PPPA 6058: NGO MANAGEMENT AND INTERNATIONAL DEVELOPMENT

Time: Tuesdays 6:10p-8:00p   Fall 2020

Location: Remote

Instructor:

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Tel: 301/542-4607
E-mail: dbrink@gwu.edu

Student consultation hours: by appointment

COURSE DESCRIPTION AND OBJECTIVES

Imagine that you have just accepted a position as a manager in a nongovernmental organization (NGO) whose mission aims to promote international development. You are excited, but maybe a bit nervous too. What do you need to know about NGOs and international development? What tools and skills should you acquire? This class will help you to answer these questions. This course is designed for you to: a) understand the issues related to successfully managing international development NGOs (both US- and developing country-based), b) explore the implications of those issues for NGO operations and performance, and c) build skills in applying management frameworks and tools.

We will explore the critical tasks associated with managing NGOs working in international development, humanitarian assistance, and intervention in conflict-affected countries. We begin by looking inside NGOs: what makes them efficient and effective? How do they manage and motivate their staff, volunteers, and board members? How are NGOs different from public and private sector organizations, what features do they share?

Next, we will shift our focus outside NGOs: how do they interact with governments, funders, communities, intended beneficiaries, multinational corporations, and with other NGOs in the countries where they operate? How do they navigate the various roles they fulfill: project implementers, technical assistance providers, intermediaries, partners, and policy advocates? What are the challenges they face in managing these interactions?

We then look ahead to managing NGO performance and sustainability. How can NGOs balance fulfillment of their missions while paying attention to ongoing funding, scale of operations, accountability, safety and security, local participation, comparative advantage, and effectiveness? Throughout the course, we consider the impacts on NGOs of political and policy changes in the developing and developed worlds, including topics such as: foreign aid trends, democratic backsliding, North-South relations, humanitarian and human rights policies, and global challenges.

STUDENT LEARNING OUTCOMES

Through course discussions, readings and class exercises, you will develop knowledge and skills to:
1. Assess NGO management structures and procedures for efficiency and effectiveness
2. Solve management problems with NGO staff, volunteers, and board members
3. Develop funding strategies that respond to NGO needs and funder requirements
4. Identify NGO performance and accountability issues and appropriate improvement measures

5. Analyze current and future challenges facing NGOs in international development
6. Communicate effectively in written memos and oral presentations.

COURSE REQUIREMENTS

Course requirements are designed to build skills relevant for the kinds of activities and written products that you are likely to encounter in professional settings and the workplace. All products should be submitted electronically on Blackboard. Memoranda and papers are required to be submitted in Word; do <u>not</u> send PDF versions. Presentations should be submitted in PowerPoint. More detailed descriptions of these assignments, and assessment rubrics for each, are available on Blackboard. You are strongly encouraged to consult these <u>before</u> undertaking the assignments; note that you are required to complete and submit the appropriate assessment rubrics for each of your assignments.

Average minimum amount of work: You will spend ~2 hours per week on direct instruction (a combination of asynchronous and synchronous activities) and ~6 hours per week on independent activities, on average. Over the course of the semester, you can expect to spend an average of 8 hours in instructional time per week for a total of 112 hours for the semester.

REQUIRED TEXT

Fowler, Alan. <u>Striking a Balance: A Guide to Enhancing the Effectiveness of NGOs in International Development</u>. London: Earthscan Publications, Ltd., 1997.

PARTICIPATION

I have designed this course as a seminar, and I place substantial emphasis on collaborative discussion and analysis of assigned materials. You are expected to participate fully in all class discussions. Case studies and exercises engage students in small group discussions. Class participation grades are based on the extent to which your contributions to discussions demonstrate that you have read and reflected on the assigned readings, and that you have engaged thoughtfully in exploring the topics discussed in class. To help you engage, for each class session (except the first one), I ask that you submit by noon of the day before class meets, one, two, or three sentences that identify the concepts or issues from the required readings that you found the most unclear or confusing (15% of the final grade).

