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Factors Affecting Private Sector Partnerships with Non-Governmental Organizations in Zambia: A Case Study of Musokotwane Compassion Mission Zambia

Hadassah Kasukumya^{1*}, Lubinda Haabazoka¹

¹ Graduate School of Business, University of Zambia, Lusaka, Zambia

*Corresponding author

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Abstract

The objective of the study was to determine how NGO-private sector partnerships can be forged to raise resources and funding for their activities that supplement government efforts. Data was collected from a purposive sample of 83 staff. The study utilized a questionnaire with both closed-ended and open-ended questions for data collection from the respondents. The study adopted a mixed-methods approach. Correlation and regression analyses were used to establish the relationship among the variables of the study, and qualitative textual data was analyzed. The results of the study show that governance, transparency, political intervention, and decision-making processes are key determinants of partnership performance between the private sector and non-governmental organizations in Zambia. The study further established that lack of transparency in donor fund administration and management, corruption, poor governance, and decision-making hugely contribute to the poor performance and sustenance of these partnerships. The study recommends that NGOs should possess the highest professional and ethical standards and exercise responsible resource management to obtain funding from donors. It is also recommended that NGOs be as accountable and transparent as possible to establish confidence-driven partnerships with the private sector, as these are key issues affecting these partnerships.

Keywords: Non-governmental organization, Private Sector, Private Sector Partnership

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1. Introduction

The government alone cannot adequately address the poverty and food insecurity crises. Therefore, other stakeholders, like the private sector and non-governmental organizations, must play a more active role in partnering

and supplementing government programs and initiatives if sustainable economic development is to become a reality for Zambia. Non-governmental organizations have a long history of meeting the critical human needs of their communities. These organizations provide all types of

services in areas such as informal education, healthcare, treatment and counseling, recovery support, transportation, and housing to bridge the gap not reached by governments, especially in developing countries like Zambia.

Partnerships between the private sector and non-governmental organizations (NGOs) have a long-standing history and the scope of these relationships continues to widen. The concept of these partnerships is driven by the necessity for an organization to achieve its objectives while effectively utilizing the resources that are available. Typically, partnerships can be perceived as a strategic tool that provides a competitive advantage, as stated by Muiruri (2015).

The definition of a partnership entails the collaboration of independent organizations that bring together their unique perspectives, expertise, and resources to work towards shared goals. Furthermore, according to the Natural Resources Cluster of Business Partners for Development (2005), a partnership involves a voluntary collaboration that aims to promote sustainable development through the efficient allocation of complementary resources across business and civil society. Successful partnerships possess specific qualities such as mutual trust, well-defined aims and objectives, and clear responsibilities. They serve as a platform and mechanism where involved parties contribute and pool various resources, including financial, technical, and staff resources, to achieve mutually agreed-upon objectives, as highlighted by Stone (2013).

The need for public-private partnerships arose due to the shortcomings of governments in providing public goods independently, in a manner that is efficient and effective, mainly due to resource limitations and management challenges. These considerations led to the emergence of various interface arrangements that bring together organizations with the mandate to offer public goods, and those that can facilitate this objective through the provision of resources, technical expertise, or outreach efforts. The former category encompasses governments and intergovernmental agencies, while the latter encompasses both non-profit and for-profit private sector entities.

While these partnerships provide a robust mechanism for addressing complex problems by leveraging the strengths of different partners, they also present intricate ethical and process-related challenges. The transnational nature of some of these partnership arrangements necessitates the formulation of global principles and norms to guide their operations. The involvement of international agencies requires the establishment of a comprehensive policy and operational framework within the organizational mandate, while the participation of countries necessitates legislative authorization. Within this framework, it is essential to develop procedural and process-related guidelines, as emphasized by Nishitar (2004).

