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TO WHAT EXTENT CAN THE INTERNATIONALIZATION OF NON-GOVERNMENTAL ORGANIZATIONS (NGOS) IMPROVE THEIR EFFECTIVENESS WHEN ACHIEVING THEIR MISSIONS?

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by Helen Tankard

Abstract

This dissertation investigates how the strategic tool of internationalization can be used by International Non-Governmental Organizations (INGOs) in the advancement of their missions. The purpose of this study is to analyse if this strategy has helped these organizations achieve their long-term missions of eradicating poverty. The literature discusses the changing roles of NGOs in a globalized world alongside the increasing pressures for the Third Sector in terms of competition, accountability and transparency. A case study methodology is adopted referencing Yin (2009) and the advantages that this research method can have for management studies. A case study comparison is utilised when comparing ActionAid International who began its internationalization process at the end of 2003 when moving their headquarters (HQ) to Johannesburg, South Africa. In contrast, Oxfam International plans to relocate HQ to Nairobi, Kenya in 2017. The results of the study illustrate that internationalization is a complex phenomenon and both case studies had different reasons for adopting the strategic tool. This research paper hopes to provide value research for NGO managers who may decide to internationalize in the future. Limitations of the study are due to the results being from the perspective of both the organizations under investigation. Further research is recommended to analyse the effectiveness of Oxfam International after its internationalization has been completed. Alongside the task of developing a universal measure for measuring the effectiveness of INGOs.

Keywords Non-governmental organizations (NGOs) – Internationalization — Case Study Methodology – Third Sector

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Abbreviations

AA	ActionAid
AAI	ActionAid International
AAUK	ActionAid United Kingdom
BMA	The British Medical Association
CSR	Corporate Social Responsibility
FP	For-Profit
HRA	Human Rights Approach
INGO	International non-governmental organization
MNC	Multi-National Corporations
MSF	Medicins Sans Frontieres
NFP	Not-For-Profit
NGO	Non-governmental Organization
OE	Organizational Effectiveness
OI	Oxfam International
RSPCA	The Royal Society for the Protection of Cruelty to Animals
SROI	Social Return on Investment
UN	United Nations
UK	United Kingdom
UNICEF	The United Nations International Children’s Emergency Fund
WTO	World Trade Organization
WWF	Worldwide Fund for Nature

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Introduction

Non-governmental organizations (NGOs) and charities, in this smaller focus, have seen an increase in their size and scale over recent years. NGOs are defined as “the subset of the broader non-profit sector that engage specifically in international development; our definition excludes many of the non-profit actors in developed countries such as hospitals and universities” (Werker et al, 2008, p.74). The literature illustrates that this increase in size and scale has led to their accountability, transparency and effectiveness coming into question. With regards to this explosion of civil society and the “third sector” (Simeant, 2006), NGOs face many challenges including problems of competition, funding, management structure and leadership issues. The third sector is defined “as an institution complementary to the state and to the market – in the development process, even in the most advanced Western economies” (Amendola et al, 2011, p.851). But there is a gap in the literature in terms of analysing how charities respond to these challenges and what new measures are adopted by organizations to help them compete in an industry which relies on donations and volunteers. Knowing how organizations respond to these issues is very important because it has implications for both theory and practice. Hence, I propose to study two different UK Charities which have responded to internal and external challenges by a method of internationalization. I propose to adopt a case study methodology to analyse if this management alteration has been successful in helping ActionAid and Oxfam to achieve their missions. The results will hopefully allow for me to analyse whether internationalization is an effective strategy for managers of charities to use in the future.

With so many different NGOs co-existing with each other in the United Kingdom (UK), they have had to look to ways to be more successful in terms of achieving their long-term missions. Anheier (2002) argues that the growth of NGOs is due to the growth in information technology and the funds available to charitable organizations. In the 1990s, governments invested a lot of money in development funds to NGOs. Competing with one another in this newly-commercialized sector has meant that some organizations have lost out in terms of receiving the necessary funding to survive. Scrutinization of the third sector has also increased with some charities facing accountability questions and investigations into what donor money has really achieved (Liket & Maas, 2015). As a result, many have come under fire in recent years such as Comic Relief. And a downstream effect of that is with regard to donations as people don't know which charity to support anymore.

Some charitable organizations such as Comic Relief have come into question because of the allocation of donor funds. Comic Relief faced heavy criticism when millions of pounds of raised money was invested into funds with shares in tobacco, alcohol and arms firms (Lawn, 2013). The Red Cross is also reported to have spent 25% of Haiti donations on their own internal expenses (Sullivan, 2016). Who can the public trust to spend their money? A decrease in public trust has led to a demand for greater transparency and accountability for the difference NGOs make to society (Liket & Maas, 2015). Foreman (1999) argues that a functional, effective NGO needs to have three things: legitimacy, accountability and effectiveness. A major problem that NGOs face is the increased competition for donor funding.

As such, the aims of this research project:

- Analyse whether internationalization can have a significant impact in helping NGOs to achieve their goals/missions.
- By using ActionAid as a case study, analysing their internationalisation strategy and its impact on their effectiveness, with regard to achieving their mission.
- Use the results of the ActionAid case study to analyse whether Oxfam's internationalization strategy in 2017 is likely to be a success.

Since the end of World War Two, NGOs and more specifically UK charities, have played an in important role in national and international society (Lindenberg, 2001). "The phrase 'non-governmental organization' came into use with the establishment of the United Nations in 1945 with the provisions in Article 71 of Chapter 10 of the United Nations Charter for a consultative role for organizations that neither are governments nor member states" (Generalov, 2014, p.119). The NGOs focused on in this study are charities that support humanitarian causes or aid missions. These charities are international in their focus but have been founded and originally based in the UK. These organizations have seemingly altruistic motivations that want to help the lives of others.

Charities have now been described as belonging to part of the third sector. "Along with governments and corporations, the two torrents of power in the global landscape, NGOs are seen as a third force" (Godrej, 2014, p.1). The third sector is important in todays society for a number of reasons including contributing to the exploitation of unemployed resources through active social inclusion, distributes new kinds of good for example services for the elderly, implements new production means and organizational forms and finally, defines new rules allowing access to various markets (Amendola et al, 2011, p.852). Organizations such as ActionAid and Oxfam take on roles that governments do not; providing to help to those in poverty, running shops across the country to raise funds. The third sector is also instrumental in representing voices that may not be heard across international governments. For example, Amnesty International brings cases to supreme courts to challenge individual human rights. The rise of NGOs have led authors such as Edwards and Hulme (1996) illustrate that we are in the midst of a quiet revolution. NGOs have had a powerful role in terms of international development and politics. “They are seen as instrumental in changing mindsets and attitudes” (Werker et al, 2008, p.74).

NGOs can also work with important organizations such as United Nations (UN) and World Trade Organization (WTO) providing these organizations with expertise and bringing significant issues to their attention (Amagoh, 2015). Their roles can range from helping a single individual to the representation of a whole community that does not have a voice and campaigning for causes at local, national and international levels (Amagoh, 2015; Kamaria et al, 2009). NGOs play a vital role in society, from combatting animal cruelty in North American farming to fighting climate change to protect civilians in war zones (Heyes & Martin, 2014). Yet there is still room for further research on the internationalization of charities to deepen our understanding of the third sector and the effectiveness of NGOs.

Werker (2008) believes that the key separation between the NFP sector and the for profit (FP) sector is the “nondistribution constraint”. NFPs, along with NGOs, are less likely to distribute their profits all around the organization and have weaker incentives to maximise their profits. This is because these types of organizations are not primarily seeking profits; instead they measure their success based on the achievements of their mission. NGOs are described as “largely staffed by altruistic employees and volunteers working towards ideological rather than financial ends” (Werker et al, 2008, p. 77). International Non-Governmental Organizations (INGOs) are the main focus of this study. These organizations work on a global scale trying to achieve humanitarian needs differing somewhat from local NGOs. They worker in a broader context and tend to have more influence in the international arena. Walton (2016) defines INGOs as “formal organisations with international aims that are operational (i.e intending to conduct activities, involving participation of members, and receiving budgetary contributions) in at least three countries” (Walton et al, 2016, p.2771).

INGO's legitimacy comes into question more than NGOs because of the bigger audience that views the organization (Walton et al, 2016).

Lindenberg (2001) in "Going Global: Transforming Relief and Development NGOs" states the different challenges that NGOs face because of globalization which include new waves of emergencies, new forms of global poverty, declining capacities of national governments, weak institutions and new pressures to for accountability and efficiency. There is debate today over the definition of globalization in the context of NGOs, however, Lindenberg (2001) defines it to mean "the increasing spread of NGO governance structures, resource acquisition, information sharing, staff, and service delivery across national boundaries" (Lindenberg, 2001, p.8). Foreman (1999) argues that NGOs now have had to transition to a global governance structure and have had to adapt to pressures of globalization. Globalization differs from internationalization in the sense that the strategy of internationalization can be seen as a response to globalization. A growing not-for-profit sector has emerged "which has begun to fill the humanitarian vacuum left by the corporate sector and the nation-state" (Lindenberg, 1999, p. 147). Global volunteerism and global poverty emerged in the 70s, 80s, 90s and different organizations began to emerge to tackle these "new" global issues. The global NFP sector has increased dramatically leading to challenges of accountability, scrutiny and funding.

Lindenberg (2001) argues that this sector expanded for several reasons including the collapse of the former Soviet Union. Generalov (2014) argues that the Soviet years impaired an image of volunteerism and charity. Global communications helped NGOs respond to different countries that needed their help. The increasing global reach of NGOs challenges international business and highlights the importance and opportunities for NGOs in achieving their goals and missions (Teegan et al, 2004). Amagoh (2015) supports these theorists and states that the global prevalence of NGOs is because of the end of the Cold War and the end of many political regimes, fast-growing technologies, the increase of resources, professionalism and jobs available in the NGO sector and the public awareness of global problems due to mass media. This led to the development of Northern relief NGOs who set out to help those affected by the fall of communism and provided relief to humanitarian disasters in these decades. All these different reasons have led to the explosion of the third sector and alongside the need for improving the credibility and effectiveness of NGOs (Amagoh, 2015).

Move forward to the 21st century and this third sector is still continuing to expand. This has led to NGOs forming strategies to be more successful and more competitive (Lindenberg, 1999). The boom of the third sector has led to the increased competition amongst one another. "Your mailbox around the Christmas time can testify – it is overloaded with appeals to give for thousands of good causes. Such appeals do not come for free. Each unanswered appeal letter that ends up in the trash is development money lost" (Aldashev, 2007, p.1). Both NGOs and commercial businesses have been internationalizing, however, there is little literature that focuses on the internationalization of NGOs (Baguley et al, 2004; Anheier, 2002). Although in strategy literature there is no one definition of internationalization, the process refers to increasing involvement of enterprises in international markets. Hilmersson (2014) defines internationalisation as "a strategy process which concerns the sequential and orderly outward movement of the firm's international operations" (Hilmersson, 2014, p.387). In international business and strategy research there is the general assumption that there is a positive relationship between international involvement and firm performance (Hilmersson, 2014) – is this the same for NGOs?

One other topic illuminated in this dissertation is the idea presented by Doane (2016) and Brown (2012) that charities in the 21st century are going beyond their original roles as charitable organizations. Two decades ago, NGOs were left reeling at the failure to respond to the Rwandan genocide in 1994[1]. This prompted a new need for INGOs in terms of holding people to account and responding to crises more effectively (Doane, 2016). INGOs began to transform into transnational actors challenging their original roles and debating in the international arena about global human rights (Doane, 2016). Although this was an important step in their roles as international actors since the Rwandan genocide, twenty years later, these organizations still face criticism and accountability questions. According to Doane (2016), INGOs are unaccountable and have too much power.

NGOs have been developing international operations at an increasing pace, but in comparison to businesses this growth has been relatively recent (Baguley et al, 2004, p.2). For example, Oxfam plans to move its operations in 2017 to Nairobi, Kenya. Internationalisation does not merely mean decisions regarding location, it also refers to the structural and governance

[1] The Rwandan Genocide (1994) – In just 100 days 800,000 people in Rwanda were slaughtered by ethnic Hutu extremists. These extremists targeted the Tutsi community. On the 6th April 1994, the President of Rwanda, Juvenal Habyarimana's (Hutu) plane was shot down, killing all on board. This event sparked what is known as one of the most brutal genocides of the 21st century. The international community failed to respond to the atrocities and let thousands get murdered without any kind of intervention.

differences within the organization. Reasons for internationalization are in response to problems such as increased competition for resources, demands for accountability and heightened scrutiny by governments (Jayawickrama et al, 2013). Internationalisation is one of the ways that NGOs can compete in the global climate.

NGOs at present have been challenged like never before to produce results (Lindenberg, 2001). Calls for greater accountability and effectiveness of NGOs have developed since the 1990s. Jonathan Fox and David Brown (2012) refer to accountability as “the process of holding actors responsible for their actions” (Lindenberg, 2001, p.211). The internet revolution has led the demand for project information and performance based management (Lindenberg, 2001). Liket & Maas (2015) claim that since this increased accountability pressure has emerged, NFPs are looking for ways to demonstrate their effectiveness to the public. In the past, NFP success was determined by financial ratios, yet, now it is important to look at other measures. Today, there is greater concern over social impact and the instruments that are arising to measure it. For example, commercial businesses now try to incorporate corporate social responsibility (CSR) into their business agenda. NGOs, on the other hand, must show what they have achieved with donor funds, therefore charitable organizations will publish yearly reports indicating their achievements.

Are charities making a difference in the countries they are working in? In this study, we evaluate the effectiveness ActionAid’s internationalization when trying to achieve its mission of working with poor people to eradicate poverty. What makes ActionAid an interesting case study is because of its global reputation and the fact it was the first international charity to make this internationalization strategy back in January 2004. This period of time since its internationalization provides us with enough documentation to analyse whether this move has been successful in helping the organization to achieve its mission. Eradicating poverty in sub-Saharan Africa will be an extremely difficult task, hindering ActionAid’s mission effectiveness. Liket & Maas (2015) identify the gap in the literature in terms of determinants of organizational effectiveness (OE), referring to the difficulty in finding one universal measurement of OE for all NGOs. Charities should have a clear mission statement that is specific containing a target group that the organization is created to serve. ActionAid’s mission statement will be analysed in this study and measured to see if their aims have been completed since internationalization. However, there are some limitations to this method of OE as goals can be moulded and created by the organizations themselves, therefore when analysing whether they achieved their mission, it is possible that the organization could have moulded their mission statements to reflect what they have achieved.

Originally based in London, ActionAid started country programmes in several low-income countries. These country programmes are the different countries where action works. They work with local people and local agencies. In the 1980s, the organization set up many “sister agencies” which raised funds and channelled them through the London based ActionAid which was the supervisor of all country programmes. ActionAid’s mission is to focus on the people that others forget; people in poverty. People who face discrimination and people whose voices are ignored. This mission echoes the whole of ActionAid International whilst the different country programmes have more specific missions which they focus on in their countries with the underlying theme of poverty alleviation. In 2004 ActionAid adopted a broader internationalization process with the aim having a better chance of achieving their mission of eradicating poverty altogether by addressing the root causes. In this sense, internationalization refers to giving up control at the national level; “moving forward with internationalization was a risky, ambitious decision that launched ActionAid on an unchartered journey – with no turning back” (Jayawickrama & Ebrahim, 2013, p.4).

Following on from this introduction, I will begin a review of the literature on the internationalization of NGOs. This will begin by defining and outlining the roles of NGOs in today’s society, followed by the discussion of the era of globalization. NGOs have now had to respond to the challenges of globalization, adopting new organizational structures. This is followed by the focus of the thesis; the internationalization paradigm. This is a fairly new concept which makes for an interesting evaluation of the strategies of the ActionAid and Oxfam case studies. After the literature review, I delve into the case study methodology illustrating the advantages and disadvantages of this theoretical framework. Continuing from this, I present the case study of ActionAid examining their history and background to the change of structure. The results driven from this case study will be analysed and applied to the Oxfam case study, making a theoretical justification for the future success of Oxfam’s internationalization. The thesis concludes with an analysis of the results of both case studies and a general conclusion outlining the success of the project along with its limitations. This research project will try to help managers of charities see how can they alter their company strategy to be more successful, not by financial measures, but by measures to see if the organization can be successful in achieving their long-term missions. It is hoped that the relevance of this study is enhanced by the development of an instrument to measure NGOs best management practices. Finally, the project will conclude outlining what can be analysed in the future in terms of internationalization as a strategy for NGOs.

1. Literature Review

This literature review will try to cover a few different topics relating to the realm of internationalization in the non-governmental organization (NGO) world. The chapter begins by giving a brief introduction to NGOs with a few different definitions. This is followed by the recent problems that NGOs face in the current global climate and a selection of different management strategies that these types of organizations can adopt to be more effective (including internationalization). This is followed by the globalization paradigm and how this has impacted some charities decision to internationalize. This section also attempts to make a clear definition between internationalization and globalization. This is followed by the focus of this thesis; the strategy of NGO internationalization. Why should charities adopt this type of strategic management? This is followed by a brief section of NGO's going 'beyond charity'; a new pivotal role for NGOs in a global society. The section concludes by discussing measuring NGO effectiveness.