INDIVIDUAL LEARNING OBJECTIVES DISCUSSION AND REFLECTION MEMO

This is a two-part assignment. First, you will have a 15-30 minute individual conversation (phone or video) with me to talk about your interests, relevant experiences, career aims, and objectives in taking this course. Based on our conversation, you will identify your personal objectives for the course. Second, at the end of the semester, you will prepare a short reflection memorandum that offers your self-assessment of what learnings you took from the course, how the course design and assignments contributed to meeting your objectives, and how you anticipate applying what you learned in your current or future positions. The memo is due on the day of the final class session (5% of final grade).

NGO INTERVIEW AND PRESENTATION

You are expected to contact a leader/manager in an NGO that focuses on international development and interview her/him on one of the course topics, which you will choose, starting from Topic #3 (I will circulate a sign-up sheet). You will: a) write a memorandum of *4 pages (typed double-spaced)* summarizing and commenting on your findings, and b) prepare and deliver a presentation of your interview in class using PowerPoint (8-10 minutes). The memo and

presentation, and completed self-evaluations using the grading rubric for the memo, are due in the class session of the week that the topic is covered (30% of the final grade).

<u>REACTION PAPERS</u>

You are required to write two reaction papers of *4 pages each (double-spaced)* on your choice of two of the weekly topics covered in the course. The only rules are that: 1) the introductory topics are not available for selection, and 2) the topics selected may not include your topic choices for your NGO interview. These papers are succinct critical reflections on the required readings for the topic. They should <u>not</u> be summaries of the readings. Reaction papers, and completed self-evaluations using the grading rubrics, are due the week **after** the topic is covered in class (50% of final grade, 25% for each paper).

<u>SUMMARY: ASSIGNMENTS, DUE DATES, & GRADING</u>

45 pts / 15%	Participation in class & Fuzziest issues exercises	Ongoing; due by noon the day before class, as assigned
	NGO interview and reaction paper topics selected; individual conversations with me scheduled or completed	September 8 (you may change topics later as desired by notifying me)
90 pts / 30%	NGO interview memos and in-class presentations	Due on date your selected topic is covered in class
150 pts / 50%	Two reaction papers	Due one week after the topic selected is covered in class
15 pts / 5%	Self-assessment reflection memos	December 1
300 pts	100% Total	

COURSE SCHEDULE

Except for the Fowler text, all readings are available on Blackboard, along with a detailed list of both required and recommended readings.

Class	Topic	Readings	Activities/Assignments
1 Sept 1	Overview	Fowler, "Understanding International Development" Frumkin, "The Idea of a Nonprofit…" Ronalds, "Factors Driving…"	Introductions: Who are we, why are we here? Review of syllabus and assignments NGOs: Impressions and Perceptions
2 Sept 8	Introduction to NGOs and	Brinkerhoff, "Looking Out, In, Ahead"	Schedule/hold individual

	Management	Brinkerhoff et al., "Beyond the Non…" Fowler, Understanding Development NGOs" DBS Foundation, "What's a Social Enterprise?" https://www.youtube.com/watch?v=kBhwDjoWEcg Salamon & Sokolowski, "Beyond Nonprofits…"	conversation with me Clarification of fuzziest issues Topic selections: NGO interviews and reaction papers
LOOKING IN: INTERNAL MANAGEMENT OF NGOS			
3 Sept 15	NGO Operations, Structures, and Procedures	Crowley & Ryan, "Evolving Structures of INGOs" Fowler, "Organising Non-Profits…" Case study: Save the Children	Clarification of fuzziest issues Case study Q & A: small group discussion
4 Sept 22	Managing Human Resources in NGOs	Farmer & Fedor, "Volunteer Participation…" Fowler, "NGDO People" Hannum et al. "Emerging Leadership in Nonprofit Organizations"	Clarification of fuzziest issues Small group case exercise Guest commentator: Jennifer Butz, NGO and international development consultant
5 Sept 29	Managing HR #2: Board Relations	Dupree et al., "Building a Board" (read pp. 52-55 and example #2) Holland and Jackson, "Strengthening Board Performance…" (read pp. 121-123)	Clarification of fuzziest issues Small group exercise (selected from USAID, p. 14)
	Recap: Looking In	Tandon, "Board Games…" USAID."Governance and NGOs…" (read pp. 11, 13, 18, 19)	Looking In reflection
LOOKING OUT: STRATEGIC MANAGEMENT OF NGOS			
6 Oct 6	NGO Operating Environments and Stakeholders	Brinkerhoff, "Appreciating, Adapting, and Influencing" (read pp. 27-39, Table 3.3. on p. 49) Coston, "Government-NGO Relations" Fowler, "NGDOs are not Islands…" Hudson et al. "Everyday Political Analysis"	Clarification of fuzziest issues Case study exercise
7 Oct 13	Donor Relations and Accountability	Brown & Moore, Accountability, Strategy, and INGOs" Crowley & Ryan, "Integrated Planning and	Clarification of fuzziest issues Case study exercise