The development of partnerships between NGOs and the private sector will yield significant benefits for both participating private sector corporations and NGOs alike. These benefits encompass a wide range of advantages, including increased availability of assets, resources, and capital, such as human, network, financial, and community resources. Additionally, it offers an enhanced potential for the provision of sustainable development assistance, as well as improved legitimacy and reputation. As NGOs and the private sector expand beyond their respective areas of expertise, the fusion of their core competencies becomes the foundation of the partnership. Collaboration opens up new avenues and creates opportunities for future collaborative endeavors.

While trends in the civil society industry have been widely pronounced, especially concerning geopolitical influences, there is still an information gap concerning the current state of financing non-governmental organizations by locally owned private sector businesses in Zambia. Because current data on non-governmental organization operations in Zambia is lacking, there are various financial implications we can gain from understanding non-governmental organizations, how they are needed, and how they are funded. Unfortunately, partnerships between private sector and non-governmental organizations in Zambia are rarely publicized, if they even exist.

Today's challenges necessitate innovative approaches through integrative, collaborative, and mutual partnerships. The interconnectedness of people, places, problems, and policy interventions is evident. One such innovation is the establishment of inter-sectoral partnerships between corporations, institutions, organizations, and populations. Unfortunately, symbiotic collaborations between the private sector and NGOs have not materialized. Partnerships beyond mere philanthropy have long been deemed excessively intricate and prone to failure, deterring potential investment (Guide to Successful Corporate-NGO Partnerships, 2008). NGOs and the private sector have traditionally been perceived as adversaries. Their distinct core competencies and seemingly conflicting goals and attributes have hindered the pursuit of mutually beneficial partnerships. This unwillingness stems from a lack of experiential knowledge of one another, with perceptions and conclusions based solely on superficial impressions. The initial step towards prosperous inter-sectoral partnerships is a paradigm shift coupled with practical experiential knowledge.

1.2. Problem Statement

Non-governmental organizations (NGOs) deliver services that traditionally have been provided by the government as a result of technological incapacities or a lack of adequate human resources. NGOs have been filling this gap. However, there is a problem of lack of funding for most

Zambian NGOs, which hinders them from providing the services needed. These NGOs depend on restricted short-term project funding, primarily from the United States of America, the United Kingdom, and other developed European countries, which sometimes does not come through. In light of this, many of the NGO projects have failed because funding either came to an end and was not renewed or financial proposals to major donors were not successful, leading to the closure of projects. Therefore, it is believed that having locally based financial support through private sector corporate sector responsibility partnerships with NGOs will enable Zambian NGOs to become more sustainable than depending on short-term project-based funding from outside the country. Through this study, I aimed to answer: how can partnerships between the private sector and NGOs be initiated, developed, and sustained, as well as review the factors that are affecting and hindering private sector partnerships with NGOs in Zambia?

1.3. Hypothesis

The study sought to test the following hypothesis

H₀: Governance, transparency, political intervention, and decision making do not have a positive effect on private-sector NGO partnerships

H_a: Governance, transparency, political intervention, and decision making have a positive effect on private-sector NGO partnerships

The findings of this study would be of benefit to policymakers, the private sector, and NGO coordination boards by providing information on influences that affect partnerships, which will help them set higher criteria for best practices and make better decisions. More so, the findings will enable NGOs in Zambia to have effective relationships with the private sector, allowing them to mobilize resources to continue offering activities that supplement the government's efforts.

2. Empirical Literature review

There has been research done on private sector partnerships with non-governmental organizations and factors that affect these partnerships in Zambia and around the world. Most of the studies reviewed also referred to this area of study as public-private sector partnerships (PPPs).

Mark and Dilday (2015) looked at the importance of complementary collaborations between the private sector and non-governmental organizations. They established that non-governmental organization-private sector partnerships can ease problems and assist with greater success than individual non-governmental organizations or private sectoral approaches. Primarily, this is due to their integrative and collaborative nature and their shared and pooled resources. These include resource exchange, transactional,

joint programs, and integrative.

