEO does this. First, he discusses the success of programs or events offered by Lifespan; for instance, in this month's newsletter, he commended Lifespan staff at Rhode Island hospital who hosted the ninth annual, free, breast-screening event. A collaboration of numerous community organizations, the event brought 106 women to the Anne C. Pappas Center for Breast Imaging. Forty-six percent of the women were attending the screening event for the first time, and as a result of the screenings, 19 women were recommended for a follow-up visit (additional mammograms and/or ultrasounds).

A second way he commends the work of Lifespan staff is by relaying some of the letters he receives from pleased patients. It was really uplifting to read some of the letters of appreciation because they are filled with the utmost respect and so much compassion towards the Lifespan staff. It is easy to see how these letters of patients would motivate other staff and/or remind them how important their work is to the Providence Community. The CEO has done an amazing job of preserving Lifespan dedication to social welfare and community development through the inclusion of these letters. One of these letters that really touched me is below:

“We are writing this letter in regard to the assistance provided to us by Maria Esther Llanos from the Breast Health Navigation Program at Rhode Island Hospital. My wife was diagnosed with breast cancer in 2007. As you can imagine, this was a very difficult time for us. After much discussion with family and friends, we decided to go to a breast surgeon, who was associated with the Comprehensive Cancer Center at Rhode Island Hospital. At first our experience was one of confusion, trying to make appointments, schedule tests and get results was far more complicated than anticipated. My wife felt overwhelmed. When we went to the cancer center for an appointment with our oncologist, we met Ms. Llanos and were asked if we would like her to assist us as a Breast Health Navigator during the various phases of treatment. Ms. Llanos has been invaluable. Her reliability/dependability and efficiency formed the basis of a very effective support relationship with us as well as our family members. Her upbeat, compassionate nature and support is exactly what is needed at this time; these are characteristics not easily found in an individual. She has certainly made this difficult journey more bearable and is a great asset to a very important program. Thank you to our Breast Health Navigation Program and Maria Esther Llanos!”

By doing so, the CEO of Lifespan recognizes and values good behavior while motivating other Lifespan staff to do the same. In these monthly letters, Lifespan's CEO also gives recognition to other several areas such as: update on hospital facilities and services, the spirit of teamwork, staff members which are

celebrating anniversaries of 25 years of service or more that particular month, and the organization's newest employees.

Conclusions: The monthly letters inform the staff on effective programs/behaviors, provide positive feedback to the staff, and expose the level of appreciation that community members have towards them.

3/27:

Well, today was by far one of the best days at my internship. I attended a conference with Alexis regarding the Nonviolence training seminar which will occur on July, 25, 2009. We met with a woman who was the head supervisor of this seminar and is currently employed at the Institute of Non-violence in Providence. The conference went really well and I couldn't believe how much I had connected with this woman. I also was able to put in a lot of input about the training seminar which made me feel really good.