		Accountability…" Ebrahim, "Accountability in Practice…"	
8 Oct 20	Funding, Financing, Philanthropy	Fowler, "Mobilising Financial Resources" Casin & Dan, "Revenue Diversification Strategies…" Interaction, "Innovative Financing for Development…" (read pp. 4-16) Synergos, "Case Study of Hogar de Cristo"	Clarification of fuzziest issues
9 Oct 27	Linkage Management, NGOs as Intermediaries and Partners	Brinkerhoff, "Government-Nonprofit Partnership…" Fowler, "NGDOs' Sustainability, Partnership and Resourcing…"	Clarification of fuzziest issues Balochistan video case and small group discussion
	Recap: Looking Out	Fox, "Partnerships among Corporations and NGOs"	Looking Out reflection
LOOKING AHEAD: NGOS AND PERFORMANCE			
10 Nov 3	Scaling Up, Expanding Impact	Boorstin, "The Quest for Scale" Guha, "Going to Scale…" Schnell & Brinkerhoff, "Replicability and Scaling Up" Case study: Coptic Orphans	Clarification of fuzziest issues Small group case discussion Guest commentator: Nermien Riad, Founder and Executive Director, Coptic Orphans
11 Nov 10	Managing for Performance, Assessing Results	Ebrahim & Rangan, "Limits of Nonprofit Impact…" Bruno-van Vijfeijken podcast, "Measuring Social Change…" Fowler, "Assessing Development Impact and Organizational Performance" Mitchell, "Why Will We Ever Learn?	Clarification of fuzziest issues Small group case discussion
LOOKING AHEAD: NGOS AND KEY CHALLENGES			
12 Nov 17	Safety, Security, and NGO Performance	Collinson et al., "States of Fragility…" Fast et al., "In Acceptance We Trust?"	Clarification of fuzziest issues Guest speaker: Michael O'Neill, Founder and CEO, O'Neill Paragon

			Solutions, former Senior Director for Security, Save the Children
13 Nov 24	NGOs, Humanitarian Emergencies, Post-conflict Reconstruction, and Rights-Based Development	Brinkerhoff, "From Humanitarian and Post-conflict Assistance…" Hopgood, "The End of Human Rights" Mosel & Levine, "Linking Relief, Rehabilitation, and Development." Nelson & Dorsey, "At the Nexus of Human Rights and Development…."	Clarification of fuzziest issues
NGOS AND THE FUTURE: WHERE TO FROM HERE?			
14 Dec 1	Anticipating and Managing Change	Banks et al. "NGOs, States, and Donors Revisited…" Bloodgood et al., "The Future of Transnational NGO Advocacy" Mitlin et al., "Reclaiming Development?..." Ronalds, "The Change Imperative…"	Clarification of fuzziest issues Due: Self-Assessment Reflection Memo

ACCESSING THE COURSE AND COURSE POLICIES

Getting started: This course is delivered on-line and is available to you through GWU's Blackboard. Technology requirements for participation in the course are described at the following site, which also provides instructions to you for getting help: https://online.gwu.edu/technical-requirements-and-support.