2.1 Introduction to Non-Governmental Organizations (NGOs)

To begin with, it is important to define non-governmental organizations (NGOs) and not-for-profits (NFPs). A 1994 United Nations document describes an NGO as a "non-profit entity whose members are citizens or associations of citizens of one or more countries and whose activities are determined by the collective will of its members in response to the needs of the members of one or more communities with which the NGO cooperates" (Simmons, 1998, p.83). This is a very formal definition of these organizations whereas Werker & Ahmed (2008) define NGOs as private organizations "characterized primarily by humanitarian or cooperative, rather than commercial objectives that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services or undertake community development" (Werker et al, 2008, p. 74). In this study, I will focus on charitable organizations that look to help humanitarian causes or aid missions. Although there is not one single definition of an NGO and their motives, there is widespread agreement across the literature that their numbers and influence have risen to unprecedented levels (Simmons, 1998). NGOs now can challenge norms, values, national governments, and partner up with other organizations to make transnational alliances (Simmons, 1998, p.83).

The organizations focused on in this study: ActionAid and Oxfam relate to the group of players who are active in trying to help international development and increasing the welfares of poor people in poor countries (Werker et al, 2008). These players are large international non-governmental organizations (INGOs) who have significant influence over global policies and issues. Simeant (2005) defines INGOs as NGOs that take parts in projects abroad, those that take parts in "globalized campaigns" and the creation of foreign sections authorized to carry out their assignments. Simmons (1998) makes note that instead of just protesting, NGOs can now use computers and cell phones to launch global media blitzes which can force issues to the top of policymaker's agendas. INGOs, the focus of this study, can play critical roles in translating international agreements and norms into domestic realities (Simmons, 1998). For example, Amnesty International has the power to bring violations of the UN Declaration of Human Rights to attention, these victories can then be applied to local issues. The third sector has significant importance in bringing issues to attention of the public that might not be shown by national or international governments. These international charities have been around for decades but they have increased in size and scale dramatically, especially since the 1990s. The number of international NGOs has risen at unprecedented levels "from less than 200 in 1909 to nearly 1,000 in 1956 to over 20,000 currently" (Werker et al, 2008, p.75).

However, there are some scholars who question whether NGOs make a substantial difference to the lives of the poor. "The hard truth is that the goals they set and aspire to are beyond them. The problems they address are too complex" (Fowler & Biekart, 1996, p.132). Moreover, Werker (2008) describes the view of NGOs just out to do good as "too starry eyed" (Werker et al, 2008, p.74). Fruttero & Gauri (2005) describe this polarised perception of NGOs – On the one hand NGOs are flexible, innovative and effective vehicles for poverty alleviation and human rights. They can use their expertise to identify genuine local needs that perhaps the governments aren't tackling. However, on the other hand NGOs are controlled by certain individuals, and that any evidence of NGO effectiveness remains weak. Furthermore, there is controversy surrounding certain charities regarding where the funds actually go. Many NGOs are undemocratic and unaccountable to the people they claim to represent. "Dedicated to promoting more openness and participation in decision making, they can lapse into old-fashioned interest group politics that produces gridlock on the global scale" (Simmons, 1998, p.83).

There are often discrepancies regarding perceptions and self-perceptions of NGOs (Arenas et al, 2009). Development NGOs had been increasingly criticized and portrayed as selfinterested organizations more concerned with their own sustainability than with the wellbeing of the communities that they work for (Werker et al, 2008). Referred to as unaccountable interest groups simply forcing their own agendas onto more legitimate actors in the policy-making process (Simmons, 1998). These NGOs are often perceived as interest groups in disguise. ‘Yet neither the generalized anti-NGO critique, nor the over-rosy view of NGOs as magic bullets, is adequate’ (Lewis, 2009, p.206).

The focus here is on sub-Saharan Africa and development NGOs who are trying to “fix” the problems in Africa. Yet many of the public have become disillusioned with charities, governments and other institutions because of media scandals. For example, William McAskill argues that “mega-charities” such as Oxfam should not be endorsed by the effective altruism movement as they run multiple programmes making it difficult to evaluate the effectiveness of your donation (Birkwood, 2016). Drewry (2014) argues that Africa loses more to the West than it gains in aid supporting this opposing view of NGOs and their credibility. NGOs should challenge governments rather than congratulate them (Drewry, 2014). NGOs perceive Africa as needing our help and needing aid, yet the UK and other big nations take more away from African than they give (Drewry, 2014). By this Drewry is referring to the fact that although the UK is the world leader in development aid, it is also the leader of greenhouse gas emissions, tax haven networks and taking the corporate profits out of Africa. Furthermore, after several calculations it was found that “Africa is losing £192bn to the rest of the world each year, while only £134bn flows in. This means Africa suffers a net loss of £58bn a year” (Drewry, 2014).

Charities and NGOs also need better communication strategies with the public (Drewry, 2014). There is a need for NGOs to be upfront with the public. They should tell the public what their donations will really achieve in Africa as it is not likely that your £3 a month is going to eradicate the whole of poverty in Africa (Drewry, 2014). In truth, the UK takes more from Africa than what Africa gains in aid. “Africa subsidises us, not the other way round. The solution is to stop these losses, that drain of resources, not divert attention away from it by demands for aid and charity appeals (Drewry, 2014).” Waldorf (2012) argues that more NGOs should bring issues to the attention to the public via the television and social media.

This distorted communication, (the fact that NGOs state we can help Africa yet we contribute to why Africa needs our help) from NGOs implies that aid and charitable giving is the answer and highlights the problem of contradiction: the UK is the world leader in development aid but is also the leader of greenhouse gas emissions, tax haven networks and taking corporate profits out of Africa which causes far more poverty than aid relieves. The money flowing out reflects calculations from debt payments, international reserve holdings, multinational company profits, illicit financial outflows, outward remittances, ‘brain drain’, illegal logging, illegal fishing, climate change adaption costs and climate change mitigation costs. Governments and NGOs celebrate their generosity and simultaneously drain Africa from its resources (Anderson, 2014).

Aid is a tiny part of the picture in Africa and the UK arguably plays a key role in the theft of Africa’s resources (Drewry, 2014). Anderson (2014) argues that Western countries are using aid to Africa “as a smokescreen to hide the sustained looting of the continent as it loses $60bn a year through tax evasion, climate change mitigation, and the flight of profits earned by foreign multinational companies, a group of NGOs has claimed”. Although NGOs are trying to combat this issue it is hard to know which ones to trust and which ones are not simply affiliates for political ties. The public have slowly become tired and disillusioned by NGOs (Orgad, 2014). “We found widespread public distrust of humanitarian and international development NGOs, and strong resentment towards some of their marketing techniques and communication practices” (Orgad, 2014, http://blogs.lse.ac.uk/polis/2014/07/08/caring-in-crisis-guest-blog/). For years, these organizations have been raising money to end poverty but have any of them achieved their goals?

Another problem it that of aid fragmentation: there are too many agencies, financing too many small projects and using too many different procedures. Thus, it can be argued that western generosity has led to the swamping of poor countries. There are so many charities now in the 21st century relating to this idea of the “white saviour industrial complex” (Teju Cole, 2012). Teju Cole helps to paint a picture of this over-swamping of western generosity in a region where the white man contradictions outweigh the help he is giving to the region. Teju Cole is a Nigerian-American writer, photographer and art historian. His significance stems from his regular publications for The New York Times and The New Yorker. Cole has been credited for his tweets on the “white saviour industrial complex” by African magazines such as the New African Magazine (2015).

In March 2012, Teju Cole coined this term “to describe the power relations that privileged outsiders and their African agents try to enforce on the continent” (Schneider, 2015). Following on from that, the white saviour industrial complex refers to a stereotype that hinders development and advancement, that Africa is always theirs to "fix" and that any white man can do the job regardless of their background (Ventures Africa, 2016). This supports this theme that the West takes out more from Africa than it gives. Health workers have said they are so busy meeting western delegates that they can only do their proper jobs – vaccinations, maternal care – in the evening. These workers in African countries are swamped by all the administrative duties they have to undertake after having to meet with Westerners frequently who are there to "help" (The Economist, 2008, http://www.economist.com/node/12060397). The Economist '*Scramble for Africa'* highlights the problem of aid in Africa, there is too much and little coordination. Charities should work together so that problems like these do not arise. The best way for countries to deal with this issue is to set down a list of priorities for the nation which the NGOs can focus on.

Teju Coles tweets are in response to the Kony 2012 [2]video by Invisible Children. Teju Cole provides an exceptional twitter response underlining the contradictions of western society. "From Sachs to Kristof to Invisible Children to TED, the fastest growing industry in the US is the White Saviour Industrial Complex." "The white saviour supports brutal policies in the morning, founds charities in the afternoon and receives awards in the evening" (Teju Cole, 2012, see Apendix 1). These tweets were intentional in their irony and their seriousness. The West has become obsessed with helping the third world yet wages wars against innocent civilians in Iraq and Syria. Cole (2012) was both criticized and applauded for pointing out this white privilege. "I disagree with the approach taken by Invisible Children in particular, and by the White Savior Industrial Complex in general, because there is much more to doing good work than making a difference" (Cole, 2012). Africa is now used as a sphere onto which white egos can be projected. In this sense, the strategy of internationalization could help to combat this view. Rather than working from offices in London, moving into where the problems are happening, people can aspire to make the changes that Africa needs (Mohan, 2015).

Another problem within the NGO sector is the large amount of organizations that co-exist with one another. Sriskandarajah (2014) describes the explosion of civil society in recent years with 4 million charities now existing in India, 1.5 million in the US and 81,000 INGOs and networks, 90% launched since 1975. Werker (2008) also notes that there are too many

[2] Kony 2012 – A short documentary produced by the charity Invisible Children with the aim to stop Joseph Kony (Ugandan cult and militia leader and indicted war criminal). The film was an instant viral success which dominated Twitter worldwide and inspired the hashtag #stopkony. The campaign aimed to stop Kony recruiting children into his army. (Curtis et al, 2012, the Guardian).

actors in the field which means NGO withdrawal is no longer a threat to society as it is likely that the NGO will be replaced. This "explosion" of civil society also cannot mask the fact that "we're winning the battles but losing the war" (Sriskandarajah, 2014, p.1; Godrej, 2014). We are still losing the war against poverty, inequality, exclusion and climate change.

The environmental agenda has become heavily corporatized with partnerships between big-brand companies and NGOs becoming far more common. For example, the Worldwide Fund for Nature (WWF) receives funding from and works with Coca-Cola to save polar bears (LeBaron, 2013). "Saving the world has now become big business" (Sriskandarajah, 2014, p.1). This has led some people to question the effectiveness of NGO's in terms of achieving their goals/missions. Can we really trust an NGO that work with MNCs? "If we can turn the tide of corporatisation and technocratic management that threatens to overwhelm us – we will rediscover our understanding of civil society as a deeply human construct, as a facilitator of empowering social relationships" (Sriskandarajah, 2014, p.1). Some NGOs however work with MNCs on collaboration projects to advance social and economic goals (Yaziji et al, 2009). NGOs need to find a way where they can work with corporations but not exploit the trust of the public.

2.2 NGO Strategy

Traditionally the strategic management approaches are criticized for being ill-suited to fit the NGO sector (Schwenger et al, 2013). NGOs have not been able to use the same strategy concepts as for-profits (FPs) to increase their effectiveness in serving stakeholders. And there is little written literature on what adjusted strategic management methods are necessary for the pursuit of their particular activities (Schwenger et al, 2013). Nevertheless, NGOs must adopt management strategies to address the current problems they face. These issues include increasing competition for donor funds, legitimacy and accountability problems and more scrutiny from governments (Simeant, 2006).

Competition is now the biggest problem facing international NGOs so they must have effective leaders and creative management to be successful (Bromideh, 2011, p.198; Williams et al, 2014; Schwenger et al, 2013). Simeant (2006) illustrates that the multiplication of NGOs has given rise to many which are disorderly and inefficient; leading to criticism of the NGO sector as a whole. In this competitive world, it is no longer simply enough to have good intentions and strong value orientations which is why many NGOs now are looking to alter their strategies (Lindenberg, 2001). Due to this competition, NGOs compete for survival in terms of raising finance. Bankruptcy and irrelevance (Lindenberg, 2001) is therefore another problem that NGOs face if they do not reshape themselves to achieve greater impact, efficiency and accountability in an increasingly global and competitive environment. Fundraising strategy (Kamaria & Lewis, 2009) is one of the most important aspects of NFP's. Several scholars emphasise the importance of executives overseeing and actively participating in fundraising activities (Kamaria et al, 2009; Lindenberg, 2001).

Aldashev and Verdier (2009) argue that this competition may also lead to the excessive fundraising problem. Tougher competition between NGOs can be welfare-reducing because NGOs spend more of their budgets on fundraising activities. NGOs compete for donations which can lead to negative consequences. There are two sides to this problem for NGOs- the act of raising excessive funds which don't go to the right places and the side that as there is so much competition nowadays in the NGO sector, some NGOs are unable to raise enough funds for survival. Small NGOs find it very difficult to compete with the larger NGOs who have more funds and more donors (Lindenberg, 2001). Larger NGOs can take advantage of economies of scale in marketing operations and support services. National NGOs disappear under the pressure of the higher competition (Aldashev & Verdier, 2009).

Porters (1979) five forces framework is useful for helping managers understand competitive market dynamics through mapping the role of suppliers, customers, competitors, substitutes and barriers to entry for new market entrants. "The framework helps organizations identify their current and potential comparative advantage, their current business strategy, and what might need to change for the organization to become more competitive" (Lindenberg, 2001). Figure 1 illustrates the application of Porters Five Forces to the NGO sector. NGO's experience the same threats that commercial businesses do.

(Figure 1: Map of potential threats for the NGO Sector)

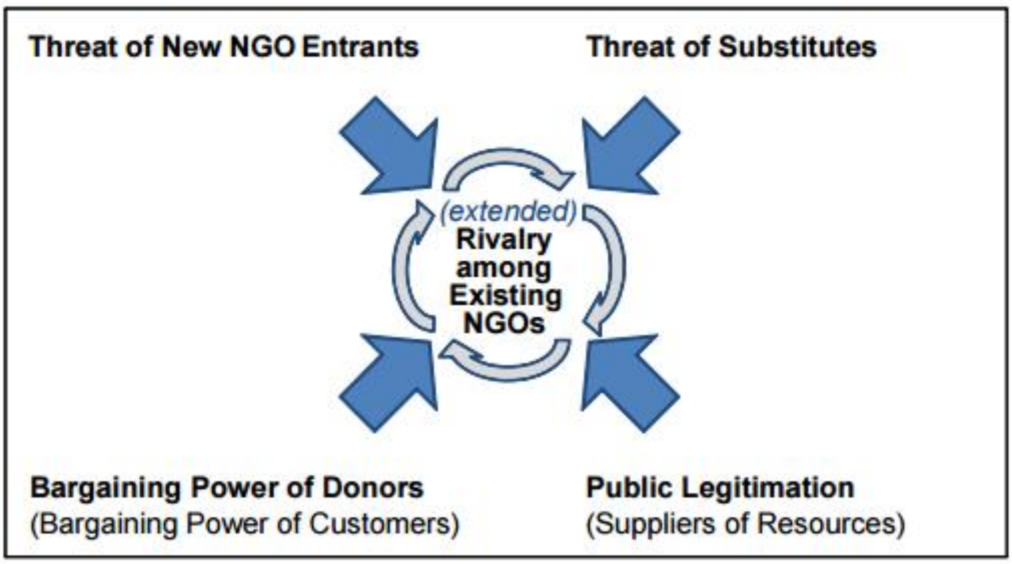


Figure 1: Diagram by Schwengen et al, 2013, p. 4

Porters Five Forces are another strategic formulation used to cope with competition in different industries. These five forces include: the threat of new entrants, the bargaining power of customers, the bargaining power of suppliers, the threat of substitute products, and the jockeying among current contestants (Porter, 1979, p.137). Although the collective strength of these forces can determine the profit potential of an industry, the forces can also be applied to the NFP sector to illuminate how successful this type of organization is likely to be. The goal of strategy is to find a position within the industry where the company or NGO can defend itself best against the five forces.

This framework was originally designed for the for-profit industry but with slight adjusting can be equally applicable to the non-profit sector. The NGO adaptation of the model is more concerned with how the forces impact an organizations ability to perform its mission effectively. "Five competitive forces jointly manifest the intensity of the competition within a sector and build the starting point of a strategy formulation" (Schwengen 2013; Porter, 1980). This theory is extremely effective in highlighting the importance of competition as an extended rivalry. Larger organizations have the ability to build up protection against competition forces compared to smaller charities. Big charities can exercise economies of scale and differentiate themselves through their brand image (Schwengen, 2013).