AGE BREAKDOWN FOR LIFESPAN YOUTH

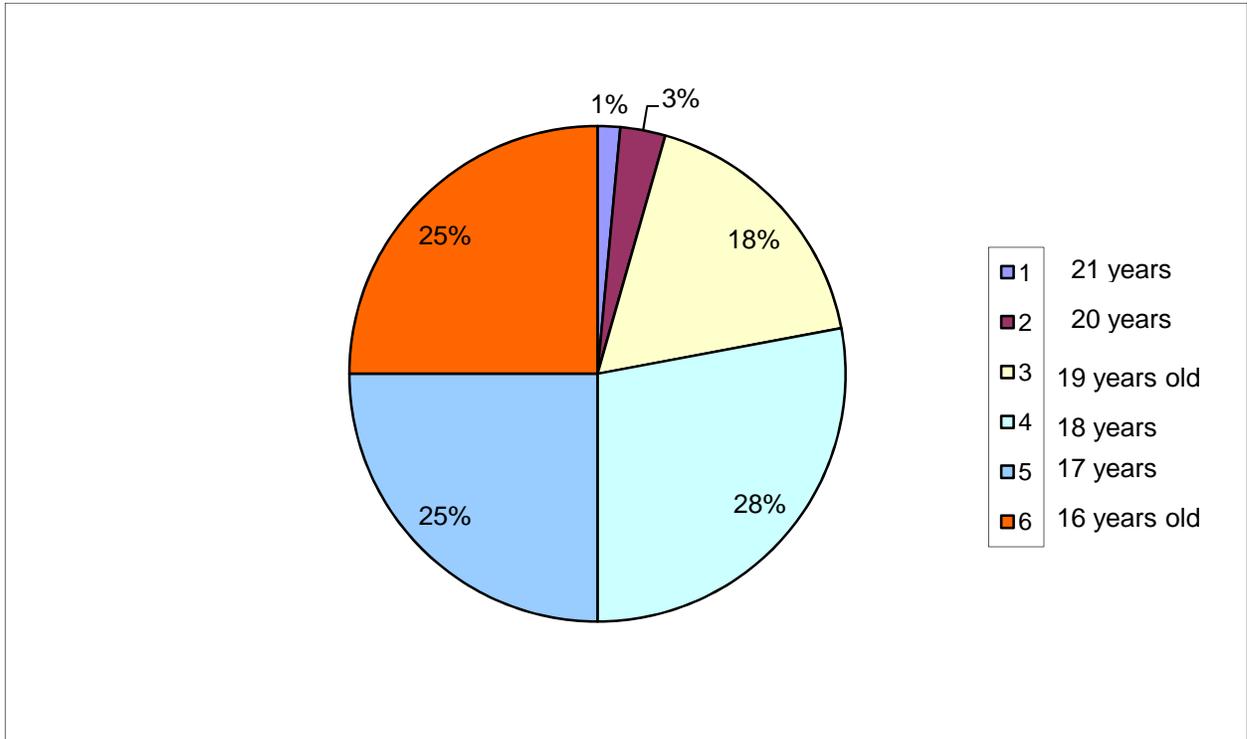


Figure 1

age	total
21	1
20	2
19	12
18	19
17	17
16	17

BREAKDOWN FOR LIFESPAN YOUTH SCHOOLS

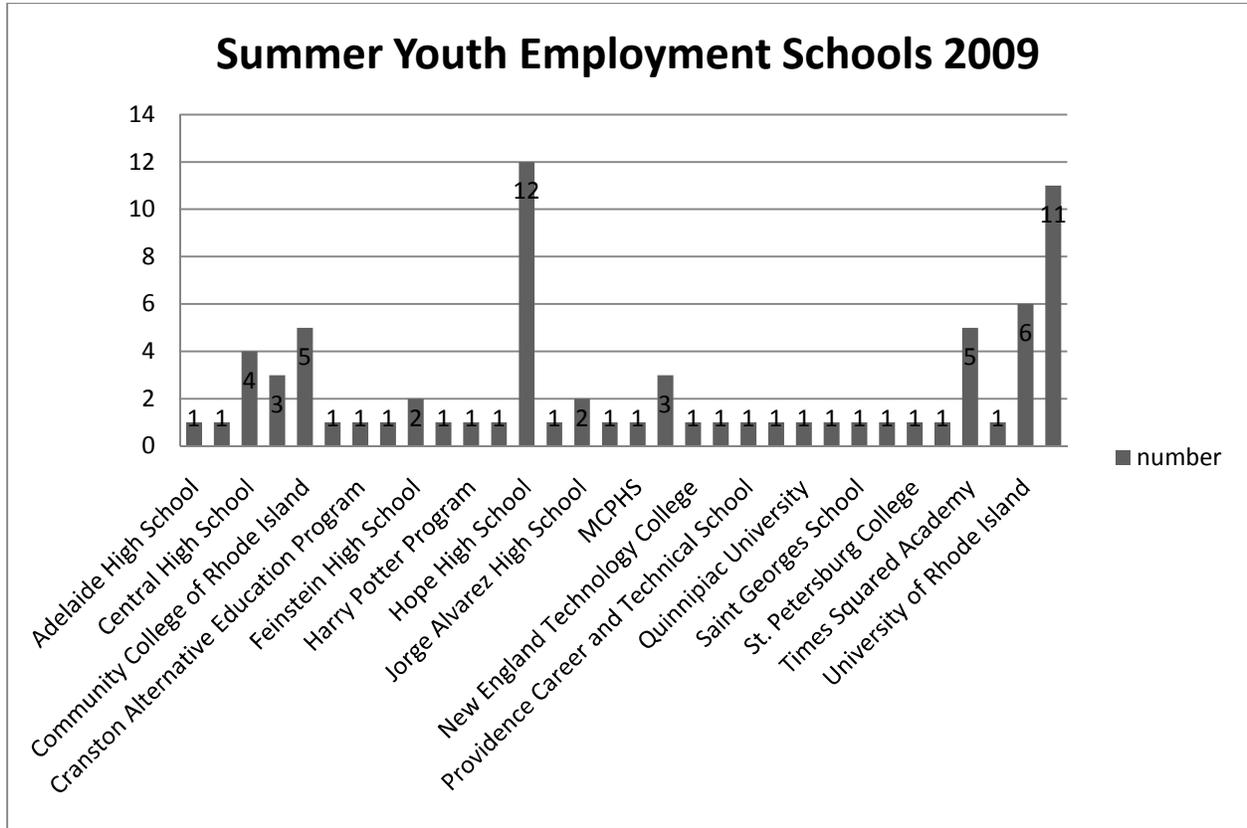


Figure 1

GENDER BREAKDOWN FOR LIFESPAN YOUTH

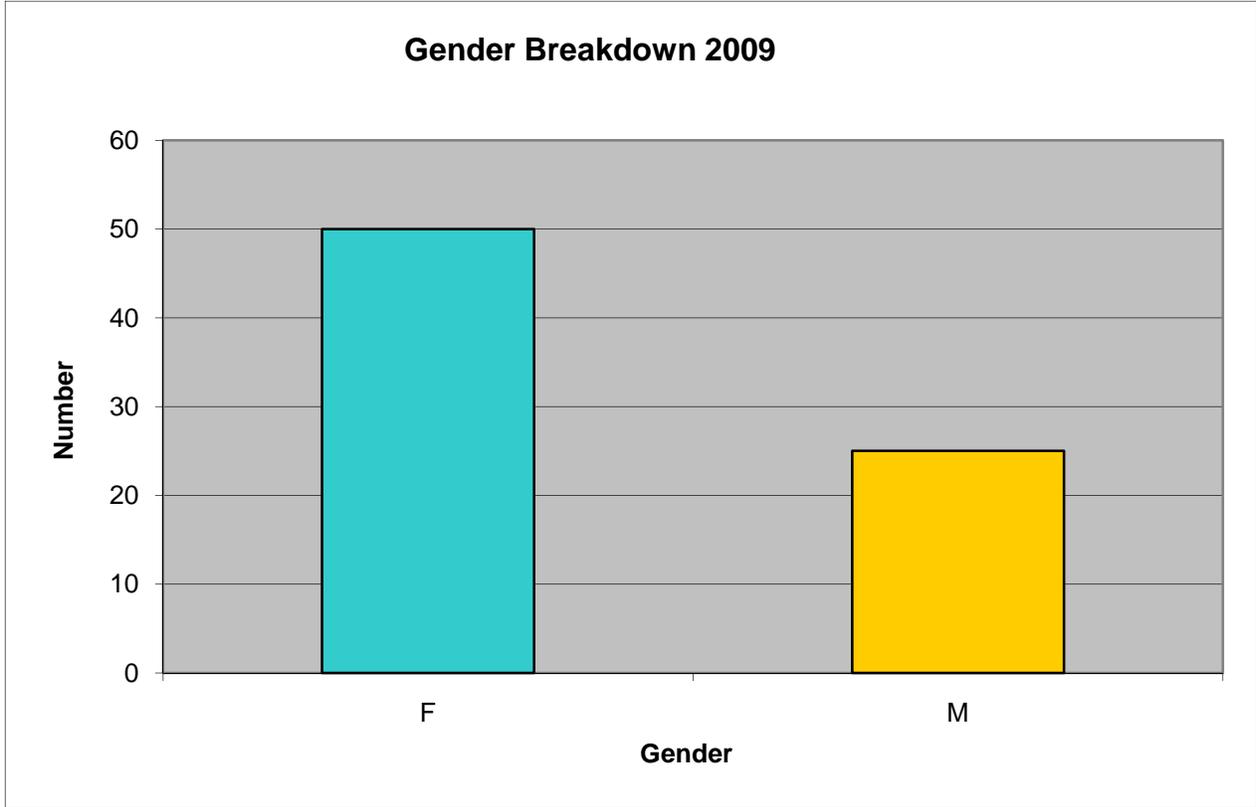


Figure 2

gender	Number
F	50
M	25
total	75

Annotated Bibliography

“Better Together: Connect with others. Build Trust. Get Involved.” Better Together: Connect with others. Build Trust. Get Involved 2001. 26 Oct 2008 <<http://www.bettertogether.org/>>

This website was tremendously helpful and provided me with a tremendous amount of insight on the nature of social change and community organizations. Specifically, the website provides information on the Better Together Report, which was issued by the Saguaro Seminar in December of 2000. The Better Together report calls for a nationwide campaign to redirect a downward spiral of civic apathy. Warning that the national stockpile of "social capital" i.e. our reserve of personal bonds and fellowship is seriously depleted and America is turning in- but not turning out, the report outlines the framework for sustained, broad-based social change to restore America's civic virtue.