The Syllabus: This syllabus is your guide to this course. Sound educational practice requires flexibility and I may, at my discretion, change content and requirements during the semester.

Religious holidays: If you are religiously observant, you should notify me in advance of any class sessions you will miss.

Accommodation for Students with Disabilities: In order to receive accommodations on the basis of disability, a student must give notice and provide proper documentation to the Office of Disability Support Services (see https://disabilitysupport.gwu.edu). I will make accommodations based upon the recommendations of the DSS Office.

Support for Students Under Stress: I recognize that coursework can be very stressful, and especially when combined with internships, work, personal life challenges, and today's COVID-19 pandemic. I want to ensure you have all the support you need. I encourage you to seek support from the university's Counselling and Psychological Services in the Colonial Health Center (located on the ground floor in the Marvin Center). Please see their webpage for the services available and to make an appointment: https://healthcenter.gwu.edu/counseling-and-psychological-services.

Academic Honesty: Please consult the "policies" section of the GW student handbook for the university code of academic integrity (see http://studentconduct.gwu.edu/code-academic-integrity). Note especially the definition of plagiarism: "intentionally representing the words, ideas, or sequence of ideas of another as one's own in any academic exercise; failure to attribute any of the following: quotations, paraphrases, or borrowed information."

Incompletes: You must consult with me to obtain a grade of I (incomplete) no later than the last day of classes in a semester. Please visit http://bulletin.gwu.edu/university-regulations/ for the complete university policy on incompletes.

Submission of Written Work Products Outside of the Classroom: It is your responsibility to ensure that I receive each written assignment. You will need to submit written work electronically on Blackboard, or if the site has problems, submit to me by email.

Submission of Written Work Products after Due Date: Policy on Late Work: You need to turn in work by the assigned due date in order to receive full credit for the assignment, unless I have granted you an exception. My policy is that without prior approval, late work is reduced by one-half grade for every three days (or parts thereof) that it is late.

Changing Grades after Completion of Course: No changes can be made in grades after the conclusion of the semester, other than in cases of clerical error.

Contesting a Grade: To contest a grade you must submit a brief, professional memo stating the grade you believe is warranted and justifying the case for a changed grade with specific examples from your work, using the grading rubric for the particular assignment.

PPPA 6058 DETAILED READING LIST: REQUIRED AND RECOMMENDED

September 1

<u>1. OVERVIEW</u>

Fowler, Alan. 1997. "Understanding International Development." Ch. 1. <u>Striking a Balance: A Guide to Enhancing the Effectiveness of Non-Governmental Organizations in International Development</u>. London: Earthscan Publications, 3-20.

Frumkin, Peter. 2002. "The Idea of a Nonprofit and Voluntary Sector." Ch. 1. <u>On Being Nonprofit: A Conceptual and Policy Primer</u>. Cambridge: Harvard University Press, 1-29.

Ronalds, Paul. 2010. "Factors Driving the Increased Size and Influence of INGOs." Ch. 4. <u>The Change Imperative: Creating the Next Generation NGO</u>. Sterling, VA: Kumarian Press, 65-82.

Recommended:

Kerlin, Janelle A. and Supaporn Thanasombat. 2006. "The International Charitable Nonprofit Subsector: Scope, Size, and Revenue." Nonprofits in Focus No. 2. Washington, DC: Urban Institute, Center on Nonprofits and Philanthropy, September.

Riddell, Roger C. and Mark Robinson. 1995. "The Characteristics of NGOs: Is there a Comparative Advantage?" Ch. 3. <u>Non-governmental Organizations and Rural Poverty Alleviation</u>. Oxford: Oxford University Press and the Overseas Development Institute, 26-43.

September 8

<u>2. INTRODUCTION TO NGOS AND MANAGEMENT</u>

Brinkerhoff, Derick W. 1994. "Looking Out, Looking In, Looking Ahead." <u>PA Times</u> 17(12): 11.