Mugwagwa and Banda (2020) conducted an examination into the role of public-private partnerships in health systems within Southern Africa. The research indicated that while governments are primarily responsible for the core provision of healthcare services, policymakers are increasingly recognizing that private actors' capital and expertise can contribute significantly to improving cost-efficiency and overall effectiveness of the health system. This can be achieved through increased access to services, as well as the introduction of innovative technologies and modes of service delivery. Public-private partnerships in healthcare serve as a means for governments to utilize private sector resources and expertise to achieve public health objectives, while also capitalizing on the private sector's strengths in decision-making, skills base, human resource practices, and resource acquisition.

The authors do, however, acknowledge that the fundamental concept underlying public-private partnerships is centered around working arrangements based on a mutual commitment between a public-sector organization and an organization outside of the public sector, beyond what is implied in any contract (Bovard, 2004).

Simasiku (2021) investigated the implementation of public-private partnerships in the management of trading places, using the Build Operate and Transfer agreement between Lusaka City Council (LCC) and China Hainan as a case study. The study revealed that the management of Luburma market was divided and shared between Lusaka City Council and China Hainan. While some terms of reference were adhered to, others were not. The study recommends a constant review of the public-private partnership agreement, the need for renegotiation of the partnership, consideration of a concessional period of 20-30 years for future partnerships, and the development of a communication strategy to effectively communicate the benefits, expectations, and challenges associated with public-private partnerships.

Obosi (2013) conducted research on the performance of public-private partnership arrangements in the provision of water services in Kenya. The study utilized secondary data and primary data from a household survey, focus group discussions, and key informant interviews. The main finding of the study was that public institutions that have incorporated more private sector participation have demonstrated better performance in delivering public services. Therefore, the study concludes that the greater the number of public-private sector partnerships, the higher the quality of public service delivery.

Yadav (2011) explored the potential of multiple partners collaborating to deliver public services, particularly in the healthcare sector. The main objective of the study was to investigate the feasibility of establishing public-private

partnerships in government hospitals. The findings of the study reveal that in order to optimize healthcare delivery, numerous partnerships between the public and private sectors are necessary. The study suggests that the utilization of public-private sector partnerships is hindered by the public sector's limited understanding of the potential benefits offered by the private sector in enhancing service delivery. Unless non-governmental organizations gain a clearer understanding of how public-private partnerships operate, they risk failing to effectively engage the private sector.

Worthington (2014) examined the evolving relationship between NGOs and business in the United States. Research shows that US NGOs are increasingly disrupting their business models.

In many cases, large NGOs that 20 years ago were largely funded by the U.S. government now focus on private resources and raise the majority of their funding from individual donations, private foundations, corporations, and multi-stakeholder partnerships, although they continue to cooperate with the US government. More than 80% of InterAction members currently partner with the private sector, and these partnerships include more than 800 major companies.

A number of NGOs have been found to help businesses reach new markets, and businesses are also exploring new sustainable models themselves. For example, Heifer International, with support from the Bill & Melinda Gates Foundation, launched the East African Dairy Development (EADD) program, an innovative farm-to-market marketing initiative to promote milk production and the income of small farmers.

EADD will help more than 200,000 farmers gain greater access to dairy markets and increase the financial independence and social equality of small farming communities. Another American NGO, Plan International USA, signed a \$75 million strategic alliance with Microsoft to expand digital access to classrooms in African countries.

As part of this strategic alliance, Plan will manage on-the-job training in schools and facilitate multi-sectoral dialogue on the integration of information technology into national education plans and policies.

Microsoft, Plan, and national governments will work together to ensure students develop the essential technology skills needed to achieve greater economic opportunities. In many developing countries, large, active NGOs are increasingly seen as important partners by public and private agencies. They bridge the gap in skills, knowledge, relationships, and resources between multinational companies and local governments. American NGOs are often the glue that effectively holds public-private partnerships together.