“Changing Face of Political Participation in the Era of Democratization” The Korea Herald. 17 Dec. 2007. Lexis Nexis. Phillips Memorial Library. Providence College. 23 Oct. 2008 <http://www.lexisnexis.com/us/Inacademic/results/docview/docview.do?docLinkId=true&risb=21_T5066515050&format=GNBFI&sort=null&startDocNo=1&resultsUrlKey=29_T5066516530&cisb=22_T5066516529&treeMax=true&treeWidth=0&csi=158208&docNo=1>

This article discusses the impact that democratization has had on Korea in the past two decades. The article is a 26th installment in a 30-part special report focusing on social changes in Korea since the civil uprising in June 1987. The article includes a wide array of essays analyzing the diverse aspects of societal transformations during these past two decades. The authors of this piece maintain that the rise of civil society is largely due to the transformation of the authoritarian political system into a liberal one. Obviously, as the legal environment becomes less austere, more NGOs have emerged than ever before and contributed to the longevity of participatory democracy. The article will buttress the section of my literature review and thesis concerned with the repercussion of government involvement, and how government restrictions greatly hinder the success of NGOs.

“Education: In and Out of School Settings” UNAIDS Education. 3 March 2009. <http://www.unaids.org/en/PolicyAndPractice/Prevention/Education/default.asp> 3/31/09

This article was very helpful in regards to my findings portion; it helped contribute to a lot of the connections I made between youth empowerment strategies and educational opportunities in community development initiatives. The article talks about the important strategies of peer-education in promoting awareness to certain issues and/or teaching the youth skills. Above all, the article stresses the need for a stronger education sector in HIV prevention programs.

“R2 million to grassroots organizations involved in the battle against HIV/AIDS” U.S. MISSION TO SOUTH AFRICA 11 Sept. 2008. Lexis Nexis. Phillips Memorial Library. Providence College. 2 Nov. 2008
<<http://southafrica.usembassy.gov/press080911.html>>

This press release provided information about the United States’ Emergency Plan for AIDS Relief awards. The grants were worth R2 million in total and awarded to grassroots organizations involved in the battle against HIV/AIDS in Africa. Representatives from 26 non-profit organizations in Gauteng, Limpopo, Mpumalanga, and the Northwest Province accepted grants of R78,000 each to help them carry out self-help community-based programs. This article was in my literature review as an example of more money and autonomy being allocated to community organizations.

“The Six Secrets of Social Entrepreneurship” Toronto Star Newspapers, Ltd 9 Dec. 2007. Lexis Nexis. Phillips Memorial Library. Providence College. 23 Oct. 2008
<http://www.lexisnexis.com/us/Inacademic/results/docview/docview.do?docLinkInd=true&risb=21_T5066227617&format=GNBFI&sort=null&startDocNo=1&resultsUrlKey=29_T5066238227&cisb=22_T5066238226&treeMax=true&treeWidth=0&csi=8286&docNo=1>

This news article describes the nature of social entrepreneurship and its increasing popularity in the 21st century. The article defines social entrepreneurship as the application of business principles and practices to solve social problems and social entrepreneurs as those who see giving as a sort of social investment. The article also addresses the question of whether sufficient evidence exists and can veritably point to the success of this trend. Do organizations live up to the hype? In the latter half, the article introduces the book *Forces for Good* which expounds upon the work of high-quality, exceptional non-profits.

“BetterTogether: an initiative of the Saguaro Seminar on Civic Engagement in America.” Cambridge, MA: John F. Kennedy School of Government, Harvard University, 2000.

This report was released by a seminar that took place at Harvard University. It was the origins and driving motivation of Robert Putnam’s book *Better Together*; mainly, it deals with social capital and the importance of coalitions and community building. It stresses the need for more social responsibility at all levels of the community (youth, adults, elders) so that individuals are more connected to the development and prosperity of their community.

Beneria, Lourdes. Gender, Development, and Globalization. New York: Routledge, 2003.