Brinkerhoff, Jennifer M., Stephen Smith, and Hildy Teegen. 2007. "Beyond the 'Non:' Strategic Space for NGOs in Development." In Jennifer M. Brinkerhoff, Hildy Teegen, and Stephen Smith (eds.). <u>NGOs and the Millennium Development Goals: Citizen Action to Reduce Poverty</u>. New York: Palgrave Macmillan, 53-80.

Fowler, Alan. 1997. "Understanding Development NGOs." Chapter 2. <u>Striking a Balance: A Guide to Enhancing the Effectiveness of Non-Governmental Organizations in International Development</u>. London: Earthscan Publications, 20-39.

DBS Foundation, "What's a Social Enterprise?"
https://www.youtube.com/watch?v=kBhwDjoWEcg

Salamon, Lester M. and S. Wojciech Sokolowski. 2016. "Beyond Nonprofits: Reconceptualizing the Third Sector." <u>Voluntas</u> 27: 1515-1545.

Recommended:

Salamon, Lester M. 1987. "Of Market Failure, Voluntary Failure, and Third-Party Government: Toward a Theory of Government-Nonprofit Relations in the Modern Welfare State." <u>Journal of Voluntary Action Research</u> 16(1&2): 29-49.

Srinivas, Nidhi. 2009. "Against NGOs? A Critical Perspective on Nongovernmental Action." <u>Nonprofit and Voluntary Sector Quarterly</u> 38(4): 614-626.

II. LOOKING IN: INTERNAL MANAGEMENT OF NGOS

September 15

3. NGO OPERATIONS, STRUCTURES, AND PROCEDURES

Crowley, James and Morgana Ryan. 2013. "Evolving Structures of International NGOs: Is There a Right Answer?" Ch. 3. Building a Better International NGO: Greater than the Sum of the Parts? Boulder, CO: Kumarian Press, 61-89.

Fowler, Alan. 1997. "Organising Non-Profits for Development." Ch 3. Striking a Balance. London: Earthscan Publications, 43-68.

Case for class discussion: Lux, Steven J. and Tosca Bruno-van Vijfeijken. 2013. "From Alliance to International: The Global Transformation of Save the Children." Syracuse University, Maxwell School, Program for the Advancement of Research on Conflict and Collaboration.

Recommended:

Korten, David C. 1987. "Third Generation NGO Strategies: A Key to People-Centered Development." World Development 15(Supplement): 145-161.

Suzuki, Naoki. "Lessons." 1998. Ch. 8. Inside NGOs: Learning to Manage Conflicts between Headquarters and Field Offices. London: Intermediate Technology Publications, 192-205.

September 22

4. MANAGING HUMAN RESOURCES IN NGOS

Farmer, Steven M. and Donald B. Fedor. 1999. "Volunteer Participation and Withdrawal: A Psychological Contract Perspective on the Role of Expectations and Organizational Support." Nonprofit Management and Leadership 9(4): 349-367.

Fowler, Alan. 1997. "Enabling and Empowering NGDO People." Ch. 4. Striking a Balance. London: Earthscan Publications Ltd., 69-92.

Hannum, Kelly M., Jennifer Deal, Liz Livingston Howard, Linshuang Lu, Marian N. Ruderman, Sarah Stawiski, Nancie Zane, and Rick Price. 2011. "Emerging Leadership in Nonprofit Organizations: Myths, Meaning, and Motivations." Greensboro, NC: Center for Creative Leadership.

Recommended:

Bush, Richard. 1992. "Survival of the Nonprofit Spirit in a For-Profit World." Nonprofit and Voluntary Sector Quarterly 21(4): 391-410.

Clary, E. Gil and Mark Snyder. 1993. "Persuasive Communication Strategies for Recruiting Volunteers." In Young, Dennis R., Robert M. Hollister, Virginia A. Hodgkinson and Associates, eds. Governing, Leading, and Managing Nonprofit Organizations: New Insights from Research and Practice. San Francisco: Jossey-Bass Publishers, 121-138.

Light, Paul C. 2002. "The Content of Their Character: The State of the Nonprofit Workforce." The Nonprofit Quarterly 9(3): 6-16.