According to Azzopardi et al. (2021), the private sector

plays an important role in adolescent health care. Enhanced PPP was identified as necessary to improve access and quality of services for youth, reduce the burden on the public sector, and introduce new technologies, benefiting the private sector. Causes include better access to training and resources as well as an improved public image. Recommendations to strengthen PPPs include the need to establish the foundation of partnerships, clearly define roles and coordinate stakeholders, ensure capacity and sustainability, and monitor and evaluate efforts.

As Hushie (2016) noted, recent decades have seen a significant increase in public-nongovernmental organization (NGO) partnerships in the health sector in many countries. low- and middle-income countries (LMIC) as a means of improving public health. Key findings show: 1) each collaboration between civil society organizations (CSOs) and the state in the health sector requires different partnerships; 2) types of collaboration can range from equitable, formal, decentralized contracts to advocacy partnerships; 3) commitment by the state and NGOs to work together to deliver better services and reduce health inequalities and disparities; 4) the added value of NGOs lies in their knowledge, expertise, community legitimacy, ability to attract funding and implementation capacity to meet health needs in geographies or communities that the government does not reach and for services that the government does not provide and 5) success factors and challenges that need to be taken into account to move forward and advance these relationships. Such partnerships exist in other LMICs.

In the Fingo report (2021), each partner should have clear and consistent goals that go beyond the initial project to show longer-term results. A lack of clarity in the strategic vision of the partnership affects the quality of the collaboration. It is further recommended that NGOs take the time to understand the problem they are trying to solve, the resources needed, and what success looks like using a simple narrative. Simple language that everyone can understand. It is essential to articulate options while also clarifying how to create systemic change. We also recommend that NGOs and civil society organizations understand the resources needed to complete a project and not compromise too much on these successes. Projects with limited resources risk having their reputations damaged and losing the trust of all parties. They can exacerbate existing difficulties for already marginalized and vulnerable members of society who could benefit from project outcomes.

Research identifies monitoring, evaluation, and learning as essential elements of partnerships. Partnerships that create success from the start will understand what resources are needed and commit to using them. These partnerships continually review their progress and adjust as beneficiary needs change, as political and social environments change, and as new people arrive. It is recognized that monitoring

and evaluation efforts go beyond the project scope to measure broader outcomes in the areas in which the partnership operates. Even as the collaborative space grows, it is essential to address issues such as liability, corruption, and risk management throughout the partnership and aim to set an example of excellence in business culture. Responsible business brings benefits to everyone.

3. Theoretical Literature review

3.1. Government/market failure theory

Two main theories explain the birth and development of NGOs: government failure and market failure. Although these terms are often applied in a strictly economic context, they are still relevant in explaining the rise of NGOs. According to both theories, individuals or groups organize mutual aid or social policy associations when they believe that the government, profit-making markets, or both will not or cannot adequately address their concerns, such as poverty, hunger, underrepresentation of current education, environmental degradation, affordable housing, and a host of other issues.

According to Weisbrod (1977), the theory of market/state failure is the inherent limitation, recognized by classical economics, of the ability of markets to provide sufficient quantities of "public goods," i.e., goods that people can access everywhere, whether they exist or not. Public goods here can be used as a substitute for services such as health, education, and other social services provided by various NGOs. Weisbrod points out that when there are significant differences of opinion about which public goods should be produced, government supply will tend to reflect only the preferences of the majority, while the supply and demand of the minority will not be satisfied. According to this theory, government failure is more likely when the population is more diverse. In such circumstances, people will look to nonprofit organizations to provide public goods that they cannot obtain through the market or the state. Similarly, Brown and Kortzen (1991) mention that state failure creates situations in which NGOs emerge as innovative responses to different types of problems. Furthermore, Anheier (1990) explains that NGOs can provide services more economically than governments. Additionally, NGOs do not seek profit from their services and carry out their projects with lower labor costs than contractors because they rely on local and voluntary input that does not include transaction costs.