This book, written by an economist, discusses the impact of globalization on development and gender issues. Its two main objectives are to examine the ways that gender has been integrated in economics as a central category of analysis and to examine various aspects in development and the global economy. Some of the issues it discusses, such as the broader implications of globalization, were very useful and connected to some of the outcomes of NGO work. Overall, it critiques the challenges of globalization with specific regards to gender divisions, social welfare, and development.

Briggs, Xavier de Souza. "Social Capital and the Cities: Advice to Change Agents" National Civic Review 86.2 (Summer 1997): 111-118.

This scholarly article reviews the dangers that 'social capital' faced in the latter of the 20th century. It expounds upon the nature of social capital and its significant contribution to the mobilization of people and institutions. Economically, businesses have never thrived without social capital; politically, social capital is what makes possible the process of democracy; and socially, social capital is what defines the essence of human existence: we are social creatures. Currently, the article maintains that social capital is an important facet of human development and is undoubtedly under attack. It articulates various concerns on the dangers of a decreasing social capital in communities and sheds light on corresponding solutions.

Carver, Vivien. "Nonprofit Organizations versus Government Agencies to Reduce Tobacco Use" Journal of Public Health Policy 24.2 (2003): 181-194.

This article discusses the effectiveness of tobacco prevention by comparing the efforts of both government and NGOs. The study measures both groups effectiveness against five different variables: efficiency/flexibility, single-minded focus, advocacy, independence from industry influence, and public trust. In the end, the article provides a case-study of the Partnership for a Healthy Mississippi to convey their option for better government-NGO relations and the management of tobacco programs through non-profit entities rather than the government. The study closely examines the efforts of the Mississippi government in creating a comprehensive, multifaceted, approach involving education, awareness advocacy, service, and research. Mississippi successfully managed tobacco prevention by designing an infrastructure with a nonprofit organization as the lead agency which displayed efficiency, flexibility, and independence, while also having experience, visibility, and resources by partnering with governmental agencies. As the article explains why government entities operating on their own have failed to effectively deal with social problems, it will aid in buttressing my thesis by shedding light on the credibility and positive aspects of NGOs regarding social crisis. The research in the article advocates the preferential option for NGOs when dealing with social problems at both the regional and community level, and professes the important future roles of NGOs in human development.

Crutchfield, Leslie and Grant, Heather McLeod. Forces for Good. New York: Jossey Bass Publishing, 2008.

Forces for Good identifies six common practices of the high impact non-profits: advocate and serve, make markets work, inspire evangelists, nurture non-profit networks, master the art of adaption, and share leadership. The article will greatly aid my thesis in regards to the question of how NGOs can become more successful and other management/organizational aspects of NGOs. In addition, these six keys of success will allow me to develop my thesis of social change in conjunction with better NGO-government relation as opposed to merging with the for-profit sector.

Chavis, David M. "Nurturing Grass Roots Initiatives for Community Development." Community Organization and Social Administration: Advances, Trends, and Emerging Principles. Ed. Terry Mizrahi and John D. Morrison. Binghamton, NY: The Haworth Press, 1993. 41-63.

This chapter discusses the emerging increase and contribution of grassroots, community-based organization in development. In response to growing dissent against the influx of professionalization and privatization, David Chavis professes the necessity of community organizations and coalitions. The chapter provided a lot of insight on the nature of grassroots organizations and how their operations differ from foreign-based NGOs and/or for profit NGOs.

Cordes, Joseph. "Nonprofit Human Service Providers in an Era of Privatization: Organizational Adaption to Changing Environments in Three Policy Arenas" Nonprofits in Urban America. Ed. Richard C. Hula. Westport, CT: Greenwood Publishing Group, 2000. 41-64

In this chapter, Joseph Cordes begins his critical analysis by introducing the significance of non-profits in America. He then goes on to discuss their leadership and contribution within three spheres: service delivery, political advocacy, and social movements. In addition to this, he also articulates some of the most recent patterns and trends among non-profits, namely that of professionalization, which he conceives as a correspondence of privatization and the growing need for "efficiency" within non-profit activities. He discusses the problems of privatization, and in the end believes that there should be no distinction between service provider and change agent... alluding to the necessity of civic involvement in non-profit service.

Ellwood, Wayne. The No-Nonsense Guide to Globalization. Oxford, UK: New Internationalists Publications Ltd, 2007.

This book rarely touched on the work of community-based NGOs, but provided a lot of information with regards to the dangers of privatization and the influence of structural adjustment policies on social development. These models of growth are founded on economic principles which absolutely disregard the people and it is for this reason that inequality continues to spur to momentous extremes.