Deciding where to locate an organization is also another management strategy for NGOs. Fruttero & Gauri (2005) discuss two different theories for location strategy motivation. One where pragmatic and organizational concerns determine location decisions and another in which charitable motivations are the principal determinants. Although location decisions are not the same as internationalization, these theories help to distinguish reasons for moving overseas. These authors argue that "the dependence of NGOs on external funding might drive a wedge between organizational imperatives and charitable objectives" (Fruttero et al, 2005, p.1). In this sense, some organizations may be driven by donors to move to where their donors are. Simeant (2006) points out that it is obvious that NGOs play a strategic game when choosing their locations. These humanitarian missions can be based on different national affinities due to colonial legacy, historic ties or foreign policy concerns.

NGOs suffer from the problem of funding (Viravaidya, 2001). The work of protecting the environment, helping the poor and needy, campaigning for human rights is by nature "unprofitable" (Viravaidya, 2001). NGOs now often find that traditional funding sources are insufficient to meet the growing needs and rising costs of operations. Furthermore, dependence on funding from donors can lead to management problems in the sense that these donators will want authority over what the charity does. The challenge for NGO managers is to find suitable ways to increase their financial security without letting donors take full control of the organization (Viravaidya, 2001). There is no one way to achieve this but an NGO might want to adopt a strategy whereby they can become independent of donor funds. NGOs may also try to self-generate funds to cover the overheads. "Still others may legitimately determine that relying on grants is the best approach. There is no right answer. It is up to each NGO and its managers to consider all the funding options available and choose the most appropriate mix" (Viravaidya, 2001, p.2). Another strategic move NGOs can use to combat competition is to channel funds to their core capabilities and knowledge that is difficult to imitate (Schwengen, 2013; Kong, 2008). Yet this means it is only likely for the richer organizations to be successful in the competitive climate as the problem of funding still permeates the NGO environment. Moreover, Hearn (2007) argues that "aid recipient countries have developed an elite which has become well off through the administration of aid – government officials, consultants, local aid agency staff and workers in non-governmental organizations which have contracts with international agencies" (Hearn, 2007, p.1106; Hanlon, 2004).

Akingbola (2006) emphasises the importance of strategy and strategic changes for non-profit organizations. "Strategy can be described as the process of taking an organization from its present position to its desired position, that is, from point A to B of its stated objectives (Akingbola, 2006, p.266)." Strategy is inherently important for NGOs when actualizing their missions. It is necessary for NGOs to match the challenges and opportunities of their operating environments with the capabilities of the organization. Internationalization, should therefore, be only adopted as a strategy if the organization has the capacity and the capabilities to be successful in this strategic move. NFP organizations are now basing their strategies on a thorough consideration of factors where they can manage their environment rather than letting the environment dictate their choices such as dependence on the government as revenue and the external stakeholders (Akingbola, 2006).

Both internationalization and Porter's five forces are strategic management tools. Strategic management can be used by NGOs to be more effective in their missions. Strategic management is defined as the management of an organization's resources to achieve its goals and objectives. Porter (1996) defines strategy as "performing different activities to those performed by rivals or performing the same activities differently" (Mainardes et al, 2014, p.48; Porter, 1996). Following on from strategy, according to Dess et al (2007) "strategic management in an organization must become a process and a single path guiding actions throughout the organization. It consists of organizational analysis, decisions and actions creating and sustaining competitive advantage" (Mainardes et al, 2014, p.48). To make the most of strategic management tools, firms need effective managers, good strategic management systems, motivated staff, and adequate financial resources (Block, 2001). Block (2001) argues that leaders should pay careful attention to the external and internal environments. There are other strategic management functions that leaders of NFPs should undertake such as planning, motivating, organizing, decision making, delegating, coordinating, reporting, supervising, managing finances, and fundraising which will all improve management strategy (Block, 2001).

Kamaria and Lewis (2009) argue that the NGO sector has been challenged by the problem of how to accommodate tools of strategic management that would improve organizational performance. Nevertheless, one way for NGOs to improve their effectiveness through strategic management is strategic planning. Strategic planning for uncertainties in the future can really help an NGO to prepare for situations in the future. Being able to adapt to changing contexts will put them in a better position than some corporate businesses. Akingbola (2006) illustrates that NFP organizations have the ability to change their strategies along with their missions more frequently than FPs as part of an "adaptive strategy". In this sense, he refers to NGOs ability to adapt to changes in the external environment. NGOs should develop an internal culture of change with structures that are flexible to be successful (Gnaerig et al, 1999).

Mission statements are widely used by NGOs as a tool of strategic management (Williams et al, 2014; Atrill et al, 2005). Sidhu (2003) identifies the four components of a mission statement which include vision, business domain, competencies, and values. Heyes (2014) defines mission as "a key strategic institution-design decision that affects both volume of donations and quality of impact-opportunities" (Heyes et al, 2014, p.197). Commitment by managers and employees will help the organization to be more effective in performance terms. Williams et al (2014) outline the mission-performance model which can be used to analyse the relationship between mission statements and firm performance. "A positive relationship exists between the extent that a mission statement is complete (including vision, business domain, competencies and values) and firm performance (Williams et al, 2014, p.449). Ansoff and McDonell's (1990) strategic success hypothesis argues that company performance can be enhanced when strategic aggressiveness is matched by the management capabilities and turbulence in the environment. However, some studies have found little support for a positive relationship between mission statements and company performance (Williams et al, 2014).

Another element of strategic management is to build inter-organizational links, networks and alliances with other NGOs to enhance the resources for the survival of the organization (Akingbola, 2006; Schwengen 2013). Donor-dependent NGOs might have incentives to locate in areas where other NGOs have established programmes, in this way they can obtain higher funding than going solo. NGOs might have an incentive to spread out geographically if donors use coverage as a measure of NGO performance (Fruttero & Gauri, 2005). One linkage that NGOs can make is with other corporations. Although some of the literature argues that NGOs are becoming much more commoditized and corporate like (Simeant, 2006), one way to increase their effectiveness is to build links with powerful organizations. Corporations like to work with NGOs to avoid risk of exposure or negative campaigning (Phillips, 2002). Corporations will open their doors to NGOs as stakeholders and engage in communications or partnerships. NGOs are also more likely to be successful if they network with international corporations. "For some NGOs, the forging of alliances with elements of the corporate sector – especially in the local setting – may be viewed as a positive opportunity and may be crucial to ensuring NGO's sustainability" (Roberts et al, 2005, p.1848). The development of foreign networks is closely associated to the learning process that underlies overall internationalization (Welch, 1996).

An important part of the internationalization process for NGOs is to network. Networking is regarded as a key element to NGO success. Networking is defined as making contacts, maintaining contacts and using contacts; all essences of communication (United for Intercultural Action, 2016). Charities proactively seeking network partners can be more successful when they internationalize (Bennett & Ali-Choudhury, 2008). The rapid growth of INGOs over the past 20 years has meant that many are now interconnected within networks that go beyond the nation state to the global domain (Roberts et al, 2005, p.1846) for example, CARE international, Handicap International and Clinton Health Access Initiative. These NGOs work together on issues such as HIV/Aids.

2.3 The Era of Globalization

We are now in the era of globalization. Christensen defines globalization as "the thickening of the networks of interdependence spanning international boundaries that accompanies increasingly rapid and inexpensive movement of information, ideas, money, goods and people across boundaries" (Christensen, 2006, p.281-282). In terms of the NGO sector, Roberts et al (2005) argues that the third sector has been exemplified by interlocking webs of inter-organizational relations. Many INGOs now work together to confront global challenges (Roberts et al, 2005, p.1846). So when did globalization hit the NGO sector? The main surge occurred during the 1980s and 90s when organizations such as Oxfam, Plan International and Medicins Sans Frontieres (MSF) were at their height in terms of influence and size (Lindenberg, 2001). These "mega-charities" had significant influence over national and international policy and practices (Lindenberg, 2001). During this era, these charities responded to political crises such as the Rwandan genocide (which the government failed to respond to) concerned about their failure to prevent a humanitarian disaster. Bob Geldof used his celebrity status to raise funds to alleviate poverty in Africa with hit singles with Comic Relief and Live Aid (Lindenberg, 2001). "There was a lot of soul-searching, with multiple inter-agency initiatives aimed at responding to the critics and making the sector more accountable, more humane and responsive" (Doane, 2016). Twenty years later, however, the INGO sector looks very different. Legitimacy of such organizations is in question (Walton et al, 2016). Walton et al (2016) argues that global and local trends have shaped the processes of NGO legitimacy and de-legitimation.

Lindenberg & Bryant (2001) describe how NGOs have been responding to globalization since the 1970s. The scope and capacity of national governments has declined which has left a gap in the market for these types of organizations. Since the fiscal crisis, the Cold War, ideological attacks and privatization, a new more global non-profit sector has emerged. Fowler (2000) illustrates the end of the Cold War which brought an old concept and definition of civil society to the forefront of international development. The collapse of the USSR became an organizing framework and essential element for the new development agenda during this decade (Fowler 2000, Robinson 1994). This development agenda refers to ex-Communist countries who were in the midst of humanitarian crises. NGOs responded to these humanitarian needs and focused on the development of Africa. The spur was also due to a rise in neoliberal ideology, predatory capitalism and the free market (Godrej, 2014). All these contextualised issues led to the “explosion” of civil society and NGOs which is still apparent today (Godrej, 2014; Liket, 2014).

NGO’s must develop a culture of change to deal with globalization. Globalization is both an opportunity and threat to civilians and NGOs (Gnaerig et al, 1999). Anheir (2005) argues that being global is different. It is qualitatively different from being national which sets up a lot of challenges for charities that want to be successful in the “global age.” More NGOs are turning into INGOs, however, at this level there is less accountability as more INGOs become business-like and commercialized. Vianna (2000) argues that there is a tendency for developed country NGOs to “represent” developing country NGOs in a new kind of “policy imperialism” (Vianna, 2000, p.1). Western charities will intrude into non-Western territory implying that they are saviours who are here to fix the situation (Drewry, 2014). Doane (2016) argues that the charity sector needs a wholesale revolution to enable it to face modern times.

INGOs have emerged with the development of civil society and with this idea of “global culture” promoting values such as universalism, individualism, volunteerism and the idea of world citizenship (Simeant, 2006). Since the era of globalization and the relaxation of borders an NGO global identity has emerged. Economic globalization has given NGOs an indirect role in “saving the world” because of the development of inequalities and injustices at the global level. Aldashev & Verdier (2009) argue that until relatively recently development-oriented NGOs raised funds in countries where they had been founded. Nowadays, however, they can raise funds through their foreign affiliates. This trend of NGOs becoming multinational organizations is driven by economies of scale in fundraising technology. One way NGOs are changing to cope with the demands of a globalizing world is to become more global themselves (Lindenberg, 2001).

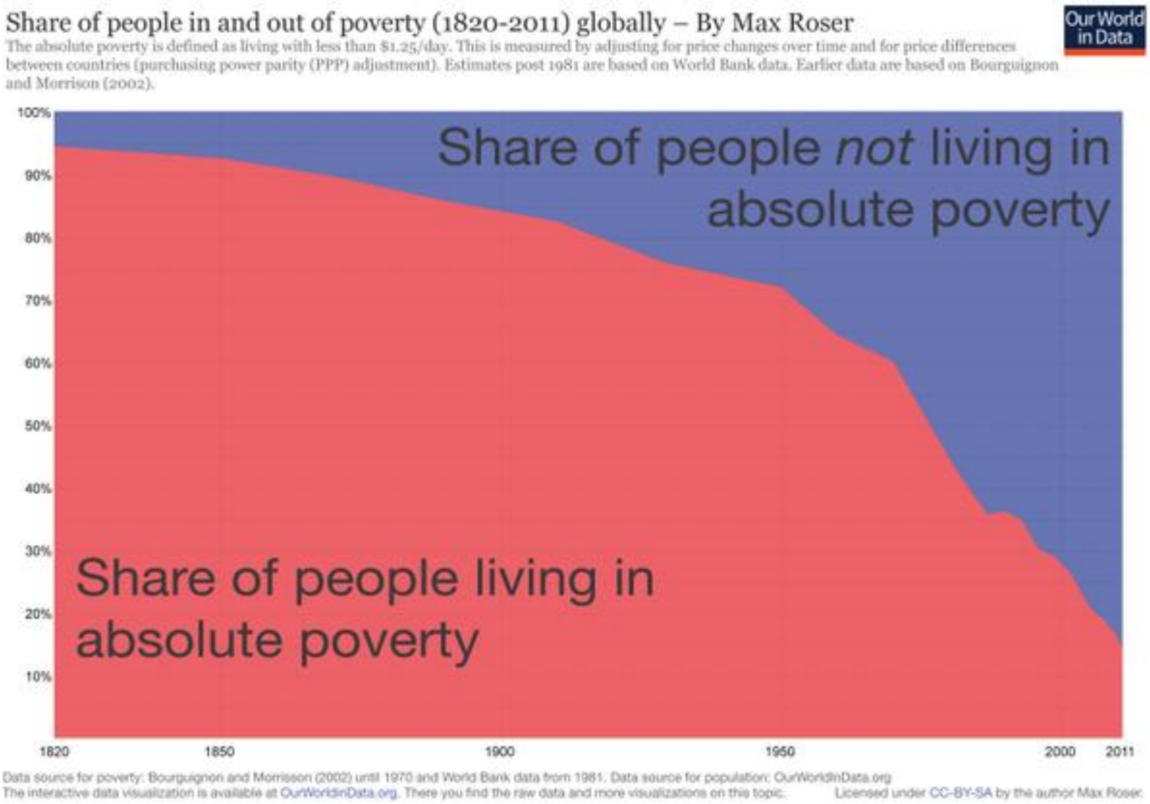
Global structures of NGOs now must be created to deal with globalization and the internationalization process (Anheier, 2005). When developing into transnational organizations INGOs should create structures which involve local, national and international parts (Anheier, 2005). Anheier (2005) also believes that a decentralized mode of governance is best suited for achieving results locally. Decisions should be made at levels where expertise and knowledge are greatest. Globalization has led to increased economies of scale, better technologies and communications, self-determination and pressures for global accountability which all NGOs must address in the 21st century (Anheier, 2005). Dichter (1999) also illustrates this new role of NGOs in a more globalized world arguing that many NGOs have shifted towards strategies of the commercial sector to survive, "to survive, today's NGOs have been forced to be more corporation-like and less church-like" (Dichter, 1999, p.54). Large numbers of NGOs now co-exist in a global marketplace of altruism. Altruism has become an industry "commoditized" and this industry is extremely crowded with different NGOs (Dichter, 1999).

Moorhead & Sandler Clarke (2015) address that NGO location strategy is now more about a "global approach" than a "move south approach". Some NGOs have been moving South (Smedley, 2014) to include those poor regions whom they try to help, yet Moorhead (2015) believes that this paradigm shift is more about globalization. The North and South division of NGOs represents a hierarchy of NGO power based on traditional economic and political dominance in the Northern hemisphere nations. These distinctions reflect a history of colonial relations that continue in an economic sense (Phillips, 2002). Supporting this more "global approach" rather than "move south approach", Dichter (1999) argues there has been a blurring of the North (advanced economy) and South NGOs (developing country). Here we come to contrasting views in the sense that some of the literature believe that NGOs are internationalizing as part of globalization in the sense that NGOs are moving HQs to new locations as part of the new global era (Moorhead et al, 2015; Dichter, 1999), whereas some argue that NGOs are moving to the South so they can be closer to where their work is focused (Smedley, 2014).

To be successful, NGOs must build relationships with national and international governments (Dichter, 1999) as must now include NGOs in their public rhetoric. As NGOs, have grown and focus on this development rhetoric, their voices have begun to be heard by the international community. For example, the Food and Agricultural Organization, The United Nations International Children's Emergency Fund (UNICEF), the World Bank (Dichter, 1999). Internationalization can also allow NGOs to set policy agendas if they have a secure relationship with national and international governments (e.g. the United Nations). There are countless examples of NGOs that can influence global policies on health, the environment and social development for example, Greenpeace, the British Medical Association (BMA) and the Royal Society for the Prevention of Cruelty to Animals (RSPCA). Gnaerig & MacCormack (1999) illustrate the importance of NGOs responding effectively to globalization pressures and argue that NGOs should push forward the idea of the need to create a democratic system at the global level. Only those global NGOs will be able to challenge the global problems. “While a few NGOs can say that they are working in most of the countries in the world, hardly any will be able to prove that the organization’s decision making is based on a similarly broad platform. (Gnaerig et al, 1999).” Drewry (2014) follows this argument further stating that the third sector needs to shift the development debate to holding the UK government to account for its role in global poverty.