4. Research Methodology

4.1. Research Design

The study made use of a qualitative descriptive research design and quantitative research for regression analysis.

The descriptive research design is applicable to this study, as stated by Yin (2008): When little is known about a topic, a descriptive design is most appropriate because it can convey information in detail by exploring the how, where, who, what,

and when of the study. In descriptive research, the research variables are examined as they exist without intervention by the researcher. This design is a means of gathering information through conducting surveys and interviews aimed at understanding the opinions of respondents. This involves asking similar questions to many people by mail, in person, or by telephone in order to gather information relevant to achieving the set goals. This research design was selected because it provided accurate data collection and a clear picture of the identified research phenomenon. Additionally, the philosophy of qualitative research is "interpretive, humanistic, and naturalistic" (Creswell, 2007). The study places great importance on subjectivity. The ontological assumption is that there is no single reality but that each phenomenon contains multiple realities (Speziale & Carpenter, 2003). Furthermore, because individuals have different experiences of reality, each individual perceives, interprets, and experiences the situation or phenomenon of interest from a unique perspective (Polit & Beck 2008). Secondary data were also obtained from journals, articles, reports, books, and the internet.

4.2. Study Population of the study

The population of interest was the employees of selected non-governmental organizations and private sector companies in Zambia. The researcher used a questionnaire and conducted virtual and in-person interviews with the appropriate staff of the aforementioned entities. The total population, as per Cooper and Schindler (2006), is the entire group of individuals or items that are being considered in any field of inquiry and have common attributes. Likewise, population, according to Proctor (2003), is the total group to be researched and thus the grand total of what is measured.

4.3. Sample and Sampling procedure

Accurate sampling is necessary in order to generalize the findings to the population from which the sample was collected. Six non-governmental organizations and three private sector companies were chosen using a convenient and purposeful selection procedure. These NGOs have previously engaged or tried to engage the private sector to lobby for partnerships.

4.4. Data Collection

Primary data was collected using a questionnaire designed and administered. Greener (2008) and Handema, M., and Haabazoka, L. (2020). indicated that questionnaires can be used to define the study's specific objectives and the statement of the problem. Questionnaires were appropriate for this kind of study; hence, they were used to collect information that was not directly observable. Secondary data was collected through desk research from various sources, such as relevant literature and studies done by various scholars, organizations, reports, and publications on private sector partnerships with non-governmental

organizations both in Zambia and around the world, as well as related information from the internet.

4.5. Data Analysis

Qualitative data collected from questionnaires was analyzed using content analysis, where the data was categorized into sets of responses and insights. Data collected using interview guides from key informants was analyzed using content analysis. Quantitative data was coded and analyzed using the Statistical Package for Social Sciences.

Model Specification

To establish effects and relationships, the study adopted the Ordinary Least Square model and specified the study model as follows:

$$PSP_i = \beta_0 + \beta_1 Gov_i + \beta_2 Tra_i + \beta_3 PI_i + \beta_4 DM_i + \varepsilon_i$$

Where;

PSP_i is the Private sector partnership with non-governmental organization?

Gov_i is governance

Tra_i is transparency

PI_i is Political Intervention

DM_i is decision making

ε_i is the error term

The a priori expectations were that $\beta_1, \beta_2, \beta_4$ are positive while β_3 is negative.

5. Results and Discussions

To measure the objectives of this study, a regression analysis was conducted. The procedure involved getting the individual effects of the regressors and then the joint effect of the same regressors. Table 1 below shows the regression results for the individual effects of the regressor variables.