Gans, Curtis. "Much-hyped Turnout Record Fails to Materialize Convenience Voting Fails to Boost Balloting." Center for the Study of the American Electorate (CSAE) 6 Nov 2008: 1-34
<<http://i2.cdn.turner.com/cnn/2008/images/11/06/pdf.gansre08turnout.au.pdf>>

This press release provided statistical and quantitative data on the 2008 election. It shared insights on the expected and final voter turnout, while comparing this information with past elections. However, it also explains that the voter turnout was not that much greater than the previous election (2004) even though many media sites have stated the opposite to be true. For instance, in the 1960 election, nearly 70% of the US population voted while 61% voted in the 2008 election. This scholarly article was very useful in providing a quantitative analysis to civil participation and this year's election.

Gladwell, Malcom. The Tipping Point. New York: Back Bay Publishing, 2002.

This class resource was helpful and connected to my thesis, particularly that of social change which is sustainable and long-lasting. Ultimately, the driving factor of trends- which this book discusses- is the people. Therefore, NGOs cannot negate the importance of involving the people in any of their activities e.g. advocacy, coalition building. Although the book does not explicitly discuss NGOs, it definitely helped me identify what “stickiness” factors may aid their mission and service. Little things can make a difference; global change must originate at the local scale first.

Gumede, William Mervin. Thabo Mbeki and the battle for the soul of the ANC. New York: Zebra Press, 2005.

This book was helpful in understanding the criticisms and negative sentiments that the South African government, and in particular president Thabo Mbeki, continue to harbor towards the West. The book is mainly a biography and political portrait of Mbeki.

Hula, Richard C. Nonprofits in Urban America. Westport, CT: Greenwood Publishing Group, 2000.

The book analyzes the new and emerging roles of non-profits in urban America in light of social and political changes. The author(s) argue that non-profit organizations have assumed an increasingly complex and important set of roles because of recent trends. Each case reveals the local collective decision structure and its composition i.e. the interaction between private, public, and nonprofit institutions. The book will serve to provide background on the organizational structure of NGOs and their relationship with the private sphere and government sector.

Heyzer, Noeleen. “Toward New Government-NGO relations” Government-NGO Relations in Asia. Ed. Noeleen Heyzer. London: Macmillan Press Ltd, 1998. 1-14.

This scholarly article discusses the prospects for sustainable and people-centered development by way of improving government and NGO relations. In addition to expounding upon the ways that NGOs can develop a better relationship with the government, influence social policies, and establish greater credibility, Heyzer also prioritizes the value of sustainable and people-centered development in the process rather than the growth-centered model which leads to the process of impoverishment and inequality. In response to the problems engendered by the growth-model development, Heyzer asserts that the agenda for sustainable and people-centered development is necessary, can be initially mobilized by the people, and finally, will be achieved through the new transforming roles of NGOs. The new and improved role of NGOs will promote positive change as both the government and the people are given a vehicle through which they are able to voice their opinions. Not only will people will achieve greater control over their lives through development, but donors and governments will become increasingly mindful and cognizant of NGOs’ “vital contribution in building up democratic space in civil society and

improving peoples capacities to cope with and participate in the process of transformation and change” (1).

Kettner, Peter M. Initiating Change in Organizations and Communities. Monterey, CA: Brooks/Cole Publishing Company, 1985.

This book presents integrated models for initiating and carrying out a change process in human service efforts. The viewpoints and models it presents have taken into account the rapidly changing and somewhat turbulent environment present amidst community organization and within human services today. The book will help me develop my thesis and understanding between community development and NGO-government relations by illustrating the effectiveness of different models for organization and community change. Although I did not use a specific statement by Kettner for my literature review, one of the chapters by another author on grass-roots movements was resounding and overall the book was very helpful.

Marshall, Phil. “Non-government Organizations: Imperatives and Pitfalls.” No Place for Borders. Ed. Godfrey Linge and Doug Porter. Sydney: Allen and Unwin, 1997. 124-135

This scholarly article deals with the various roles, responses, pitfalls, and imperatives of NGO’s within the context of the social phenomenon of the HIV/AIDS epidemic. Marshall addresses the need for organizations to implement models of community development where intimate ties between and among the organization and those it services are built. It is through the mobilization of ordinary citizens by local organizations that change can be effected while also strengthening NGO-government relations. Ergo, the relationship between social behaviors and patterns between political activities and public policy cannot be overlooked. This article has greatly buttressed my literature review thus far with regards to the effectiveness of local community organizations as opposed to larger, foreign NGOs by studying the varying strategies of each coupled with the corresponding outcomes.