To this end, globalization brings with it several challenges for INGOs (Lindenberg et al, 2001) including new waves of global emergencies, global poverty, rolling back of the state and new roles of NGOs, weak global institutions, new pressures for accountability and credibility, new pressures to respond globally and creating purpose. Global refugees now receive a lot of attention from international NGOs. Since the end of the Cold War there has been a dramatically significant number of internally displaced people. This has resulted in new ethical and structural dilemmas for relief and development NGOs (Lindenberg et al, 2001). Take the current migrant crisis in Calais – large numbers of NGOs and social activist groups have emerged to help the growing migrant crisis in Calais such as Care4Calais and CalAid. Global poverty has been high on the agenda for NGOs since their inception, this has not changed. The problems of chronically disadvantaged groups have become clearer and more visible, for example, homelessness. NGOs main focus in the 70s and 80s was on the African region and yet global poverty is still to be eradicated in Africa. Murphy (2015) highlights the complicated truth that although there has been a rapid decline in global poverty over the past 100 years, fewer people are in extreme poverty but a lot are not doing much better. The graph below highlights the slow progress of extreme poverty over 100 years and illustrates the complicated fact that there are still millions of people living in absolute poverty today at around 20% of the global population. Although the share of people living in absolute poverty has decreased throughout the years, we still need to go along way before we can eradicate poverty completely.

(Figure 2 – Shows the share of people in and out of poverty from 1820-2011)



(Figure 2 – Murphy, 2015, http://www.humanosphere.org/basics/2015/09/global-poverty-falling-not-fast-may-think/)

NGOs have always had a complicated relationship with governments. For those NGOs working in the UK, those NGOs with who are large enough can exert influence on governments and can work with MPs in policy-making. Lindenberg (2001) argues that there has been a declining role of the state in recent years, which has meant that NGOs have had to act as a substitute for declining state services, or in fact, pressure governments to play a stronger role again. NGOs can either form partnerships with governments for poverty alleviation or they can go alone (Lindenberg, 2001). Dichter (1999) fears that some relationships between governments and NGOs has become "worrisome" due to their power relations and lack of accountability and transparency. This lack of accountability, mentioned previously, has increased people's expectations of the organizations and there are critics who question whether NGOs can really make a substantive difference to the lives of the poor.

It is important to distinguish between "going global" and "internationalization". Going global refers to a company expanding into new markets, not necessarily having their headquarters based in all the regions and responding to issues related with the relaxation of borders and the mass media that brings issues to attention that the public may not have seen before (Lindenberg, 2001). Internationalization refers to the structural change of company headquarters, moving from one part of the world to the other (McDougall et al, 1996). This internationalization can also refer to a “restructuring of power” like in the ActionAid case. Moving its headquarters (HQ) to South Africa was not simply a movement so that the company would be closer to the action on the ground but also so that the power structures could be redefined. Therefore, in this sense, because of globalization, companies have adopted strategies such as internationalization to accommodate to the new paradigm.

2.4 Internationalization

The changing global context has meant that UK-based INGOs have been moving to global models with varying degrees of unification from the centre and instead are becoming families, federations or franchises (Bond, 2015, p. 18). Internationalization theory can be defined as “the nature and determinants of the process by which companies develop international operations” (Welch, 1996). Simeant (2006) describes internationalization as “the establishment of entities set up abroad for purposes of resource acquisition and representation” (Simeant, 2006, p.854). Hilmersson (2014) defines internationalization as “a strategy process which concerns the sequential and orderly outward movement of the firm’s international operations” (Hilmersson, 2014, p.387) however this is more in reference to MNCs than NGOs. The literature on internationalization is varied in terms of that associated with businesses and multinational corporations (MNCs) yet the literature on internationalization of NGOs remains limited.

Following on from this, the literature on the internationalization of corporations and NGOs is similar to some extent. Both corporations and NGOs act similarly in terms of thinking strategically to combat challenges such as growing competition (Simeant, 2006). “NGOs tend to adapt to an unstable, highly competitive environment through internationalization” (Simeant, 2006, p.853). Smedley (2014) addresses the new phenomenon of NGOs restructuring to combat pressures of competition and declining public giving. The internationalization of NGOs shares similarities with the expansion of multi-national corporations (MNCs) in terms of the search for new markets, expressed by resource acquisition. Both MNCs and NGOs are looking for global brand promotion and the internationalization of personnel (Simeant, 2006) to be more successful in todays society. According to Dichter (1999), due to competitive pressures surrounding money, NGOs have now taken aspects of a “commercial zeitgeist”. In the sense, they have started to act in similar ways to big corporations engaged in the world of commerce. The competition for resources has allowed for NGOs to succumb to pressures of internationalization, a dimension usually ignored in the literature (Simeant, 2006).

Research on the internationalization of commercial business has mainly focused on the organizational motives for entering foreign countries such as, modes of entry, speed and barriers to the internationalization and performance measurements. Many businesses will decide to operate beyond national borders as other companies have internationalized or they have received orders from abroad (Bennett et al, 2008). In terms of when companies begin to internationalize, the literature concludes that firms alongside NGOs favour internationalizing in a series of stages (Bennett et al, 2008) and refers to this “toe in the water” approach. This refers to companies and NGOs entering one country to start off with and if they are successful they will broaden their horizons and enter other countries after.

While businesses internationalize predominantly for financial or strategic gain, charities operate abroad for philanthropic purposes. The “philanthropic imperative” is the desire to do good in other regions by employing a charity’s resources internationally. This is usually the main motivation behind a charities reason for internationalization in contrast to commercial business (Bennett et al, 2008). Some governments will also request charities to go international. Changes in government policies have also led NGOs to adapt to a more international framework. Most northern governments now provide matching grants based partially on an NGO’s domestic fundraising (Aldashev & Verdier, 2009). Funding, however, still remains a problem for INGOs and NGOs which can limit their potential to do good in other countries across the world. If they charitable organization can raise enough finance, they will be able to continue this philanthropic imperative.

Simeant (2006) argues that the internationalization of humanitarian NGOs has enhanced their authority and credibility. It has legitimized their voice at the global level. Save The Children, PLAN International, Oxfam, CARE, World Vision, CIDSE and MSF have dominated the international NGO scene with a combined budget of over 1.5 billion dollars making them significant global players. This new international strategy gives NGOs weight at the global level which distinguishes big organizations from moderate sized organizations (Simeant 2006). Simmons (1998) supports this idea that NGOs now have the power to influence national and international governments showing their effectiveness in terms of influence and scrutiny. Nevertheless, this increased effectiveness obtained through internationalization is relative.

Both commercial businesses and NGOs look to internationalization as a way of improving their organizational effectiveness (OE). By this the literature means, maximizing their capacities by moving overseas. By supplying to more people in different countries, businesses and NGOs can be more effective in reaching out to the people they are trying to sell to/help (in the case of NGOs). Amnesty International are now overseeing a reorganization of "closer to the ground", with a big reduction of the size of the London office and the development of new hubs around the world (Moorhead et al, 2015). Workers of these organizations are now trying to spread themselves around the world, located where the struggles are. Internationalization gives these NGOs credibility in the countries that they move to. There is a need to support the citizens of these countries to work for their rights and to overcome poverty. However, Moorhead (2015) questions whether the internationalization to Africa by certain NGOs will have significant effects in transforming the international aid system. "Can moving headquarters (HQ) alter the rampant inequalities of an aid system where just 1% of funding goes to NGOs in developing countries?" (Moorhead et al, 2015). Authors like Moorhead doubt the effectiveness of the NGO internationalization processes (Moorhead et al 2015; Sriskandarajah, 2016).

How can a charity know what is happening in Africa if their offices are based in New York? By moving to where the action is taking place, charities can develop a local skills set needed to tackle the issues. Internationalization is an excellent means for overcoming foreign language difficulties and the lack of knowledge of local conditions (Bennett et al, 2008). Charities also have the flexibility to set up and disband quickly if necessary, in comparison to corporate businesses (Bennett et al, 2008). However, financial resources can mean a barrier to the process of internationalization for NGOs. Some NGOs may also have the absence of experience and organizational skills needed for foreign ventures. They should also be aware of threats that can arise from having to work in foreign legal jurisdictions. A lot of the time the needs of foreign beneficiaries are entirely different to those of the beneficiaries in the UK. (Bennett et al, 2008).

Sriskandarajah (2016) argues there needs to be a bigger shift in favour or smaller organizations to achieve genuine transformation. By this he means that some INGOs can become overpowering and dominant when they enter a new location. These organizations should work with smaller local organizations that are already present in the countries they are trying establish themselves. There are scholars who downplay the importance of where offices are located (Sriskandarajah 2016, Bah, 2016, Mashru 2016). Bah (2016) argues that the INGOs who have recently been discussing and moving their HQs to the Global South will not alter the management problems within international development and human rights work. Bah (2016) also believes that INGOs are plagued by elitist decision-making and unequal resource distribution. This reflects the growing criticism of INGOs in the literature and public opinion (Bah, 2016; Sriskandarajah, 2016; Moorhead et al, 2015). Bah (2016) criticizes the fact that finances for women's rights organizations such as The Association for Women's in Development are also dwindling. Real change needs to happen in the NGO sector; not merely an internationalization process.

Internationalization also has implications in terms of human resources (Bah, 2016). Will the hiring be local and equitable? Organizations moving into new countries should hire local people. As a result of this, however, will there be brain drain? These human resource dilemma's allow for criticism of the internationalization paradigm. Bah (2016) instead presents us an alternative model called the virtual organization model which should be applied in place of full scale internationalization. This model refers to the practice of hiring staff based in various geographical locations. "So much has changed since the era when Oxfam, Amnesty International and others were established, including power dynamics between the Global North and South, development approaches, economic growth, the third wave of democratisation in Africa, and an educated population that can challenge dominant narratives" (Bah, 2016, p.1). It seems contradictory, to this end, for organizations to move into these countries and speak as though they are the dominant charity with the right answers. The power shift refers to the developing world increasing its power on the global scale, in contrast, between the separation of the Global North and the Global South in the past. Bond (2016) illustrates this power scenario with the principle of universality, the South always the one with the problems and the North there to fix the problems. This structure is a lot different now in the 21st century, and when NGOs internationalize they should really take into account this difference; the South is much less reliant on the North. Africa is now more prosperous than ever before (Walton et al, 2016).

Critics continue to downplay the paradigm of internationalization. Mashru (2016) argues that internationalization does more harm than it does good. Is going global in the interests of all the right groups? The internationalization of NGOs can act as though the linking of local and international groups is unproblematic. Yet, local and international groups have very clear differences about identity and strategy (Mashru, 2016). These distinctions make clear that internationalization is not for everyone. "The process of internationalization risks burying these differences behind a single organizational logo; a move that would be fatal to the autonomy, independence and freedom of activity that is the core of many of these outfits" (Simeant, 2005). These local groups might not want the intrusion of international organizations. Moreover, INGOs can be seen as foreign-interest groups pursuing ideological, professional and financial agendas (Mashru, 2016). INGOs need to develop a framework and strategy whereby they can alter this negative perception of themselves and move to these locations and make a significant difference to their lives without portraying this old North and South divide. Can internationalization therefore help NGOs to achieve their mission?

2.5 NGOs moving "Beyond Charity"

Meanwhile, as well as internationalization, scholars argue that in the 21st century there is a necessity for charities to go beyond their original roles (Doane, 2016). The world bears little resemblance to what it did in the 80s and 90s with regards to charities such as Oxfam. INGOs in the last quarter century have emerged as important actors in identifying transnational problems, addressing transnational norms, advocating for international policies and implementing and monitoring compliance with international agreements (Brown et al, 2012). The existing institutions have arguably not coped well with transnational problems which is why organizations such as ActionAid, Oxfam, Save The Children have altered their strategies to some extent. Social enterprises and innovation are rapidly replacing INGOs, "with a fresh wave of philanthro-capitalists seeking beyond charity solutions to poverty" (Doane, 2016). This now threatens the position of some INGOs. ActionAid has shifted their HQs to the global south but Doane (2016) sees this strategy as a bit like changing a warning sign on a poorly engineered aircraft; they still have a high likelihood of failure. The challenge of globalization in the 21st century provides some difficulty for INGOs to survive (at least in their current form).

Legitimacy of organizations also poses a problem for many INGOs (Walton et al, 2016; Brown et al, 2012). Some charitable organizations are adapting to the changing environment and pursuing different strategies with a top-down view of legitimacy (Walton et al, 2016). "World Vision and Save the Children, while taking some steps to make their organizations more representative, are also making global expansion a priority and 'going for growth' in an attempt to leverage greater impact and influence at a global level" (Walton et al, 2016, p.2770). Charities now have to move beyond their original roles, adopting business-like strategies in order to survive the global climate. These new roles of INGOs are linked to international development and the ground-shifting Sustainable Development Goals which replace the Millennium Development Goals. In this sense, INGOs contribute to a new strategy for the world community with goals of ending extreme poverty (Bond, 2015). INGOs now must be more legitimate, accountable and representative to answer to public and transnational demands.

2.6 Measuring NGO Organizational Effectiveness (OE)

The NGO sector will continue to grow in the coming years making it essential to understand the components related to their success. Throughout the literature we understand the difficulty in measuring the effectiveness of charity NGOs (Berg et al, 2011; Akingbola, 2006, Kamaria et al, 2009; Dichter, 1999). There is "currently no universally accepted measure of organizational performance in non-profit organizations, especially one similar to that used in the for-profit sector" (Akingbola, 2006, p.267). Poverty alleviation is not a product we can easily measure, this remains a flaw for researchers to measure the effectiveness of these types of organizations (Dichter, 1999). NFP organizations do not have a set benchmark upon which performance can be measured. Therefore, performance and results are far more difficult to measure and control compared to for-profit (FP) firms (Kamaria et al, 2009). An appropriate level of general management is needed to ensure the delivery of mission and vision (Akingbola, 2006; Kamaria et al, 2009).

Many different models are created and implemented to measure OE of NGOs (Berg et al, 2011). Since there are many difficult measurements, researchers can find it difficult to interpret the multitude of theories. The most renowned method of measuring social change is called Social Return on Investment (SROI) (Berg et al, 2011). Social Return on Investment is a principles-based way for measuring values other than finance including environmental and social, not reflected in conventional financial accounts. There is still mixed opinion regarding which data should be measured to assess social impact. "When charity organizations get better at communicating results that are clear to the donors and the donors get a more nuanced image of the charity organizations' work, it helps strengthen the overall trust and engagement in civil society" (Berg et al, 2011, p.1). When measuring OE, keeping with the notion of philanthropy, NGOs are assumed to care only about the social output they produce (Williams et al, 2014) rather their financial or strategic gain. Duncan (2004) defines philanthropy as a new model of altruism and a philanthropist is someone who wants to personally ‘make a difference’ (Duncan, 2004, p.2159). During the recent decades, the world has witnessed this growing trend of philanthropy and with great amounts of money flowing through the charity sector the pressure is on to show the result of many of the organizations work (Berg et al, 2001 p.1).

Growing commercialization of the NFP sector has led some of the industry to mirror or “mimic” FP firms (Kamaria, 2009; Hauser, 2010; Nichols, 2010) as a way to woo donors who see philanthropy as more than just a tax break. Hauser (2010) advises NFPs to assess where to put their money in a similar way to a private sector venture capitalist. This includes NFP’s forming partnerships with various FP firms for business ventures (Kamaria and Lewis, 2009) to exploit their success rate. Akingbola (2006) believes that NFPs are now embracing new strategies extracted from the FP sector. Lindenberg (2001) investigates the relevance of both public and private sector strategic management frameworks for the successful transformation of non-profit organizations. Some frameworks can be adapted for use in transforming non-profit organizations. The focus shows that competition is apparent in both FPs and NFPs and strategic frameworks can be blended for NFPs to accommodate this by combining competitive market analysis (Porter, 1980) with models of social value, internal capacity and support. (Moore, 1995). “While some say that pressure to mimic capitalist ways of measuring return on investment is healthy for the non-profit sector, others reject it as cynical and even irrelevant as they argue that you simply can’t compare the private and non-profit sectors in that way” (Berg et al, 2011, p.6).

Nevertheless, we must make clear the differences between private and third sector returns on investment. Most models of performance in the FP sector are driven by measures of profit, shareholder/stakeholder wealth which are captured in profitability ratios. These measures are also supported by non-financial measures such as key performance indicators (KPIs) (Berg et al, 2011; Kaplan, 2001). Measuring the financial ratios of NGOs and NFPs is inadequate. Charity organizations face differing questions regarding their OE, such as, how many people have they helped? How much money have they raised for a certain section of their organization? NGOs look at measurements like size of the organization, corruption and infrastructure in the countries where they operate (Berg et al, 2011). Therefore charities create their own modes of measurement and this is also why it is difficult to measure their success all together.

NGOs both mirror and contrast with commercial enterprises. Sawhill (2001) uncovers that every organization needs three kinds of performance metrics which include measuring success in mobilizing its resources, its staff's effectiveness on the job and its progress in fulfilling its mission. By defining its mission, an organization can measure the progress directly. The second option for measuring the success of an organization in achieving its mission is to research whether its activities help to mitigate the problems or promote the benefits that the mission involves. The third option is by developing micro-level goals which are easy to measure if they are achieved (Sawhill, 2001).