Table 1: Regression analysis for individual significance

Model		Unstandardized Coefficients		Standardized Coefficients	t	P-value
		B	Std. Error	Beta		
1	(Constant)	3.873	.826		4.691	.000
	Governance	.474	.221	.333	2.143	.035
	Transparency	-.603	.281	-.378	-2.150	.035
	Political Intervention	.249	.104	.267	2.390	.019
	Decision Making	.068	.226	.045	.299	.766

a. Dependent Variable: Private sector partnership

The results in the table indicate that governance has a

significant positive effect on private-sector partnerships with NGOs. This conclusion follows from the significance of the observed coefficient at the 5% level of significance. The observed p-value of 0.035 is less than the critical 0.05 level of significance, implying that governance significantly affects private-sector partnerships with NGOs. The coefficient of 0.474 implies that a percentage improvement in governance would lead to a 0.474% increase in private sector partnerships with NGOs, ceteris paribus.

The study also established a significant positive effect of political intervention on private sector partnerships with NGOs at a 5% level of significance. Specifically, every 1% political influence exerted on the private sector and NGOs would lead to an increase in private sector partnerships with NGOs, holding other factors constant. Furthermore, the study established a negative and significant relationship between transparency and private sector partnerships with NGOs. This implies that a highly transparent process would significantly reduce private sector partnerships with NGOs. Specifically, a 1% improvement in transparency levels, ceteris paribus, would lead to a 0.603% reduction in private sector partnerships with NGOs. The significance of the transparency variable follows from a p-value of 0.035, which is less than the critical 0.05 level of significance.

However, the study established no significant evidence of the effect of decision-making on private sector partnerships with NGOs at the 5% level of significance. This is because the p-value of 0.766 observed is greater than the critical 0.05 level of significance.

Further empirical evidence was observed from the joint significance of the variables. The study sought to establish if, jointly, the regressors affect private-sector partnerships with NGOs. The Analysis of Variance (ANOVA) results in Table 2 below summarize the joint significance results.

Table 2: Joint Significance test using ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	P-value
1	Regression	11.468	4	2.867	3.824	.007
	Residual	59.234	79	.750		
	Total	70.702	83			

a. Dependent Variable: Private sector partnership
 b. Predictors: (Constant), Decision Making, Political Intervention, Governance, Transparency

The null hypothesis that there is no joint significant effect of the regressors on private sector partnerships with NGOs was tested against the alternative that there is a joint significant effect of the regressors on private sector partnerships with NGOs. The table above shows the existence of strong joint significance at a 5% level of significance as well as at a 1% level of significance. This means that, jointly, governance, transparency, political intervention, and decision-making significantly affect

private-sector partnerships with NGOs at a 5% level of significance. This is because the observed p-value of 0.007 is less than the critical 5% as well as the 1% level of significance.

The study revealed factors influencing partnerships between Zambian non-governmental organizations and the private sector. The influence of governance, transparency, political intervention, and decision-making on private sector partnerships with non-governmental organizations was all observed.

The study established that both non-governmental organizations and private sector staff either strongly agreed or agreed that governance, transparency, political intervention, and decision-making positively influence private sector partnerships with NGOs. The study further revealed that Musokotwane Compassion Mission Zambia (MCMZ) has been successful in establishing and maintaining partnerships with its donors because the organization capitalizes on its well-structured leadership and structures of governance, among other factors. In addition, the study revealed that MCMZ has an internal governance structure: a constitution, policies, an organizational chart showing organizational hierarchy, and a strategic plan. The organogram also has clear guidelines regarding the roles and responsibilities of all positions. This also includes a board of directors to oversee the governance of the organization. Additionally, another fundamental strategy used is to transparently show successful work done on other projects as well as how they are evolving as they take on more projects. Organizations should carry out continuous staff development and be consistent with their mission and values in this trendy world. Overall, the study affirmed the importance of good governance in achieving successful private sector partnerships with NGOs.

In addition, the study found that the caliber of employees an organization has also plays an integral part in implementing partnership projects; thus, it is imperative for non-governmental organizations to hire, develop, and train responsible and ethical staff who can perform competently with integrity. The study on the number of trained staff concerning project implementation found that all of them were trained.