Marwell, Nicole P. "Privatizing the Welfare State: Nonprofit Community-Based Organizations as Political Actors" American Sociological Review 69.2 (2004): 265-291.

In addition to providing an extensive introduction to Community Based Organizations (CBOs) and their important contributions throughout the past forty years, this article largely discusses the significance of CBOs to social provisions in the United States and how their work can be improved upon. As Marwell points out, “Community-focused activity does little to alter the continued exclusion of the poor from economic and political opportunity, including the power to influence decisions about how public resources are allocated and where government encourages private investment” (271). How can CBOs effect social change by not only developing relationships of trust and collaboration within a community, but also of equal or more importance, by influencing inept policies and procedures? The article attempts to generate solutions for this problem within CBO-government interaction by examining service provision and community development work within the context of their potential for fueling electoral politics work. The result of this approach is the creation of *machine politics CBO form*

in poor urban areas, and an accompanying method of distribution of public social provision to the poor.

Mendelson, Sarah E. "Russians' Rights Imperiled: Has Anybody Noticed?" International Security 26.4 (2002): 39-69.

This article mainly dealt with the service of foreign NGOs in post-communist Russia and in what areas their work has failed to meet the needs of the people. These western-based NGO's have simply tried to democratize post-communist Russia without understanding some of the long-lasting traditions and ideological beliefs of many Russians. As a result, Mendelson notes that civic participation in these organizations has remain stagnant and these organizations remain at a crossroads.

Meyer, David S. Social Movements: Identity, Culture, and the State. New York: Oxford University Press, 2002.

This book deals with the questions concerned with the nature of social movements, the degree to which activists' efforts and beliefs interact with the cultural and political contexts which they work, and how the strategies of activists can affect the impact of social movements. Case studies range from civil rights and religious movements in North America to revolutionary movements in Burma and feminist movements in India. This book will tremendously supplement my thesis by providing valuable analytical and empirical data on the nature of social movements and their relation to NGO activities.

Midgley, James. "Lessons From Other Countries: Current Benefits and Future Opportunities." Lessons From Abroad. Ed. James Midgley and M.C. Hokenstad. Washington, DC: National Association of Social Workers (NASW Press), 2004.

This book prioritizes the need for the increase in global learning at the macro and micro level of social work. It provides an unbiased perspective on a variety of past programs and services as a means of shedding insight on best practices and the lessons that can be learned from foreign models. Lessons From Abroad endows its readers with the opportunity to firmly grasp the potential of learning from the experience and knowledge of social work educators and practitioners around the world.

Milani, Carlos. "Non-Governmental Organizations in Global Governance." NGOs and Governance in the Arab World. Ed. Sarah Ben Néfissa and Nebil Abd al-Fattah. New York: The American University in Cairo Press, 2005. 19-39.

This book discusses the increase of the non-profit sector in the global arena. It had many insights on the value of NGO-government relations in the Middle East as well as the importance of NGO work and activity. Why is it that many foreign-based NGOs have failed to implement policies and development which is sustainable and long-lasting? The authors point to the influx in foreign NGOs (mainly western) and development which is not people-centered. Western

NGOs easily reject long-lasting traditions and do not attempt to build a positive relationship with the government.

Sethna, Hormazd. "The Role of Non-Governmental Organizations in HIV/AIDS Prevention and Care," Department of Public Health Spring, 2003: 1-22.

This report addresses the recent research of NGOs involved in the HIV/AIDS epidemic. It remarks on the current HIV-status in different countries as a means to elucidate the important role of NGOs and non-profits in prevention and care. Specifically, the paper explores the efforts of non-governmental organizations in combating the global HIV/AIDS crisis and attests the importance of NGOs to work in tandem with international, national, and local health organizations to enable HIV prevention research advances.

Shaw, Randy. The Activist Handbook. Berkeley, CA: University of California Press, 2001.

This book provides a lot of information on social change and activists movements. The purpose of this book for my literature review was to shed more light on the advantages of coalition building and fostering networks. In this arena, the book provides much information with a wide array of case-studies.

Shin, Marybeth. Toward Positive Youth Development. New York: Oxford University Press, 2008.