There are some tensions about what makes NGOs effective (Berg, 2011; Mitchell, 2015). Mitchell's (2015) findings show that people related NGO effectiveness with size and scale but also with a hands-on, grassroots approach. This is quite contradicting because it is unlikely that the leader of significantly large organization will be able to have a "hands-on" approach to management of the organization. There is an emerging consensus within the literature that suggests that organizational effectiveness is a social construct which is made meaningful through interpretation. Mitchell (2015) classifies OE as a social construction and believes that NGOs with leaders who value similarities with peer organizations, grassroots approaches, diversity of strategies, dedication, professionalism, and distributed organization structures are more effective. The goals of NFPs are "multidimensional" which makes it difficult to measure the success of these goals (Akingbola, 2006).

Some of the literature would suggest that NGOs are increasingly ineffective for example, Simmons (1998) describes "the rise of the global idiots" and believes that their growing power on the ground has exposed them to criticism. For example, humanitarian NGOs constructed roads and camps for civilian assistance in Ethiopia and Rwanda which were instead used by combatants[3]. The Economist (2008) "A scramble in Africa" argues that there has been an explosive growth of NGOs in Africa which has led to a decrease in the effectiveness of aid. There are far too many agencies which now co-exist with each other and the problem is co-ordinating all these agencies efficiently (Sriskandarajah 2014, the Economist 2008). Moreover, too much time is being spent negotiating with westerners once they are in these countries than focusing on the actual work that needs doing. Nevertheless, the Economist (2008) states that a small but welcome step in changing developing countries from "projects" to "partners" is necessary for the future.

[3] Conflicts in Rwanda (1994) and Ethiopia – In 1994, Rwanda experienced a mass genocide which lasted 100 days, the international community failed to respond effectively to the atrocities. And when NGOs did respond they helped to fuel the conflict (Simmons, 1998).

As mentioned previously, as there is little accountability for NGOs, some NGOs may take actions that satisfy donors rather than recipients that they intend to help. NGOs make goods and services for a population which provides little feedback so NGOs sometimes face more direct incentives to manage donor satisfaction than beneficiary welfare (Werker & Ahmed, 2008). NGOs harness the altruistic motivations of many individuals but the model of development and measuring effectiveness is not without its challenges. It is difficult to calculate a net impact across NGO efforts. "It is in neither the interests of the NGOs nor the official donor agency, complicit as funder to publicize less-than-stellar results" (Riddell & Robinson, 1995). Public opinion for NGOs is high in both rich and poor countries, so demand for rigorous evaluation is correspondingly low.

Since the effectiveness of several NGOs has been called into question in recent years, it is important to examine the factors on which performance and effectiveness can impinge (Amagoh, 2015). With regards to NGO mission statements and organizational performance, performance from multiple empirical studies demonstrate a positive relationship between mission statements and firm performance (Williams et al, 2014). However, in the NFP health care arena Vandijck and colleagues found no significant relationship between mission statements and employee behaviour (Williams et al, 2014). Therefore, it must really depend on the case study if mission statements correlate with organizational effectiveness. Heyes & Martin (2014) argue that NGOs compete in mission statements and NGOs with broader missions expect to execute higher impact projects yet provide less precision to donors on the sort of missions that will be funded. The mission statements of ActionAid and Oxfam will be evaluated in the case study methodology.

2. Case Study Methodology

Research Questions: ActionAid

- How does ActionAid define internationalization? Background to this change of strategy.
- Has this new strategy helped them to achieve their goals/missions?
- How can the effectiveness of internationalization be measured?
- Are there any other management strategies that might have been better fit to improve the organization?

Research Questions: Oxfam

- What are the motivations behind Oxfam's decision to internationalize in 2017?
- How do they plan to make this strategic change in the organization?
- Will the outcome of this internationalization process help Oxfam's legitimacy as an INGO?
- Will they improve their effectiveness by being "closer to the ground" and creating relationships with poor and marginalised people? "Or will these re-structuring efforts remain largely rhetorical, failing to deliver substantive redistribution of power within the INGO sector" (Walton et al, 2016, p. 2770)
- Can any recommendations be given after analysing the ActionAid case study to Oxfam?

3.1 Methodology

This thesis uses case study methodology to analyse the strategic changes, mainly internationalization, in NGO's and investigates whether this change has helped ActionAid and Oxfam to achieve their missions. Yin (2009) defines case study methodology as, "a case study is an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident" (Yin, 2009, p.18). Case study observation seems an appropriate way of answering this research question as internationalization is still a new phenomenon for the NGO sector. Gillham (2010) argues that the naturalistic style of case study research makes it appropriate to study human phenomena and what it means to be human in the real world "as it happens" (Gillham, 2010, p.2). Case study methodology will be used to gather new knowledge about these two organizations.

3.2 Application

The case studies are defined as the chance to "explore and investigate contemporary real-life phenomenon through detailed contextual analysis of a limited number of events or conditions and their relationships" (Zainal, p.2, 2007). Yin (1984) supports this statement by suggesting that multiple sources of evidence will be used to analyse these real-life phenomenon's in different contexts. By studying two case studies in detail, I will be able to give more significant answers in the outcomes of their internationalization. I will answer whether this move has helped them to be more successful and how they approached this particular strategic transformation. The study of both organizations is based on secondary data only.

The essential way to respond to how, why and who questions in case study methodology, is to use several different sources of data collection (Yin, 2009; Dawes, 2012). In this study, this data consists of internal documentation, industry reports, journal articles. Triangulation is an important way to provide validity to case study research and strengthens the value of the research (Dawes, 2012). This means that data collection methods are combined as well as data sources and theory. As much of the data collected will be from the perspectives of both organizations, it is likely that both ActionAid and Oxfam will regard their internationalization strategy as a successful process. That is why it is important to use a variety of sources to analyse if this is really the case.

3.3 Advantages of Method

Case study research will also provide a more realistic answer than just examining the question from a theoretical perspective. Case studies will be used because they give more depth to the subject rather than surveying under a wider population. There are specific types of case studies: Intrinsic cases should be used by researchers who have a keen interest in the case and it is not primarily undertaken because the case represents others or because it illustrates a particular problem. Intrinsic cases are used because they are of interest to the research and are not used to build theory (although an option) (Stake, 1995). Instrumental cases are used to accomplish something other than understanding a situation. They provide insight to an issue and can often help to refine a theory (Stake, 1995). Collective cases are when a group of cases are studied (ActionAid and Oxfam) where you want to find out about a particular phenomenon (Dawes, 2012). Case studies have many different perspectives which means the researcher must consider the different groups of actors that interact with one another. In case comparison, the key challenge is to find cases that are as similar as possible in all but one independent variable and that differ in their outcomes.

Yin (1984) identifies three different types of case studies: the exploratory, descriptive and explanatory. Exploratory case studies explore any phenomenon in the data which serves as a point of interest to the researcher (Zainal, 2007). These general questions will open the door for further examination on the specific topic. Descriptive case studies are used to describe natural phenomena which occur within the research question. For example, what different strategies are used by the reader and how the reader uses them (Zainal, 2007). These cases may be somewhat narrative rather than analytical. Lastly, explanatory case studies use data both at the top of the surface and deep rooted in the phenomenon to explain the situation. For example, *why* do charities choose to internationalize? Evaluative case studies can be used to allow the researcher to make a judgement at the end of their research.

One advantage of case study research is that new knowledge can be created and developed from the investigation. Case study research is about creating new knowledge in all types of disciplines. For this study, one wants to create new knowledge on the theory of internationalization. Qualitative based methods will be used in this study which essentially involve descriptive and inferential findings. This evidence focuses on what people tell you and what they do to understand what is going on in the scenario. Qualitative methods are useful as they can illuminate different issues and meanings. Nevertheless, case study research is not exclusively associated with qualitative data. Quantitative data can be used to examine reality. This can be referred to as the multi-method approach where different methods are used bearing on the same issue (Dawes, 2012). Using different methods can have strengths if the results and evidence gathered converge. If all the results add up then we can see a real picture emerging.

The case study method allows the questions of why and how to be answered with an exceptional understanding of the nature and complexity of the phenomenon (Dawes, 2012; Meredith, 1998). Research questions can be explored from perspectives which are industry-specific, in this case the questions answered are related specifically to the NGO sector. Other perspectives that can be explored through case study research are business size, location and type of business. This gives value to the study as the investigation becomes more specific and related to the particular niche that the researcher is answering the question for. “The aim is not to make statements but to explore in depth a particular phenomenon in a contemporary context" (Dawes, 2012, p.9). This study constitutes a range of phenomena, therefore, creating a "multidimensional holistic picture of the situation" (Dawes, 2012, p.10; Remenyi et al, 1998).

Gillham (2010) supports the power of the case study arguing that "the meticulous description of a case can have an impact greater than almost any other form of research project" (Gillham, 2010, p.101). Another advantage is that organizations can be truly observed and can be "illuminated" by case studies (Gillham, 2010). In this sense, research can be collected in-depth, from the organization, and provide rare insights that someone who has not studied the organization would never know. The case study is a research strategy whereby the researcher can understand the dynamics present within single settings (Eisenhardt, 1989). They can involve either single or multiple cases. Case study research allows the exploration of complex issues and can be considered a robust research method when an in-depth investigation is required (Zainal, 2007). In this dissertation, I will compare two different NGOs on their approaches to internationalization. The detailed qualitative accounts produced in the case studies "not only help to explore or describe the data in real-life environment, but also help to explain the complexities of real-life situations which may not be captured through experimental or survey research" (Zainal, 2007, p.4).

3.4 Interpretivism

This case study methodology relates to the philosophical traditions of Interpretivism. Dawes (2012) defines interpretivist traditions as those concerned with grasping individual and unique truths with an emphasis on understanding. This is based on the belief that individuals interpret the world and evaluate these different meanings (Dawes, 2012). These different meanings refer to how humans interpret the world they live in. Interpretivism acknowledges the subjective meanings which are used in social interaction. "The researcher is not a detached observer, as suggested by positivism, but an active agent in the construction of the world through the specific ideas and themes incorporated in the relevant form of knowledge" (Dawes, 2012, p.19). Interpretivism allows for flexibility in terms of the research approach.

Inductive research will be undertaken and is more common in case study research (Dawes, 2012). The aim is to generate theory from data (Eisenhardt, 1989; Dawes, 2012). Case study research is a strategy and will be influenced by assumptions of the world that we inhibit and how we perceive knowledge. Case studies build upon inductive reasoning for phenomena rather than testing theory. This dissertation's underpinning lies on the assumptions that case study research is mainly interpretivist, inductive and qualitative (Dawes, 2012). Interpretivism allows for researchers to conclude answers from different cultures.

3.5 Case Study Selection

ActionAid internationalized in January 2004, so case study methodology will be used to see if this tool of strategic management has helped them to achieve their long-term mission since 2004. Oxfam, on the other hand, plans to use this tool in 2017, when it moves its headquarters to Nairobi, Kenya. Analysis from the ActionAid case study will be used to predict whether this strategic change will benefit the organization. Will this move help Oxfam to better achieve its missions? ActionAid is one of the only large NGO's in the UK with significant influence that has internationalized. By observing the organization, under a case study methodology, I can find in-depth answers to their reasons for internationalization and whether this move has benefited them. Although the findings may not be able to be applied to every NGO out there, due to the fact there is little literature at present on the outcomes of internationalization of NGOs (Baguley et al, 2004), this study will help managers to decide whether this strategic option is the right method for them. The goal of case study research is to understand a complex phenomenon, in this study the complex phenomena refers to internationalization. For Yin (2009), the purpose of case study research is theory development. The outcome of this case study methodology, will hopefully develop a theory on the strategic tool of internationalization or help to point further research in a direction which will develop the theory.

I decided to choose ActionAid as the first case study of focus because of its international origins and for the simple fact that it is probably the most prominent NGO in the UK that has internationalized in the last few decades. Very few charities have gone through this strategic transformation so I thought it was important to analyse ActionAid to see if this move has been successful and to answer whether other organizations should mimic this process in the future. The results from ActionAid will be used to make a prediction about Oxfam's internationalization in 2017 and will outline the need for future research.

Analysing the data from ActionAid and Oxfam will be at the heart of building theories from the case studies (Eisenhardt, 1989). Hopefully patterns will arise when examining the different case studies which will help to provide a useful answer. I will also examine conflicting literature as this type of literature will encourage the researcher to be more creative and logical when coming up with explanations with the differing evidence. The result of this will further our understanding of this new paradigm of internationalization. “Overall tying the emergent theory to existing literature enhances the internal validity, generalizability, and theoretical level of theory building from case study research” (Eisenhardt, 1989, p. 544). Case study methodology has now developed in the direction of eclecticism and pragmatism. The role of the case study approach in this thesis is to present a comparative look at NGO internationalization and its effectiveness on the different organizations. Can this strategic move help NGOs to achieve their goals? Or is there a more fundamental reason as to why NGOs are unable to achieve these goals? By examining these different case studies, I will be able to find out if this approach has benefited ActionAid and if its application is worthwhile in the future for other types of non-governmental organizations such as Oxfam.

3.6 Limitations

Like any method, case study methodology is not without its limitations. Studies of NGO impact suffer from methodological dilemmas, biases and difficulties (Fowler, 2000; Coudere, 1994; Fowler, 1995; Kruse et al., 1997) Case study methodology involves investigating into an organization using many of the data’s distributed by the organization itself; this itself can lead to biases and methodological dilemmas. Moreover, the selection of case studies may slant towards case studies which will give a positive outcome to the study. Fowler (2000) notes that caution must be taken when measuring results and conclusions from case study methodology because of: the preponderance of success stories, the limited universe of NGOs involved and the complex interests that have guided formulation of the terms of reference and interpretation of findings for public consumptions (Fowler, 2000, p.14). The most significant limitation in this study is due to the fact the information collected is from the perspective of both the organizations themselves.

Yin (1984) describes that some case studies have been criticised for their lack of rigour by the researcher in the sense that they have allowed equivocal evidence or biased views to influence conclusions. Case study methods have also received criticism in terms of their lack of robustness as a research method (Zainal, 2007). This usually occurs when a researcher only analyses one case study. This reflected my decision to compare the analysis of ActionAid with the future predictions of Oxfam. As stated by Zainal (2007), one way of overcoming this criticism is by triangulating the study with other methods to confirm the validity of the results.

Therefore, the multiple case study can show the numerous amounts of evidence that have been obtained.

Despite these challenges and limitations, the gains in applying case study methodology to this dissertation make it worthwhile for several reasons. Case studies are praised for their effectiveness in terms of perceiving a particular organization. Yin (1984) believes that the examination of data is conducted usually in the setting of the organization making it successful. By delving deep into the case studies of ActionAid and Oxfam, I hope to provide answers to the complex phenomena of internationalization; why did these organizations choose to internationalization and has this strategic option been successful in helping them to achieve their missions? Finally, case study methodology is an exciting process and has a great deal of potential in the business world (Dawes, 2012).

4. ActionAid International Case Study

4.1 Background

ActionAid is an international NGO founded in 1972 in the United Kingdom (UK) by Cecil Jackson-Cole as a charity that helps children in communities. At first, ActionAid was originally a child sponsorship charity when 88 UK supporters sponsored 88 children in India and Kenya. The organization responds to emergencies in what they term developing countries. Their work includes helping education, health, sanitation and agricultural projects to help the lives of children and their families. ActionAid's main aim is to tackle poverty at its root cause. "ActionAid is one NGO that has made space and time to change its organization and relationships in quite a different way, involving a leap of faith in what it means to run a development agency" (Scott-Villiers, 2002, p.424). This change refers to their previous governance structure where power was based in the UK head office and controlled all the affiliates and country programmes. Internationalization has meant that ActionAid International has moved its headquarters (HQ) to Johannesburg and adopted a decentralised power structure.

4.2 Vision and Mission

ActionAid's Vision is "*a world without poverty and injustice in which every person enjoys their right to a life of dignity"*

ActionAid's Mission is "*to work with poor and excluded people to eradicate poverty and injustice"* (ActionAid International Strategy Report 2012-19, p.2).

Their primary aim throughout the years has been to work against poverty and injustices worldwide. It has now evolved into a human rights-based organization linking its grassroots programmes based in countries all over the world to national and international advocacy and campaigning work. Their work involves finding creative local solutions but "also highlighting the problems, making global connections and showing where responsibility and power lies in order to change the situation" (de Jong et al, 2005, p.101) . ActionAid tries to ensure that those voices are heard from developing countries in the international arena, especially when the decisions affect that country's future.

Today, ActionAid's head office is located in South Africa and has hubs in The Americas, Asia and Europe. ActionAid is arguably one of the leading international NGOs with an annual budget of over $150 million (Archer, 2010).“ActionAid has transformed itself from a British NGO to a diverse, global federation supported by a multi-locational headquarters with a home base in South Africa” (Jayawickrama & Ebrahim, 2013, p.17). The purpose of internationalization for ActionAid has been to improve the organization's impact and performance which requires an outward-looking, future-oriented perspective with the ability to build a federation which is effective in this new global landscape. The structure of ActionAid International now represents a model of federalism. The many different country programmes (with affiliates and associates) report to the secretariat based in South Africa. This International Secretariat is the headquarters of ActionAid International, alongside the many ActionAid offices that run their own country programmes. The Secretariat also reports to an independent international board and a representative assembly.