September 29

5. MANAGING HUMAN RESOURCES CONTINUED: BOARD RELATIONS

Dupree, A. Scott et al. 2000. "Building a Board." In A. Scott Dupree et al. Governance and Institutional Development in Foundation Building Sourcebook: A Practitioner's Guide Based on Experience from Africa, Asia, and Latin America. New York: The Synergos Institute, http://www.synergos.org/knowledge/philanthropypractices/governance/.

Ellis, Carter. 2009. "Top 15 Non-profit Board Governance Mistakes." CharityLawyer blog post, https://charitylawyerblog.com/2009/10/05/top-15-non-profit-board-governance-mistakes-from-a-legal-perspective/

Tandon, Rajesh. 1996. "Board Games, Governance and Accountability in NGOs." In Michael Edwards and David Hulme, eds. Beyond the Magic Bullet: NGO Performance and Accountability in the Post-Cold War World. West Hartford, CT: Kumarian Press.

USAID. 2011. "Governance and NGOs: Strengthening the Board." Washington, DC: New Partners Initiative Technical Assistance (NuPITA), June.

Recommended:

Harris, Margaret. 1993. "Clarifying the Board Role: A Total Activities Approach." In Young, Dennis R., Robert M. Hollister, Virginia A. Hodgkinson and Associates, eds. Governing, Leading, and Managing Nonprofit Organizations: New Insights from Research and Practice. San Francisco: Jossey-Bass Publishers, 17-31.

Widmer, Candace. 1993. "Role Conflict, Role Ambiguity, and Role Overload on Boards of Directors of Nonprofit Human Service Organizations." Nonprofit and Voluntary Sector Quarterly 22(4): 339-356.

III. LOOKING OUT: STRATEGIC MANAGEMENT OF NGOS

October 6

6. NGO OPERATING ENVIRONMENTS AND STAKEHOLDERS

Brinkerhoff, Derick W. 1991. "The Program Environment and the Policy Setting: Appreciating, Adapting, and Influencing." Ch. 3. Improving Development Program Performance. Boulder, CO: Lynne Rienner Publishers, 27-61.

Coston, Jennifer M. 1998. "A Model and Typology of Government-NGO Relations." Non-Profit and Voluntary Sector Quarterly 27(3): 359-383.

Fowler, Alan. 1997. "NGDOs are not Islands: Making Relationships Effective." Ch. 5. Striking a Balance. London: Earthscan Publications, Ltd., 93-128.

Hudson, David, Heather Marquette, and Sam Waldock. 2016. "Everyday Political Analysis." Birmingham, UK: Developmental Leadership Program, January. www.dlprog.org.

Recommended:

Brinkerhoff, Derick W. and Benjamin L. Crosby. 2002. "Stakeholder Analysis." Ch. 6. Managing Policy Reform: Concepts and Tools for Decision-Makers in Developing and Transitioning Countries. Bloomfield, CT: Kumarian Press, 141-152.

Kumar, Krishna. 1993. "An Overview of Rapid Appraisal Methods in Development Settings." In Krishna Kumar, ed. Rapid Appraisal Methods. Washington, DC: World Bank, 8-22.

October 13

7. DONOR RELATIONS AND ACCOUNTABILITY

Brown, L. David and Mark H. Moore. 2001. "Accountability, Strategy, and International Non-Governmental Organizations. Cambridge, MA: Harvard University, Hauser Center for Nonprofit Organizations, Working Paper No. 7, April. <http://papers.ssrn.com/paper.taf?abstract_id=269362>.

Crowley, James and Morgana Ryan. 2013. "Integrated Planning and Accountability for International NGOs." Ch. 6. Building a Better International NGO: Greater than the Sum of the Parts? Boulder, CO: Kumarian Press, 149-183.

Ebrahim, Alnoor. 2003. "Accountability in Practice: Mechanisms for NGOs." World Development 31(5): 813-829.

Recommended:

Kilby, Patrick. 2006. "Accountability for Empowerment: Dilemmas Facing Non-Governmental Organizations." World Development 34(6): 951-963.