Furthermore, the research revealed and highlighted several factors to be put in place to ensure that the internal governance structures of organizations are strong enough to manage future partnership sustainability. Respondents mentioned that there is a need to create an environment that fosters self-sufficiency and ongoing training of staff on leadership, governance, and resource management. Another respondent said that the early adoption of entities such as board members with needed expertise is vital, as they bring with them much-needed insight into how best an organization should run and partner with others. Further, there must be coordination and transparency in the way the organization is run. A respondent stressed the need to

always continue to rely on systems and refresher trainings for growth and accountability.

To ensure prudence in the management of finances and books of accounts, which is key to obtaining support from donors, the study sought to understand who analyzes MCMZ's books of accounts to ensure that their operations run according to the needed threshold of transparency and accountability. The study found that MCMZ agreed to the importance of having financial books audited by external auditors, the need to have a clear track record of accountability, and that accountability starts with leaders. Likewise, the study strongly agreed with all the statements on transparency and accountability, with respondents indicating that financial statements should be audited by both external and internal auditors. The study discovered the strategies used by MCMZ to ensure that employees remain accountable and transparent: having an employee handbook, financial manual, and child protection policy helps employees understand what is expected of them and guides them on how to implement different projects; and regarding finances, all expenses have to be approved and authorized by designated persons to avoid fraudulent activities and ensure transparency. The organization has guidelines on the implementation of programs based on donor requirements and the conditions that come with various grants.

The study examined the importance of accountability and tested it over different statements to identify the respondent's opinions in relation to accountability and transparency. The study established that the majority of the respondents "strongly agreed" that organizations should develop accountability and transparency policies to govern their staff, and similarly, the majority of respondents strongly agreed that frequent staff training can help improve accountability and transparency. The study found that MCMZ has policies in place that help its donors have confidence in its operations.

In analyzing the inherent pitfalls that fail NGOs in their quest to achieve the goals of private sector partnerships, respondents highlighted a number of factors, such as poor leadership, a lack of transparency and accountability, the inability to proactively tackle challenges surrounding partnerships, and failure to achieve objectives and goals that drive partnerships. In addition, a lack of proper boards, if any at all, a lack of properly formulated policies, and a lack of sufficient monitoring and evaluation policies and procedures to monitor and measure project impact affect partnership success. Increased bureaucracy, mismatches in hierarchies, and unclear roles.

The study noted that in order to measure the impact of projects, the monitoring and evaluation team has procedures set in place for staff for various projects to collect, analyze, and report accurate data to inform project impact. For MCMZ to successfully implement projects, it assigns ownership of various projects to staff, provides clear

expectations to staff, and conducts performance reviews. The organization has developed systems as opposed to trust.

The findings show that transparency does influence private sector partnerships with non-governmental organizations. The study found that transparency inspires confidence and trust in building and sustaining relationships between the private sector and NGOs. It further cultivates excellent work ethics, values, and efficiency. Transparency sets clear expectations between the two partners; a clear outline of what is expected eliminates confusion and miscommunication; hence, clear indicators of transparency and a lack of corruption in an NGO open up many opportunities for funding.

The study acknowledged that political intervention influences private-sector partnerships with organizations; the results indicated that good political will or intervention inspires good private-sector performance and partnerships. The study further revealed that government policies affect partnerships; depending on what policies are in place, especially those that can allow private businesses to flourish, they trickle down to more savings by the private sector, thereby allowing these institutions to offer the corporate social responsibility aspect to NGOs. Simply put, if the government has good policies in place to ensure that the private sector thrives, it means that the private sector will be financially stable to support other partners.

The results did also show that decision-making influences private-sector partnerships with non-governmental organizations. The study points out that decision-making has an impact on private-sector partnerships in the following ways: it affects the quality of outcomes in terms of projects, goals, and objectives the partnerships intend to achieve. In addition, decisions made by whichever stakeholder have the ability to direct how an organization or company functions and progresses. Further, good decision-making skills by non-governmental organization leadership assure the private sector of an organization's capacity to take responsibility and be accountable.