This book discussed the different approaches and models in youth development programs as a means to compare their success and sustainability. Ultimately, there must be a mutual relationship between youth and adults where learning is on both sides of the spectrum. Youth development programs must advance this peer-approach to learning as a meaning to rid service of this all too often 'staff-client' approach.

Smith, David Horton. "The Effective Grassroots Association II: Organizational Factors That Produce External Impact" Nonprofit Management and Leadership 10.1 (2003): 103 – 116

This book had a plethora of information on the non-profit sector; it was nearly 700 pages in length. Some of this information was concerned with the history of the non-profit sector, recent trends or patterns, and included a wide array of contributive authors expressing different approaches to non-profit management on all levels. This particular chapter by David Horton Smith that was used for this literature review was especially helpful in elucidating the origins and strategies in community grassroots movements.

Smith, Steven Rathgeb. "Nonprofit Organizations in Urban Politics and Policy." Nonprofits in Urban America. Ed. Richard C. Hula. Westport, CT: Greenwood Publishing Group, 2000. 7-24.

Akin to the perspective of Joseph Cordes, Steven Rathgeb Smith discusses the importance of non-profits as active agents of change and explicates their various degrees of leadership. By being able to connect members of the community to policy and the decision-making process, the most important of these roles is urban advocacy and politics. Non-profits give people a

channel to participate and empower them. In addition, non-profits in urban America strengthen the democratization process by establishing a set of public responsibilities. This chapter greatly supplemented my literature review by making connections between NGO activity, community building, social capital, and the resulting outcome of positive, people-centered development.

Spiegel, Hans. "Coproduction in the Context of Neighborhood Development" Journal of Voluntary Action Research, 16.3 (1987): 54-61

This article addresses the necessity of nurturing grassroots initiatives for community development. It explains why coproduction involving neighborhood citizen organizations has several important characteristics that differentiate it from individual volunteer-governmental interaction. The article states the necessity of citizen participation through independent and free standing organizations; recognition of the legitimacy of citizen groups as full participants; mutually agreed to responsibilities and explicit roles; the organizational capacity and commitment of all co-producers to carry out their parts: and joint implementation as well as planning and design of a project. To achieve these, however, Spiegel states that the tendency of public agencies to treat "public participation" as a superior-subordinate relationship must be overcome.

Steinberg, Johnny. Sizwe's Test. New York: Simone and Schuster, 2008.

This heart-wrenching story depicts the social behaviors and barriers that have impeded on models of for HIV/AIDS prevention. The book primarily deals with the approach and strategies of Médecins Sans Frontières (MSF) or Doctors Without Borders, and their understanding of the diseases spread. The book is a narrative of the author, Johnny Stenberg, and a first hand recount of his experiences in Southern Africa. It was a tremendously insightful book and helped me cultivate my thesis immensely.

Sundstrom, Lisa McIntosh. Funding Civil Society. Stanford, CA: Stanford University Press, 2006.

The book takes a detailed look at how transnational actors and foreign donors involved in the "democracy industry" have affected the development of an important segment of civil society in a transitional regime. Primarily, the focus of this book is foreign assistance strategies and the implications of outside assistance on community development. Although the book is primarily concerned with foreign assistance and NGO development in Russia, it provides a plethora of insight on differing paradigms of development and patterns and trends within the NGO sector.

United Nations. UNAIDS. The 2008 Report on the Global AIDS Epidemic. Geneva: UNAIDS, 2008.

United Nations. EDUAIDS. HIV/AIDS and Education: A Strategic Approach. Geneva: UNAIDS, 2008.

URL for both:

http://www.unaids.org/en/KnowledgeCentre/HIVData/GlobalReport/2008/2008_Global_report.asp

Both of these reports were extremely helpful in bringing in quantitative data in the explanatory and descriptive portion of my thesis. The reports were very extensive and had a lot of

informative data and statistics concerning the spread HIV/AIDS, certain problem areas, and insights on successful programs and/or particular gains.

Yunus, Muhammed. Banker to the Poor: Micro-lending and the Battle Against World Poverty. New York: Public Affairs, 2003.

In this book, Muhammed Yunus seeks to eradicate poverty by the year 2050 through micro-finance. Yunus is one of the founding fathers of this movement and also one of its exemplar models, the Grameen Bank. The book discusses some of the challenges the Grameen Bank has faced in attempt to give out small, short loans and how they have overcome many obstacles. The book offers many insights on the strategy and identity of organizations.