Mawdesly, Emma, Janet G. Townsend, and Gina Porter. 2005. "Trust, Accountability, and Face-to-face Interaction in North-South NGO Relations." Development in Practice 15(1): 77-82.

Ossewaare, Ringo, Andre Nijhof, and Liesbet Heyse. 2008. "Dynamics of NGO Legitimacy: How Organizing Betrays Core Missions of INGOs." Public Administration and Development 28: 42-53.

October 20

8. FUNDING, FINANCING AND PHILANTHROPY

Casin, Emil & Madalina Dan. 2018. "Revenue Diversification Strategies for Non-Governmental Organizations." Review of International Comparative Management 19(1): 31-39.

Fowler, Alan F. 1997. "Mobilising Financial Resources." Ch. 6. Striking a Balance, 129-159.

Interaction. 2018. "Innovative Finance for Development: A Guide for International NGOs." Washington, DC: Interaction, November.

Synergos Nonprofit Enterprise and Self-sustainability Team. 2000. "A Diversified Approach to Self-Financing: A Case Study of Hogar de Cristo." New York: The Synergos Institute.

Recommended:

Kerlin, Janelle A. 2006. "US-Based International NGOs and Federal Government Foreign Assistance: Out of Alignment?" In Boris, Elizabeth T. and C. Eugene Steuerle, eds. Nonprofits and Government: Collaboration and Conflict. Washington, DC: Urban Institute Press, 373-398.

Weisbrod, Burton A. 1998. "Modeling the Nonprofit Organization as a Multiproduct Firm: A Framework for Choice." In Weisbrod, Burton A., ed. To Profit or not to Profit: The Commercial Transformation of the Nonprofit Sector. Cambridge, UK: Cambridge University Press, 47-65.

October 27

Brinkerhoff, Jennifer M. 2002. "Government-Nonprofit Partnership: A Defining Framework." Public Administration and Development 22(1): 19-31.

Fowler, Alan. 2016. "Non-governmental Development Organizations' Sustainability, Partnership, and Resourcing: Futuristic Reflections on a Problematic Trialogue." Development in Practice 26(5): 569-579.

Fox, Thomas. 2001. "Partnerships among Corporations and NGOs." Background paper. Philadelphia, PA: The Conservation Company, Summary.

Recommended:

Church World Service et al. 2006. Scaling Up Effective Partnerships: A Guide to Working with Faith-Based Organisations in the Response to HIV and AIDS. Ecumenical Advocacy Alliance.

Hunter, Albert. 1993. "National Federations: The Role of Voluntary Organizations in Linking Macro and Micro Orders in Civil Society." Nonprofit and Voluntary Sector Quarterly 22(2): 121-136.

Lewis, David. 1998. "Development NGOs and the Challenge of Partnership: Changing Relations between North and South." Social Policy and Administration 32(5): 501-512.

IV. LOOKING AHEAD: NGOS AND PERFORMANCE

November 3

Boorstin, Louis C. 2013. "The Quest for Scale." Stanford Social Innovation Review. Fall: 13-14.

Guha, Panchali. 2019. "Going to Scale: A Case Study of an Indian Educational NGO." Voluntas 30: 1365-1379.

Schnell, Sabina and Derick W. Brinkerhoff. 2009. "Replicability and Scaling Up." In Helmut Anheier, Regina List, and Stefan Toepler, eds. International Encyclopedia of Civil Society. New York: Springer Publishing, 1312-1319.

Case for class discussion: Brinkerhoff, Jennifer M. 2007. "Coptic Orphans." George Washington University, Center for International Business Education and Research.

Recommended:

Dichter, Thomas W. 1991. "NGOs and the Replication Trap." Transnational Associations 4: 190-196.

Hodson, Roland. 1992. "Small, Medium or Large? The Rocky Road to NGO Growth." In Edwards, Michael and David Hulme, eds. Making a Difference: NGOs and Development in a Changing World. London: Earthscan Publications, 127-137.