The study found that non-governmental organizations's sustainability ability is vital because the private sector does not see the value of investing in projects that cannot be sustained; hence, they invest in projects that have the potential to run for several years.

In the quest to learn how the private sector decides on selecting suitable partnerships with non-governmental organizations, a respondent indicated that they assess the accessibility of the project site to the community and the organization's sustainability plan. In addition, they must be convinced that the project will be run by capable leadership and be assured that the investment will bear fruit. The study established that the private sector is inclined to invest in organizations that are affiliated with institutions that have a longstanding relationship with the community and are

rooted in the community.

The study identified the procedures undertaken by the private sector to ensure accountability and transparency. The results indicated that the private sector requests audited accounts from an NGO before they can commit to a partnership. The study also sought to establish what should be done to enhance successful NGO-private-sector partnerships in Zambia. It was indicated that government ministries should pave the way for these partnerships to thrive by avoiding difficult bureaucratic practices. A respondent added that sometimes NGOs and the private sector submit documents to relevant government ministries for review and approval, but the time taken to have the documents approved is too long, thereby frustrating both parties.

The study affirmed that transparency gives confidence to both parties involved in a partnership. No confidence entails that a partnership cannot fructify.

6. Summary, Conclusions and Recommendations

6.1. Summary of findings

The study sought to determine the factors that influence private-sector partnerships with non-governmental organizations in Zambia. Regression analysis was used to scrutinize the relationship between the dependent variable and independent variables.

The study shows the existence of strong joint significance at a 5% level of significance as well as at a 1% level of significance. This means that, jointly, governance, transparency, political intervention, and decision-making significantly affect private-sector partnerships with NGOs at a 5% level of significance. This is because the observed p-value of 0.007 is less than the critical 5% level of significance.

The results showed that all the factors considered had a significant and positive effect on partnership performance.

The findings indicated that all the study independent variables, namely, governance, transparency, political intervention, and decision-making, had a strong correlation with the dependent variable, namely, private sector NGO partnerships. Based on the findings, the study concluded that governance, transparency, political interference, and decision-making processes were key determinants of partnership performance between the private sector and non-governmental organizations in Zambia. The study further concluded that lack of transparency in donor fund administration and management, poor governance and decision-making, and destructive politics hugely contribute to the poor performance and sustenance of these partnerships. Therefore, the study recommends improving transparency and accountability of donor funds, as these are key issues affecting the performance and growth of these partnerships.

6.2. Conclusions

The study concludes that organizations should set up strategies to ensure efficiency and effective project implementation. These strategies include constant training and empowerment of staff with an emphasis on accountability, the creation of relevant policies, understanding specific project requirements, defining the scope and value of the project, and extensive research and learning from other organizations in similar fields. In addition, organizations should set clear objectives, goals, and expected outcomes and implement systems to guide them through the actualization process.

The study generally concludes that what one gets out of a partnership will depend largely on what one puts into it. And as in any private or business relationship, what is not specified at the beginning will surely show up as a problem sooner or later.

Lastly, it is concluded from the research that governance, transparency, political intervention, and decision-making influence private sector partnerships with NGOs, and their success is highly dependent on these factors, among many others.

6.3. Recommendations

The study recommends the following:

- To ensure good governance NGOs should promote the highest professional and ethical standards and exercise responsible resource management. It is recommended that NGOs invest in the training of their staff because human resource capital is key to sustaining successful project implementation through skills, experience, and professionalism.
- NGOs must strive to be as accountable and transparent as possible in order for the private sector to have confidence in establishing partnerships with them.
- NGOs must develop competent internal governance structures in the pursuit of successful partnerships.
- In order to attract private sector partnerships, NGOs must be visible and showcase their work and impact openly.
- NGOs must develop accountability and transparency policies for the implementation of projects.

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