Country programmes are what make up the overall ActionAid International. Take Guatemala, for example; the board and general assembly are now made up of 100% Guatemalan people (Sullivan, 2016). Their local knowledge and expertise has allowed them to confront issues relating to indigenous women on land rights, the issue of hunger in Guatemala, violence against women, and local business development which must essentially include women. In the 1980s, ActionAid established Aid et Action in France, Ayuda en Accion in Spain, and ActionAid Ireland as sister organizations. This was soon followed by Azione Aiuto based in Italy, ActionAid Hellas in Greece and ActionAid USA (Jayawickrama et al, 2013). An alliance was formed in the late 1990s which coordinated the fundraising amongst the different organizations, but this was decommissioned in 2003 to advocate the new internationalization process. One part of the internationalization process was to open up new members and established many more country programmes and affiliates since 2004, including ActionAid Australia, ActionAid Netherlands and ActionAid Denmark.

Struggles that affect the globe do not end at national boundaries for ActionAid. The campaign on Tax Power was supported by everyone including ActionAid Zambia and UK. This campaign tackled to end tax dodging so that poorer countries can stop losing out. For example, Zambia Sugar owned by UK company Associated British Foods paid less tax than woman in Zambia who owned a sweet stall. This ActionAid network means that all the affiliates can help fight together for companies to pay their taxes wherever they operate. ActionAid International has brought social issues to the attention of the public through the mass media. For example, ActionAid made India's first Bollywood film on AIDS entitled "Ek Alag Mausam"; a love story about a couple who are both HIV positive. When the organization was founded in 1972, ActionAid showed images of poor children "as a way of putting a human face on poverty" (Archer, 2010, p.612). Today, we are used to seeing the images of poverty, but ActionAid is really where this media attention began.

However, as mentioned in the literature previously, NGOs including ActionAid face heavy criticism. In 2004, ActionAid was criticized for supporting US-led violent regime change in Haiti.

4.3 Issues that arise from the literature

4.3.1 New roles of NGOs and the problems they face

In the literature review we understand that NGOs have several new roles such as that of a trans-national organization, a human rights agent, a scrutinizer of the government and a member of the international community. The literature also discussed in Chapter 2 (Jayawickrama et al, 2013; Simmons, 1998; Werker et al, 2008; Orgad, 2014) highlights the different problems that INGOs face today. These include growing competition between large INGOs, relationships between Northern and Southern staff, funding systems, accountability problems, monitoring and understanding change and the increasing pressure to participate in international and national policy arenas (Newman, 2011). All these problems were heightened by ActionAid's ambition for expansion and growth. The Chief Executive, Adriano Campolina, of ActionAid defines internationalization and decentralization as "the process by which international NGOs based in the global north increase their presence and decision-making in the global south" (Campolina, 2015, p.36). Internationalization is one of the strategies available to NGOs to remain viable in the midst of competition or to get ahead of others by operating on a transnational scale (Simeant, 2005; Baillot, 2015). While ActionAid has used internationalization and its new governance structure to stand out from other charities, ActionAid still faces many of the same problems its peers face including problems of accountability and funding.

4.3.2 Globalization Paradigm

ActionAid has responded to global pressures by locating in as many countries in the world as possible. This idea of being a federation of national organizations is significantly different from the original INGO model and contributes to ActionAid being a truly international organization (Newman, 2011). ActionAid has responded to growing global emergencies by setting up affiliate country programmes. ActionAid chose to build a federation to enable the most equitable power sharing among Northern and Southern members. This federation would also be able to absorb new members effectively and could bring countries together. This is a union of self-governing affiliates and associates which are united by a central or federal structure with shared values, vision and mission.

ActionAid's original INGO model was based on a fundraising model centred on child sponsorship. In the 1980s, the sister organizations of ActionAid raised funds and channelled them through London ActionAid who supervised all the different country programmes. ActionAid alliance was formed in 1999 which coordinated the fundraising among the country programmes. ActionAid alliance was an umbrella organization which had its office in Brussels and co-ordinated the organization's policy, advocacy and fundraising activities within the European Union (EU). ActionAid International was founded in 2003 to transform its original governance model into a global institution that could fight against poverty and injustice. "The process of forming ActionAid International (AAI) is often referred to as internationalization since from the perspective of a European Affiliate it meant becoming part of a more truly international organization" (Good Practices for ActionAid Governance, p.7). Country programmes such as Ghana, gained a Board and a General Assembly to create a national governance system. Ghana went through a transitional Associate phase and became an Affiliate. ActionAid Ghana emerged as an independent, self-governing organization amongst a federation, equal in power to the European affiliates.

4.3.3 Relationships between Global North and Global South

The internationalization of ActionAid reflects the immense power shift from northern countries where many NGOs were founded, to countries in the south. This move also represents a shift from being development programmes to becoming independent bodies (Sullivan, 2016). This is related to the gap between the North and the South becoming smaller and less distinct. By moving to the South organizations like ActionAid have helped to rebuild this relationship which was previously base on power dominance. "While it is right to note the important move of ActionAid's headquarters from London to Johannesburg 15 years ago, that is only the tip of the power shift iceberg and the real change has been in terms of how decisions are made" (Sullivan, 2016, p.1). In this sense, Sullivan is referring to the re-organization of power in their new federal structure.

Nevertheless, Baillot (2011) argues that there are still clear North-South divisions amongst many transnational activist movements. Even if one compare number of workers with Masters degrees from the North and the South; you will see a clear distinction in achievement between the two regions. Not all organizations, however, "manifest the same degree of lucidity about the tendencies towards inequality that threaten to undermine them" (Baillot, 2011, p.125). ActionAid can be seen as an organization that has tried to not manifest inequality between the North and South divide.

4.3.4 Moving "Beyond Charity"

ActionAid also reflects the growing literature on the movement of INGO's "beyond charity". The changes in organizational structure, focus, mission and visions reflect the changes in the sector as a whole; "moving from a charitable focus which echoes nineteenth century Victorian philanthropy; to one that considers, and challenges, the structural relationships and inequalities which keep huge sectors of the world living in economic poverty" (Newman, 2011, p.134). For example, in the 1970s ActionAid focused on child sponsorship where individuals from countries such as the UK would sponsor children in places like India. However, the organization soon came to realise that this method was very selective, and people were only sponsoring *one* child in perhaps a family of four. This led to ActionAid adapting its focus to building schools, ensuring that all children had the right to education.

Since the 2000's, ActionAid has been committed to a human rights approach. This essentially, moves itself away from an original charity perception. Now ActionAid tackles all areas of human rights. ActionAid maintains a strong focus on women which has been key throughout.

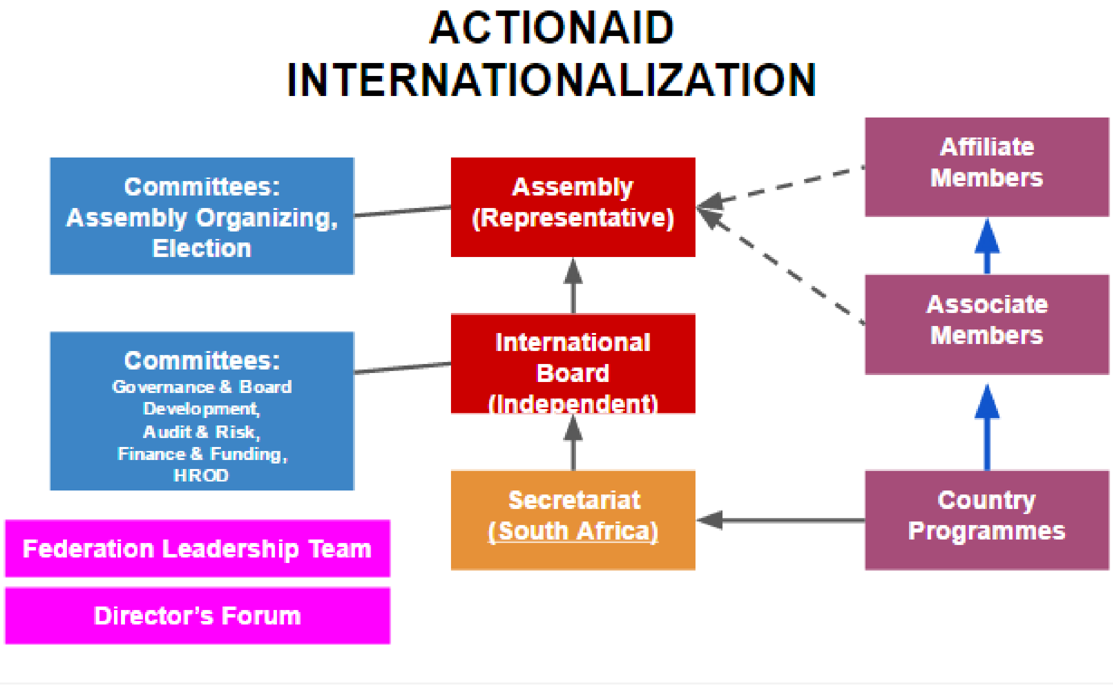
4.4 Internationalization Strategy

A glimpse of ActionAid's internationalization strategy can first be seen in the 1980s when ActionAid had set up affiliates in Ireland, Italy, France and Spain. The strategy aimed to tackle the root cause of poverty, rather than dealing with short-term issues such as child sponsorship. Globalization throughout recent decades also influenced their new strategy. NGOs now have pivotal roles in society due to this global era and must respond to global challenges. Upon ActionAid's success as an NGO, they expanded into 45 countries, helping people get healthcare, education, water and livelihoods. In January 2004 ActionAid launched their international headquarters in South Africa (Campolina, 2015). This move aimed to help all country programmes have an equal say in how the organization ran, as their HQ was not located miles away in London. The new structure aimed to give more accountability to the people, communities and the different countries where the charity worked. A principle was also to make them more effective in fighting and eradicating poverty.

Internationalization for ActionAid can be described as a decentralisation process involving country programmes as independent organizations, registered nationally with their own board of trustees (Newman, 2011). Jayawickrama & Ebrahim (2013) define ActionAid's internationalization as "not simply a structural transformation, but rather a political shift that sought to change where power and control resided in the organization" (Jayawickrama & Ebrahim, 2013, p.3). ActionAid's internationalisation strategy is a means to tackle global poverty at all levels. Many charities in the past have had their HQs in Westernised countries, like the UK and Europe for reasons such as their infrastructure and management of finances were more controlled and transparent in the Western world. Nowadays, as the African countries become more independent (less reliant on the West) it makes sense to transfer responsibility and empower those volunteers on the ground to take over. It has become much easier to manage organizations with the rise of internet access; expensive offices are no longer needed.

ActionAid's definition of internationalization involves a new governance model (see figure 3) seeking to re-structure power within the organization in an effort to keep its core values and development model similar to its formal structure (Jayawickrama & Ebrahim, 2013, p.4). Internationalization refers to confronting the northern dominance as part of the post-colonial legacy, developing a power-sharing model of power which is not linked to money and also a model that provides poor and excluded people a role in holding ActionAid to account (Jayawickrama & Ebrahim, 2013, p.4). The HQ in South Africa is the main office and the other countries where ActionAid work have their own offices to implement policy, mission and goals. The offices have the ability to make their own decisions, rather than one office in London making all the decisions for all the different countries. This shift in structure and reorganization has been a timely process with considerable investment with the aim of achieving a global citizens' organization rooted nationally in the global North and global South (Newman, 2011).

(Figure 3 – Diagram of ActionAid's Governance Structure)



(Adapted from www.actionaid.org.)

This is a diagram which I have reinterpreted from the ActionAid website illustrating the new governance system. The diagram illustrates the process of internationalization which has led to the new governance structure. The Secretariat is the pivotal move representing the internationalization by moving from London to South Africa. The Secretariat is accountable to the International Board and Assembly whereas the country programmes are accountable to the Secretariat. Leadership sits in a variety of spaces, allowing for flexibility of decision-making within the different institutions. There is emphasis on shared leadership in ActionAid's structure, strengthening its position as an effective international NGO.

For ActionAid, the internationalization required a power shift which some charities may not be comfortable with. But for success, Campolina (2015) argues that organizations should recognise that sharing power doesn't mean having less power. By working together as a federal and global partnership, ActionAid can achieve the impact they are looking for. Country programmes have their own "experience programmes" such as ActionAid Bangladesh is leading the work on climate change as ActionAid Liberia works on the global campaign for safer cities for women. The International Secretariat is more about co-ordinating these activities for the country programmes rather than dominating the work. This has meant ActionAid has been more successful when achieving their missions, by giving each different country programmes specific challenges to tackle. For example, ActionAid Bangladesh has been successful in disaster risk reduction advocacy at global level by working with other transnational organizations in the region (Daily Star, 2013).

British ActionAid was what changed the most. It had long served as the centre of operations now with responsibility shifted to the International Secretariat. ActionAid UK lost power to some extent as they no longer controlled the activity of the affiliates. Power was shifted to Johannesburg but in a federal dimension as to ensure flexibility of all the country choices. This International Secretariat based in Johannesburg was a move that “was symbolic of ActionAid’s commitment to rooting itself in the global south” (Jayawickrama & Ebrahim, 2013, p.4). The members of AAI now belong to two categories: Affiliate and Associate. Associate membership is generally a temporary status for organizations in transition towards affiliate membership. This usually lasts around 2-3 years.

Another key part of ActionAid’s strategy is to be transparent. Throughout the literature, it was believed that there was a need for INGOs to be more legitimate and accountable to the people they serve. This particular organization tries to be open about their financial affairs. Internationalization strategy helped ActionAid by appointing African women to the International Board making these extremely diverse for the first time (Jayawickrama et al, 2013). Part of ActionAid’s federal organization is guided by the principle of accountability; combining responsibility with rights so that those who make decisions are responsible for them.

ActionAid’s internationalization was hoped to bring about lasting change rather than short-term solutions. This was achieved by working through local people (one aspect of ActionAid’s internationalization). “Almost all of the people and partners who run our programmes are from the developing world. This means our staff are on the ground experiencing poverty at first hand” (ActionAid Official Website, 2016). This theme was illustrated through the literature; NGOs have been moving to where the action is taking place (Dichter, 1999; Sharman, 2016).

4.5 Measuring ActionAid’s Organizational Effectiveness (OE)

How can we measure the effectiveness of ActionAid when achieving their mission? “Laurie Adams from ActionAid says that for them, measurement is mainly about learning and accountability” (Berg et al, 2011, p.9). Helen Nelson from Amnesty International believes that it is important that OE and measurement is designed to fit the specific organizations operations and needs (Berg et al, 2011). Today there is no impact measurement model that is applicable to all NGOs (Berg 2011; Akingbola, 2006). Therefore, NGOs find many different ways to measure their own effectiveness. However, Bond (2015) argues that any movement of INGOs to the global South to help develop local skills, knowledge and capacities is a success and will make the organization more effective.

To this end, it is important for organizations to have mission statements to measure their organizational performance (OE) (Sidhu, 2003). Sidhu (2003) identified four core mission statement components including vision, business domain, competencies and values which completed a whole mission statement. For Williams (2014) "a positive relationship exists between the extend that a mission statement is complete and firm performance" (Williams et al, 2014, p.449). It is therefore significantly important for top management to commit to achieving an organizations mission statement. ActionAid's core mission is to "*to work with poor and excluded people to eradicate poverty and injustice"* (ActionAid International Strategy Report 2012-19, p.2). All the country programmes and affiliates will introduce different ways they intend on confronting this main mission. Alongside this they will have their own agenda's and challenges that they wish to tackle over the years. Has ActionAid been able to achieve its organizational mission since its internationalization strategy in 2004? Actions that indicate top management commitment to the mission statement include identifying and communicating key concepts, involving all management levels, involving all functional areas and setting specific targets related to the missions (Williams et al, 2014). In the Mission section below (4.6) are the top five strategic missions of ActionAid International from the years 2012-2017. Data from ActionAid websites and reports has been analysed in this dissertation to see if their internationalization strategy has helped them to achieve any of these missions. In this sense, the results reflect the perception of ActionAid organization. This thesis analyses the progress of ActionAid from their perspective, as told by them.

4.6 Mission

It is understood that ActionAid's main mission is to work with the poorest people in the global arena and eradicate poverty. "Poverty and inequality are not natural. They're man made, and that means we can unmake them" (ActionAid, 2016, website). Prior to the internationalization, various logos were seen around the world representing the different sister ActionAid organizations. Internationalization led to the shared vision, mission and values being articulated by the whole of ActionAid International under one logo. This international strategy allowed the organization to campaign globally and successfully. For example, the multi-year HungerFREE campaign which began in 2006 resulted in the success of several influential reports, mobilized thousands of civilians across the world and managed to lobby government (Jayawickrama et al, 2013). Furthermore, by analysing ActionAid's annual report of 2015, I wanted to see how their process of internationalization had helped the organization since its inception in 2004.