Uvin, Peter, Pankaj. S. Jain, and L. David Brown. 2000. "Think Large and Act Small: Toward a New Paradigm for NGO Scaling Up." World Development 28(8): 1409-1419.

November 10

11. MANAGING FOR PERFORMANCE, ASSESSING RESULTS

Ebrahim, Alnoor and V. Kasturi Rangan. 2010. "The Limits of Nonprofit Impact: A Contingency Framework for Measuring Social Performance." Boston: Harvard Business School, Working Paper 10-099.

Bruno-van Vijfeijken, Tosca. 2018. "Measuring Social Change: Advice by Alnoor Ebrahim. Podcast 005. https://5oaksconsulting.org/podcast.

Fowler, Alan. 1997. "Assessing Development Impact and Organisational Performance." Ch. 7. Striking a Balance. London: Earthscan Publications, 160-184.

Mitchell, George E. 2014. "Why Will We Ever Learn? Measurement and Evaluation in International Development NGOs." Public Performance and Management Review 37(4): 605-631.

Review Crowley and Ryan, Ch. 6 (required reading for Session #7).

Recommended:

Fine, Allison H., Colette E. Thayer, and Ann T. Coghlan. 2000. "Program Evaluation Practice in the Nonprofit Sector." Nonprofit Management and Leadership 10(3): 331-339.

Herman, Robert D. and David O. Renz. 1998. "Nonprofit Organizational Effectiveness: Contrasts Between Especially Effective and Less Effective Organizations." Nonprofit Management and Leadership 9(1): 23-38.

Levine, Carlisle J. 2007. "Catholic Relief Services' (CRS') Guidance for Developing Logical and Results Frameworks." Baltimore: CRS.

V. LOOKING AHEAD: NGOS AND KEY CHALLENGES

November 17

12. SAFETY, SECURITY AND NGO OPERATIONS

Collinson, Sarah, Samir Elhawary, and Robert Muggah. 2010. "States of Fragility: Stabilization and its Implications for Humanitarian Action." Disasters 34(S3): S275−S296.

Fast, Larissa A., C. Faith Freeman, Michael O'Neill, and Elizabeth Rowley. 2013. "In Acceptance We Trust? Conceptualising Acceptance as a Viable Approach to NGO Security Management." Disasters 37(2): 222-243.

Recommended:

Minear, Larry. 2002. "Humanitarian Action in an Age of Terrorism." International Expert Conference on Security and Humanitarian Action: Who is Winning? Background Paper, Arden House, May 24-25.

Sommers, Mark. 2000. "The Dynamics of Coordination." Providence, RI: Brown University, Thomas J. Watson Jr. Institute for International Studies, Occasional Paper No. 40.

Browse the NGO and security items on Blackboard.

November 24

13. NGOS, HUMANITARIAN EMERGENCIES, POST-CONFLICT RECONSTRUCTION, AND RIGHTS-BASED DEVELOPMENT

Brinkerhoff, Derick W. 2008. "From Humanitarian and Post-conflict Assistance to Health Systems Strengthening: Clarifying the Transition and the Role of NGOs." Washington, DC: U.S. Agency for International Development, Health Systems 20/20, Policy Brief, October.

Hopgood, Stephen. 2014. "The End of Human Rights." The Washington Post, Outlook, January 3. http://www.washingtonpost.com/opinions/the-end-of-human-rights/2014/01/03/7f8fa83c-6742-11e3-ae56-22de072140a2_story.html

Mosel, Irina and Simon Levine. 2014. "Remaking the Case for Linking Relief, Rehabilitation, and Development." London: Overseas Development Institute, Humanitarian Policy Group, Commissioned Report, March.

Nelson, Paul J. and Ellen Dorsey. 2003. "At the Nexus of Human Rights and Development: New Methods and Strategies of Global NGOs." World Development 31(12): 2013-2026.

Recommended:

Bryer, David and John Magrath. 1999. "New Dimensions of Global Advocacy." Nonprofit Voluntary Sector Quarterly 28(4, Supplement): 168-177.

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