ActionAid International's five strategic objectives 2012-2017 for all the offices around the world (ActionAid website). Analysing the objectives of ActionAid International over the past few years to see if any progress has been made should be helpful in identifying if their strategic change has been successful.

1. Promote sustainable agriculture and control over natural resources for people living in poverty.

By the end of 2015, ActionAid's work managed to give increased access and control over land and other natural resources for around 80,000 women. People in rural areas actively resisted land grabs by MNCs including people in Cambodia, Tanzania and Senegal.

2. Advance the political influence of people living in poverty to hold governments and corporates accountable

Part of ActionAid's role as an NGO is to put pressure on governments and corporations to alter their policies that keep the most vulnerable people in the world in poverty. The year 2015 saw ActionAid collaborate with the European Parliament to limit use of land-based biofuels. This fuel is used in transport and significantly affects the global South in terms of land grabs and environmental impacts. Land grabbing refers to the serious issue of buying or leasing of large pieces of land by multinational corporations, governments and individuals.This limit on biofuels can be seen as a success for ActionAid International, holding Southern governments to account. ActionAid has successfully worked with African governments on the issue of a Global Tax Body. At present, the organization has set out actions needed to tackle the global issue of tax dodging which has kept the poorest people in poverty.

3. Improve the quality of public education for all children and support young people to become drivers of change for a poverty-free planet

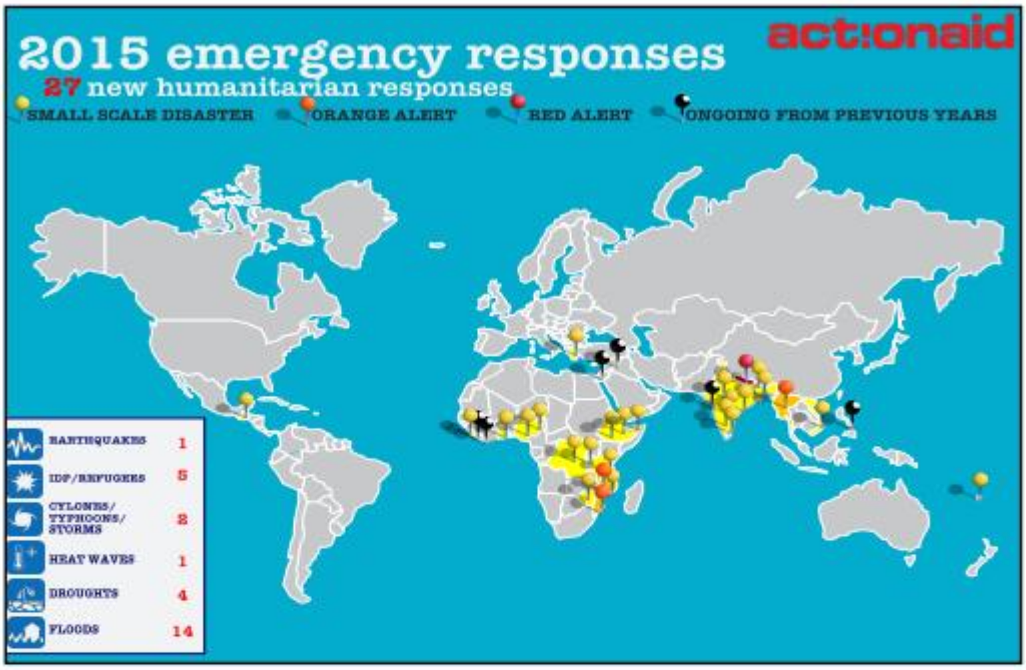
ActionAid played a crucial role in developing an agenda for the Education 2030 Sustainable Development Goal (SDG) and Framework for Action (ActionAid Annual Report, 2015). For example, in Myanmar, child sponsorship programmes continued to focus on child rights and protection. Myanmar built child-friendly spaces, formed clubs, supported Early Childhood Care, formed night study groups and created mini libraries for handicraft and creative activities (ActionAid Annual Report, 2015). Moreover, ActionAid advocated against the privatisation of education, bringing together players from around the world to fight for education making "our Right to Education Project" an internationally recognised programme. This highlights ActionAid's political influence in the global arena.

4. Build the resilience of people living in poverty to conflicts and disasters and respond to disasters with people-centred rights-based alternatives.

Cater (2003) argued that despite the public outpouring for the tsunami and repeated African disasters, agencies and northern NGOs were not putting enough hard cash into local capacity. The transformation of UK aid agencies "into the fundraising and advocacy wings of southern-led relief and development groups is the obvious next step, but will they willingly give up any power?" (Cater, 2003, Third Sector). ActionAid shifted its international headquarters to try and change the way it does business. By moving to Johannesburg, ActionAid could tackle the root causes of the problem especially when it came to helping those who had experienced conflicts and disasters. When disaster-affected areas are in control of their own aid, they can pick and choose who they want to help (Cater, 2003).

During 2015, ActionAid responded to 27 new and 5 ongoing emergencies worldwide. This included the refugee crisis in Lesvos and Jordan. They also responded to the devastating earthquake in Nepal and continued emergency action was delivered in the Philippines and Vanuatu. But how effective was the response of the organization and has it been able to build resilience of the people living in poverty due to humanitarian disasters and conflicts? This would be hard to measure. The map below indicates the global reach of ActionAid made possible by the direction of the International Secretariat based in South Africa. ActionAid International is able to come together and respond to emergencies. Being based in South Africa has meant that the staff of the Secretariat are closer to the action than when originally based in London. One emergency highlighting the success of ActionAid was during the earthquake of Nepal. ActionAid provided emergency shelters for over 6,000 householders and temporary shelters for over 7,000 civilians (ActionAid, 2015, p.38). "ActionAid's approach of linking local communities to national and international institutions in advocacy and policy work was key to much of our success this year" (ActionAid, 2015, p.42).

(Figure 4, detailed map of emergency responses by ActionAid in 2015)



(ActionAid International Annual Report, 2015)

5. Ensure that women and girls can break the cycle of poverty and violence, build economic alternatives and claim control over their bodies.

ActionAid's decentralisation of decision-making is evident from the partnership between the International Secretariat and the Association for Women's Rights in Development. They have worked together to challenge inequality and distribute global economic, political and social power to women rather than see it concentrated in the hands of the few. On International Women's Day, ActionAid successfully launched "Safe Cities" for female campaigns across 20 countries in the world. Some have seen local public policy achievements in countries such as Vietnam (ActionAid Annual Report, 2015). In all 45 countries that ActionAid is located, the organization puts women and girls at the centre of their work.

All these examples show how ActionAid have made some significant achievements relating to their main mission surrounding alleviation of poverty. ActionAid International has countless case study examples of how they have improved people's lives in different countries. However, even though ActionAid is such a large and influential international organization it would be almost impossible for the charity to eradicate poverty totally in every country where they work. This means measuring organizational effectiveness can be difficult.

However, we can note that huge progress has been made in the year 2015 and most of this has been related to the fact of their process of internationalization.

4.7 New Governance Structure

How successful has the internationalization process been in terms of giving more power to those on the ground and giving individual country programmes their own voices to make decisions? Has the decentralisation process left decision-making with the volunteers or with the staff in international secretariats? The difficultly has been translating what they preach into practice. ActionAid has undergone significant change since its evolution; change that has responded to global shifts and external shifts in opportunity and expectations of INGOs. ActionAid created a Federation Leadership Team in 2015 involving all the countries in their federal decision-making. This team is made up of Country Directors, the Chief Executive Officer and Deputy Chief Executive and has the mandate to categorise priority issues which affect all countries in which ActionAid works.

ActionAid's accountability, learning and planning system (ALPS) developed in 2000 must also be measured as part of the success of the organization. This aimed to refocus the system on the communities that ActionAid intended to serve, rather than donors (Walsh, 2016). "The ALPS system has received great acclaim since its early years from practitioners and academics as being at the cutting edge of NGO accountability practice and as an ambitious and rare example of an NGO attempting to put its values into practice within its organizational system" (Walsh, 2016, pp.707-708).

4.8 Results

4.8.1 Successes

Mentioned above are achievements that ActionAid has made over the last few years relating to their current objectives. In terms of alleviating poverty, there is still a long way for the charity to go before poverty is completely eradicated. However, it would be incorrect to downplay their success. As the literature discussed in chapter 2 tells us, there is no one universal way to measure the effectiveness of an NGO, but the help that ActionAid has achieved cannot go unmentioned. What we can note is that, year upon year, ActionAid continues to respond to challenges and continually succeeds in helping the people they work for.

Jayawickrama et al (2013) note that ActionAid, like many other INGOs, does not have a monitoring system which can evaluate their global performance. Even if it did, it would be difficult to evaluate how this success has been due to the strategy of internationalization (and what could have happened in its absence). Evidence suggests that the decentralization to nations has better positioned ActionAid to respond using their human rights based approach. For example, ActionAid Uganda has been able to show the corruption in Uganda during a black Friday campaign.

In terms of the success of their new federal structure, the organization has approved nine delegations by the International Board by the end of 2015. It's strategic tool of internationalization can be seen more as a re-organization of governance structure, which delegates more power and decision-making to its country affiliates and programmes. Federalism as a theory gives more power and voice to those at the local level. Therefore, country programmes such as ActionAid Zambia, ActionAid Bangladesh have been able to come up with their own solutions to problems with their local expertise. The International Secretariat now represents delegated power and has more responsibility in coordinating activities and providing help when needed.

ActionAid internationalized by moving their headquarters to Johannesburg, South Africa. This shift represented a significant point in time where INGOs began restructuring to respond to new global pressures. ActionAid took the first step in internationalization and this move was hugely successful in devolving power to country programmes which were closer on the ground. By 2016, almost 30 of the 46 national offices govern themselves and come together at the global general assembly, where representatives of all the countries gather. This process links the local struggles to local, national and international opportunities for change (Sullivan, 2016).

The internationalization process of ActionAid was successful to an extent, but the main shift in success is really due to the federal structure that has been adopted. This federation has allowed the organization to achieve many of its long term missions, even though there is still room for more success in the future. By changing to a federal structure, ActionAid became more introspective and reminded the public that bigger social change could only be completed if internal changes were made by INGOs. In 2015, ActionAid altered this federal structure to give more leadership to the country programmes by creating a leadership team and international platforms where countries could lean on making management decisions (ActionAid Annual Report, 2015).

Success can also only really be achieved if funding is also available, relating to the elitist theory. In 2015, ActionAid's total income was 242 million Euros which is an increase of 6% since 2014 and an increase of 2% compared to ActionAid's financial plan (ActionAid, 2015, p. 73). However, the voluntary and high value income was down since 2014 performance and their 2015 plan. Finance is the key to success for all NGOs and charitable organizations. Challenges still remain in terms of funding for ActionAid, and there are continued risks on donor dependency. In the future, ActionAid will have to focus on new strategic and innovative ways of funding to manage the decline in donor giving.

4.8.2 Challenges

The focus of this study looks at the most recent years rather than an overall study of all the years since ActionAid's internationalization. Although I have taken a historical perspective, there is special emphasis on the year 2015 regarding data collection as this is the last year ActionAid has given its data to the public. Uncontrollable events in 2015 such as changes to the funding environment, the Greek crisis with impact on countries and on flexible funds and DANIDA's sudden cuts for ActionAid Denmark prompted some difficulties for ActionAid International and the Federation (ActionAid Report, 2015). The external context meant that this change of governance was really tested. This meant that all country programmes faced reduced funding and the Nicaragua programme was forced to close at the end of 2015 (ActionAid Annual Report, 2015 http://us-cdn.creamermedia.co.za/assets/articles/attachments/62656_action_aid_international_annual_report_vfinal_12_hi_res.pdf, p.13). The internationalization of ActionAid cannot be described as the reason for failure in this scenario, instead the financial constraints that many NGOs and charities face is partly to blame.

4.9 The Future for ActionAid International

To continue to be successful in achieving their goals, ActionAid will have to endure this federal structure but also make a number of new changes such as working with bigger alliances across sectors. By working with environmental groups, ActionAid and other INGOs will have more chance of helping the planet and improving people's lives. By continuing to focus on long-term systemic issues such as the root cause of poverty, inequality and climate change, ActionAid can hope to be successful in the future. Power should also be devolved to women at local levels. "Challenging the power of the few and ending inequality requires greater strategic co-operation between development NGOs, environmental groups, trade unions and human-rights organizations" (Campolina, 2015, p.36). In the future, ActionAid should re-emphasize the end goal of internationalization which is to increase the organization's effectiveness in terms of mission advancement. This should be reflected in actions, incentives and rejuvenated in the discourse of federalism presented in ActionAid (Jayawickrama et al, 2013).

The problems facing INGOs are complex and interconnected (Bond, 2015). INGOs in the future will have to work together on global problems such as climate change. This changing global context means that there is less need for generalist INGOs, which in turn leads to higher competition amongst the sector. INGOs can adapt to be more successful by merging or joining forces (Bond, 2015). ActionAid has successfully signed a statement with Oxfam, Greenpeace, Association of Women in Development and Civicus agreeing to increase cooperation and action to reduce inequality and eradicate poverty. Partnerships and alliances will be vital for success in the future. If these organizations share common missions there is no reason why they should not work together. "Together we can achieve change" (Campolina, 2015, p.36).

5 The Future for Oxfam

5.1 Background

Oxfam UK was established in Great Britain in 1943 to provide relief after the Greek famine of the same year. The founders campaigned against the Allied blockade of the German occupied Greece to stop the starvation of many of its citizens. In 1960 it opened its affiliate in Canada followed by Community Aid Abroad, Oxfam New Zealand. Oxfam is one of the biggest NGOs in the UK with the most incredible influence since the 1980s which is now undergoing major restructure. Oxfam currently works in 94 countries as part of the Oxfam International Confederation. Oxfam's mission is to respond to injustice, poverty and suffering no matter where they occur. The organization takes a right-based approach to development, humanitarian and campaign work. "Everyone should be entitled to decent work and income security and to services such as health and education" (Oxfam Website, 2016).

Oxfam is a confederation of 19 Oxfam affiliates working all over the world on six goals that support their shared vision of a just world without poverty. Oxfam has a vision that the nine billion people in this world will live free from poverty on a planet which has the natural resources to sustain them.

Oxfam has faced similar challenges to ActionAid leading to their decision to restructure in 2017. Oxfam expects to cut 125 jobs and close UK offices outside Oxfam HQ (Smedley, 2014). International operations will become the main focus for the organization. Oxfam GB employs 5,300 people worldwide, with more than 22,000 volunteers and 7 national Oxfam's. It remains the largest affiliate of Oxfam International – "genuinely loved by the British public and a powerhouse of Oxfam's international confederation" (Byanyima, 2016, p.1). As many other affiliates joined Oxfam International and sharing the name, an international Secretariat was established with the aim of co-ordinating all the work and tackling the main issues of hunger and poverty. The international Secretariat was able to develop a global strategic plan, but has been based in Oxford where the first Oxfam was sounded. Today, Oxfam has 18 affiliate members and two observers with a combined expenditure of around $1 billion (Byanyima, 2016, p.1).

From 2017, Oxfam plans to move its International Secretariat to Nairobi in Kenya.

5.2 Mission and Vision

Oxfam's main mission is "*A just world, without poverty".* This is followed by several rights that they believe everyone should have including: 1. The right to sustainable livelihood resources, 2. Right to basic social services, 3. Right to life and security, 4. Right to social and political participation, and 5. Right to an identity. (Oxfam, 2016, http://www.oxfamnovib.nl/english/about-oxfam/ourstory/mission-and-vision). Oxfam International tries to achieve these rights by the empowerment of people, everyone should feel that they can make a difference. By seeking partnerships with other organizations and inclusive decision-making, Oxfam seeks to make change on the global scale. And finally, by being an accountable INGO, Oxfam commits itself to high standards of integrity.

5.3 Oxfam's Reasons for Future Internationalization

Data obtained from Oxfam's website and journals and secondary sources such as the Guardian.

One theme that has arisen from the literature is the restructuring of some INGOs due to growing pressures of legitimacy (Walton et al, 2016). "INGOs such as Oxfam and Save The Children are reforming to provide better coordination between national branches, develop more flexible and innovative approaches to their work, provide greater influence to national branches in the Global South, and to streamline efforts to influence southern governments" (Walton et al, 2016, p.2769; Hauser Center; 2010; Oxfam, 2013) Oxfam plans to relocate its headquarters (HQ) to Nairobi some time in 2017. INGOs also face problems of financial constraints which has led to the restructuring of the NGO landscape with NGOs migrating south (Smedley, 2014). NGOs are also facing cuts to international government funding as well as cuts to development funding in general. This new strategy of internationalization has also been emphasised by the change in leadership as Oxfam has appointed leaders from the Global South in recent years (Walton et al, 2016).

Oxfam's CEO Mark Goldring has identified the changing global landscape of NGOs. It is up to organizations to keep up with the changing times and restructure appropriately. Advancements in technology mean that NGOs no longer need to have their HQs in Western areas, instead they can move closer to the ground where they carry out most of their work (Smedley, 2014). Winnie Byanyima, Executive Director of Oxfam International believed that when she joined the organization she felt the "centre" of the organization was not where it needed to be (Byanyima, 2016). The voices within the organization were not balanced globally. Power needed to be shifted to Southern leadership to reflect the new relationship between the North and South.

5.4 Implementing the New Change

Starting with Oxfam GB, Oxfam International plans to cut around 125 jobs and close all the UK offices outside the Oxford headquarters (Smedley, 2014). Over the next two years, Oxfam will focus on the process of internationalization, similar to that of ActionAid. The changes will be implemented in two stages. First, human resources, finance, business support, campaigns and policy will be reformed at Oxfam's HQ in Oxford (Tran, 2013). This is to enable the organization to balance its budget and later to provide additional funds in development programmes. The move to Nairobi will take 2 years to complete and will involve relocating the senior directors and other key Secretariat staff. Once established in the new location, Oxfam plans to recruit local employees. Oxfam wants to focus on issues in the South including women's rights, climate change, inequality and food.

5.5 Predicted Results

Whilst the negative aspects of this strategic tool are evident with the loss of jobs in the UK, the positive outcomes will hopefully outweigh the negatives. By basing itself in Nairobi, Kenya, Oxfam will be much closer to the action that it raises money for. This will help to bridge the gap between the North and South divisions and means that also its employees will be "closer to the ground".

Oxfam's, like ActionAid's, main goal is to live in a world without poverty. Therefore, much of their mission confronts the challenge of poverty. With this comes the challenge of measuring NGO's effectiveness when achieving this goal. Oxfam uses an integrated approach, reducing poverty by addressing the causes of poverty locally, nationally and globally. Although, it will be challenging deciphering a measurement of how they have decreased those living in poverty, it is likely that this strategy will benefit rather than hinder the organization. Oxfam also plans to place high priority on women in the coming years, supporting them at all levels to become leaders. Alongside that, campaigning for climate change to make sure it is a priority on the global agenda. Further research should be conducted on how effectively the organization has achieved their missions post 2017.

5.6 ActionAid and Oxfam: Lessons learnt

A theme taken from ActionAid's internationalization is their bold movement of the strategic process (Jayawickrama et al, 2013). Oxfam should take this on board and be bold in its movements towards internationalization. This movement of Oxfam reflects the changing landscape of NGOs who are pressure to change. Southern countries are now developing and becoming more influential which gives rise to their prominence on international stages. Oxfam already has a federation like structure to ActionAid; movements towards the Global South will help Oxfam to achieve their long term mission. Although ActionAid's decision to create a completely international institution was risky, the success that has come from it since in the past decade is hugely significant. Although, we do not know what would have happened, had they not internationalized, the "closer to the ground" effect has really increased ActionAid's chances of advancement of their mission (Jayawickrama et al, 2013).

Kenya is now one of the largest hubs for development organizations making it an ideal location of Oxfam's HQ. However, this strategic move is not without its controversies. Foreign NGO staff have been accused of taking jobs from locals (Kuo, 2016). Kenya over recent years has become hostile to the huge amounts of NGOs that now work in Kenya. The Kenyan government has closed many NGOs over complaints about locals not being hired for the jobs or foreign employees have better benefits than Kenyans.

ActionAid's desire to go international was driven by their passion to change the power imbalances. Oxfam should use this desire when moving to Nairobi in 2017. The decentralisation will also help the organization to coordinate more effectively, foster growth and expansion, promote the image of the brand and amplify their collective impact (Jayawickrama et al, 2013). To be successful, management should come together in its different roles to help deliver mission and vision. When Oxfam plans to change their governance structure, they should take into account the challenges in terms of a redistribution of power-sharing and decision-making. These structural challenges are often extremely challenging which need careful adaptation (Jayawickrama et al, 2013).

5.7 Theory

There has been a change of landscape for International non-governmental organizations evident by their change in roles over recent years, going "beyond charity" (Doane 2016; Brown, 2012). Winnie Byanyima, Executive Director at Oxfam International, argues that the move is far deeper than a symbolic one. The world is changing and it is necessary for NGOs like Oxfam and ActionAid to change. Since Southern countries are becoming more influential and developed it is important to ensure they have influence on international stages. By moving to where the action is happening, it is hoped Oxfam will be able to support ordinary people better, hold decision-makers and corporations to account (Sharman, 2016). Moving International Secretariats, therefore, can be see as a move by both organizations to devolve power from the northern to the southern hemisphere.

Oxfam already a confederation and ActionAid International now representing a federal institution shows that this process of internationalization is more than just a business alteration. The change reflects a governance change which allows more decision-making in the hands of those who are on the ground. Both Oxfam and ActionAid have International Secretariats who coordinate some the activities and also country affiliates that are self-governing, independent institutions. Internationalization is part of process to become more international in terms of moving away from a European stance and becoming a more global entity. “The British public is not losing its famous Oxfam! Oxfam GB will remain as strong and vibrant as ever. Instead, the British public will continue supporting Oxfam that is part of a movement led from an African location – not a European one” (Sharman, 2016, p.1).

5.8 Further Research Recommended

Oxfam has objectives for 2019 after this process of internationalization is completed for poor and marginalized people. These missions include:

1. *Right to be heard: People claiming their right to a better life*
2. *Advancing gender justice*
3. *Saving lives, now and in the future*
4. *Sustainable food*
5. *Fair sharing of natural resources*
6. *Financing for development and universal essential services*

Like in the ActionAid International case study, further research can be completed to analyse if any of these objectives have been achieved since their internationalization process to Nairobi in 2017. This can be compared with their achievements prior to the strategic move.

6. Conclusion

To conclude, many UK-based INGOs now command a global reach through new confederated structures and multiple countries of origin (Bond, 2015). Both ActionAid and Oxfam are large International Non-Governmental Organizations (INGOs) that have responded to a change in global times and to increasing competition for donor funding by using a strategic tool of internationalization. This process has had the hopes of helping these INGO's advancement of their missions, both of which are to eradicate poverty for everyone. Among this general mission, they have other smaller objectives and more particular missions in the way they will achieve this.

Internationalization can be seen as a management strategy or strategic tool to increase a company or an NGO's organizational effectiveness (OE). By analysing the reports of both these organizations, I have witnessed the success of ActionAid since its strategic change in 2004, alongside the predictions for Oxfam International. Oxfam has planned to internationalize becoming "more international" itself when moving its headquarters to Nairobi in 2017. For ActionAid, internationalization reflects more than just a strategic tool – instead ActionAid has changed its governance structure, devolving more power to country affiliates and associates. Internationalization can be seen as a devolution of power for this organization, making more countries independent and self-governing. Oxfam International has similar intentions for its strategy change, however, as Oxfam has already had a confederated structure with power devolved to the many countries in which it works. It can be argued that internationalization for Oxfam is to make its HQ "closer to the ground". Times have changed since it was relevant for NGOs to have their HQs based in London (far away from where the action is happening). Changing relationships between the Global North and the Global South combined with the era of globalization has meant that it is appropriate for NGOs to relocate.

Although case study methods remain a controversial approach to data collection, the use of this methodology has had meaningful advantages during the research of this dissertation. Case study research has allowed for the exploration and understanding of the complex issue of internationalization. Although it may seem like a simple strategy, there are many different definitions and reasons for the strategic tool in the management world. Through this research method, I have been able to go beyond quantitative statistical results and understand the behavioural conditions of ActionAid's and Oxfam's perspectives. By the clear analysis of both organizations data, case study has helped to explain the process and outcome of the phenomenon through observation, reconstruction and analysis of the cases under investigation. Case study methodology has been criticised for producing prejudice results and for focusing too much on one case; this influenced my decision to compare the two organizations so we could begin to see a bigger picture of the internationalization process.

However, case study methodology has been criticised for its lack of rigour and for the tendencies of bias to arise during the research. As a lot of the data collected from ActionAid and Oxfam were their online reports, journals and website blogs – it can be argued that this data was biased in favour of the NGOs. In this sense the research produced was from the perception of ActionAid and Oxfam themselves. Research in the future should focus on measuring their effectiveness from an outsider's viewpoint. Although I was an outsider, the information available to me was limited in the fact that there was very few literature analysing the NGOs from outside the actual organization. Nevertheless, these highly respectable organizations are commended for their openness and transparency, so although these reports have highlighted their success they have also indicated the room for improvement.

It is important to note the limitations in this study. 1) It is difficult to know whether it is merely the internationalization of ActionAid that has helped them to achieve their long-term goals. 2) it is also difficult to measure the organizational effectiveness (OE) "due to the absence of consensus on the concept and measurement of OE it is not possible to empirically validate the recommended set of practices" (Liket et al, 2015, p.282). In other words, we can note that ActionAid has been more successful since moving its HQs to Johannesburg, but it is through their stated mission and mostly data that they have shared with the public which makes us come to this conclusion. Furthermore, ActionAid and Oxfam's mission of eradicating poverty may be an unrealistic one. One reason for a possible limitation is the fact that most NGOs have too much missions (Werker et al, 2008). 3) Due to time constraints it was impossible to obtain data such as interviews or questionnaires which would have given significant weight to the arguments depending on the outcomes. This thesis was written over the period October – December 2016.

6.1 ActionAid International

ActionAid's work and development has evolved over its 43 years of existence. Its inception began with the focus on child sponsorship, this was followed by the 1980s and their broader mission of community development. By the 1990s ActionAid defined its overall mission that poverty should be eradicated completely. This paved the way to their human rights approach which continues to this day. ActionAid's mission has not yet been completed but they have taken significant steps in achieving that end goal. The decentralisation process that ActionAid has been committed to since 2004 has meant that although in every formal sense it appears as if ActionAid is a northern-controlled organization, the staff in the global South however, have been "infused with a passion for confronting injustice, seeking representation of the poor in decision making, and challenging power imbalances internally and externally" (Jayawickrama et al, 2013, p.2).

ActionAid's internationalization process paved the way to their new federal structure which has made the organization more successful today. The internationalization refers to the shifting of power of the International Secretariat from London to Johannesburg. This was part of a broader power shift, devolving more power to the country associates and affiliates. This gave country programmes more independence and the power to coordinate their own activities. This can be seen as the theory of internationalization in the case of ActionAid. Internationalization, therefore represents a shift in power, trying to resolve colonial legacies and transforming the structure, governance and management of the organization.

6.2 Oxfam International

Oxfam International is similarly undergoing a process of internationalization by moving its International Secretariat from Oxford to Nairobi. Although Oxfam has already had a confederal structure whereby Oxfam affiliates have the power to coordinate their own activities, the move again represents a shift in power, giving more power to the global South. Alongside this dimension, Oxfam's internationalization represents the new global era and the changing role of INGOs today. These organizations must change to deal with globalization and new challenges in the international arena. It is no good strategically for NGOs to stay as they are, so they must come up with strategic tools like internationalization to be successful in the advancement of their missions. Both Oxfam and ActionAid have the mission to end poverty globally and by analysing this management strategy of internationalization we can begin to see the success of the new strategic tool.

To continue their success in the advancement of their missions it is necessary for these organizations to create alliances and unofficial partnerships with each other and other NGOs. These new structures and confederations are significantly important in helping charities respond to global development and humanitarian challenges. Further research should focus on seeing how Oxfam International responds to its new management strategy in 2017. Analysis should be made to see if this has increased their chances of achieving their missions. Furthermore, a model should be developed to determine the organizational effectiveness of INGOs. Currently, there is little literature measuring their effectiveness and also the impact of internationalization. Should other INGOs consider this strategic tool in the future?

7. Appendix

Appendix 1

Teju Cole
@tejucole
Follow

1- From Sachs to Kristof to Invisible Children to TED, the fastest growth industry in the US is the White Savior Industrial Complex.

5:33 PM - 8 Mar 2012

1,167 450

Teju Cole
@tejucole
Follow

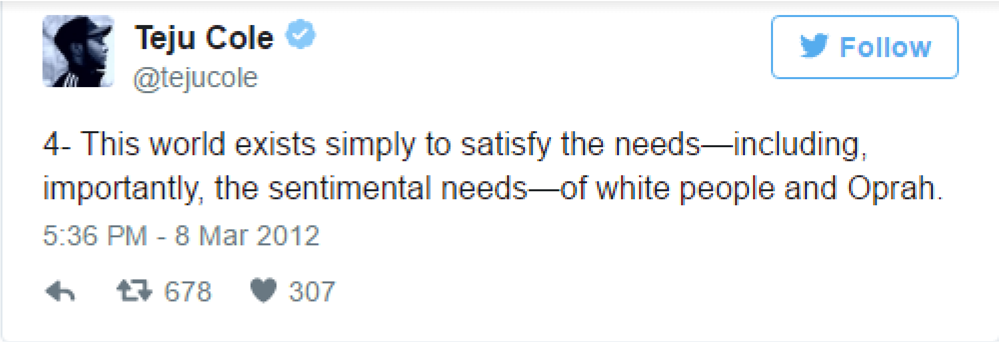
2- The white savior supports brutal policies in the morning, founds charities in the afternoon, and receives awards in the evening.

5:34 PM - 8 Mar 2012

1,230 574

Teju Cole
@tejucole
Follow

3- The banality of evil transmutes into the banality of sentimentality. The world is nothing but a problem to be solved by enthusiasm.

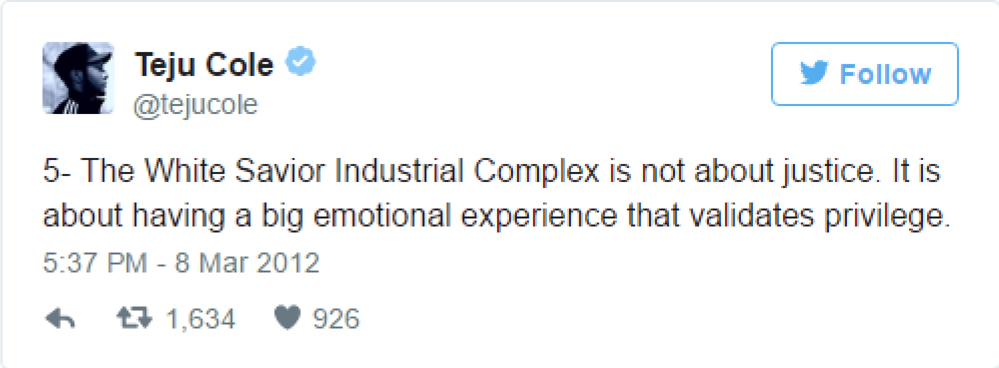


Teju Cole @tejucole Follow

4- This world exists simply to satisfy the needs—including, importantly, the sentimental needs—of white people and Oprah.

5:36 PM - 8 Mar 2012

678 307

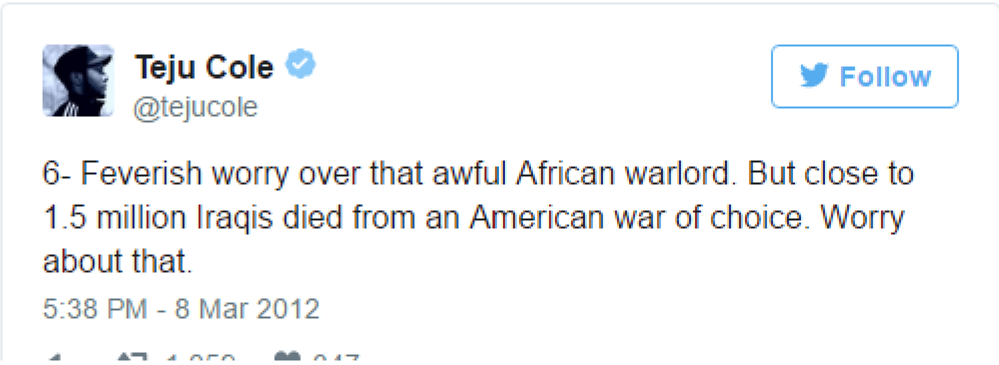


Teju Cole @tejucole Follow

5- The White Savior Industrial Complex is not about justice. It is about having a big emotional experience that validates privilege.

5:37 PM - 8 Mar 2012

1,634 926



Teju Cole @tejucole Follow

6- Feverish worry over that awful African warlord. But close to 1.5 million Iraqis died from an American war of choice. Worry about that.

5:38 PM - 8 Mar 2012

Teju Cole @tejucole Follow

7- I deeply respect American sentimentality, the way one respects a wounded hippo. You must keep an eye on it, for you know it is deadly.

5:39 PM - 8 Mar 2012

908 368

(Teju Cole, 2012, tweets - http://www.theatlantic.com/international/archive/2012/03/the-white-savior-industrial-complex/254843/)

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