

PPPA 6058: NGO MANAGEMENT AND INTERNATIONAL DEVELOPMENT

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

Fall 2018

Location: Phillips Hall, Room 414B

Instructor:

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Office hours: by appointment

COURSE DESCRIPTION AND OBJECTIVES

The course provides an overview of nongovernmental organization (NGO) management, highlighting those features of NGO management that are particular to NGOs active in international development. NGO roles as project implementers, technical assistance providers, intermediaries, partners, and policy advocates are analyzed. Particular attention is given to NGO-government, NGO-donor, and North-South relations. The objectives of this course are to: a) understand the conceptual and analytic 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 c) build skills in applying management frameworks and tools. Class sessions explore the critical tasks associated with managing NGOs working in international development, humanitarian assistance, and intervention in conflict-affected countries. Internal operational efficiency, strategic management, program performance, and sustainability of NGOs are examined. Features of NGO management are compared and contrasted with management in the public and private sectors; highlighting issues such as funding, scale of operations, accountability, local participation, comparative advantage, and effectiveness. The impacts on NGOs of political and policy factors in the developing and developed worlds are assessed; including topics such as foreign aid trends, democracy and governance, North-South relations, humanitarian and human rights policies, and globalization.

STUDENT LEARNING OUTCOMES

Through course discussions, readings and class exercises, students 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 issues and appropriate improvement measures
5. Analyze current and future challenges facing NGOs in international development.

COURSE REQUIREMENTS

As a seminar class, substantial emphasis is put on collaborative discussion and analysis of assigned materials. Students are expected to participate fully in all class discussions. Case studies and exercises engage students in small group discussions. Class participation grades are assessed 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. If you have difficulty speaking up in class, one option is to highlight a key quotation or point from the readings and be prepared to explain why it is meaningful to you.

Course requirements are designed to build skills relevant for the kinds of activities and written products that students are likely to encounter in professional settings and the workplace. All products should be submitted electronically to the instructor's email address. Memoranda and papers are required to be submitted in Word; do not send PDF versions. Presentations can be submitted in either PowerPoint or Prezi.

ORGANIZATION INTERVIEW AND FEEDBACK MEMO

Each student is expected to contact a leader/manager in an NGO that focuses on international development and interview her/him on one of the course topics, starting from Topic #3 (sign-up required). Students are required to: a) write a memorandum of **4 pages (typed double-spaced)** summarizing and commenting on their findings, and b) prepare and deliver a 7-10 minute presentation of their memo in class using PowerPoint or Prezi. The memo should begin with a very brief description of the NGO and your interviewee's position. The body of the memo provides a summary of the key points your interviewee made related to the topic along with analytic commentary on them drawing on the readings applicable to the topic. The memo should end with a short paragraph of concluding observations. Neither the memo nor the presentation should offer summaries of the readings. The memo and presentation are due in the class session of the week that the topic is covered. Guidelines on the format and contents of the memo can be found in Annex 1.

To prepare for the interview and for writing the memo, students need, at a minimum, to read the required readings for their chosen topic to gain familiarity with it and associated issues. The memorandum needs to demonstrate this familiarity, as well as present and interpret the NGO interview results.

REACTION PAPERS

Students are required to write two reaction papers of **4 pages each (double-spaced)** on their 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 students' topic choices for their NGO interviews. These papers are succinct critical reflections on the required readings for the topic. They are not summaries of the readings. Students are expected to: a) identify the key issues and arguments in the readings, b) comment on and critique them, and c) present implications and conclusions for you as an NGO manager (the "so what?" factor). The key learning objective is to develop critical thinking that informs practical application, expressed clearly and concisely. Examples of the types of commentary and critique include, but are not limited to, the following: agreement/disagreement/contradiction among the readings' treatment of the topic, resonance with your experience in NGOs and international development, gaps or unanswered questions, and conceptual or practical adequacy of management solutions offered by the readings. Reaction papers are due the week after the topic is covered in class. Follow the same format guidelines for the reaction papers as for the memo (Annex 1).

REFLECTION MEMO

For the final class session students are required to prepare a **1-2 page (double-spaced)** memorandum that offers your reflections on the most important learnings you took from the course, why you consider those learnings significant, and how you anticipate applying them in your current or future positions. The memo is due on the day of the final class session.

COURSE GRADING

Final grades for this course will be based on the following:

Class Participation	20%
NGO Interview Memo and Presentation	25%

Reaction Papers (25% each)	50%
Reflection Memo	5%

The Trachtenberg School of Public Policy and Public Administration has a set of formal policies concerning attendance, written work, and incompletes. Further, George Washington University has policies regarding plagiarism. It is the responsibility of the students to make sure that they understand these and act accordingly (see Annex 2). To contest a grade a student must submit a brief, professional memo stating the grade they believe is warranted and justifying the case for a changed grade with specific examples from her/his work.

Letter grading is based on a four point scale as follows:

3.7-4.0 A: Excellent and exceptional work for a graduate student. Work at this level is unusually thorough, well-reasoned, creative, methodologically sophisticated, and well written. Work is of exceptional professional quality.

3.6-3.7 A-: Very Good: Very strong work for a graduate student. Shows signs of creativity and a strong understanding of appropriate analytical approaches, is thorough and well-reasoned, and meets professional standards.

3.3-3.6 B+: Good: Sound work for a graduate student; well-reasoned and thorough, without serious analytical shortcomings. This grade indicates the student has fully accomplished the basic objectives of this graduate course.

3.0-3.3 B: Adequate: Competent work for a graduate student with some evident weaknesses. Demonstrates competency in the key course objectives but the understanding or application of some important issues is less than complete.

2.7-3.0 B-: Borderline: Weak work for a graduate student but meets minimal expectations in the course. Understanding of key issues is incomplete. (A B- average in all courses is not sufficient to sustain graduate status in good standing.)

2.3-2.6 C+: Deficient: Inadequate work for a graduate student; rarely meets minimal expectations for the course. Work is poorly developed or flawed by numerous errors and misunderstandings of important issues.

2.0-2.3 C: Deficient – see above

1.7-2.0 C-: Deficient – see above

Less than 1.7 F: Unacceptable: Work fails to meet minimal expectations or course credit for a graduate student. Performance has consistently failed to meet minimum course requirements. Weaknesses and limitations are pervasive.

REQUIRED TEXT

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

CLASS SCHEDULE

I. INTRODUCTION

August 28

1. OVERVIEW

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

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

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

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

Recommended:

Drabek, Anne Gordon. 1987. "Development Alternatives: The Challenge for NGOs – An Overview of the Issues." World Development 15(Supplement): ix-1.

Fox, Thomas. 1987. "NGOs from the United States." World Development 15(Supplement): 11-21.

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. Non-governmental Organizations and Rural Poverty Alleviation. Oxford: Oxford University Press and the Overseas Development Institute, 26-43.

September 4

2. INTRODUCTION TO NGOS AND MANAGEMENT

Brinkerhoff, Derick W. 1994. "Looking Out, Looking In, Looking Ahead." PA Times 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.). NGOs and the Millennium Development Goals: Citizen Action to Reduce Poverty. New York: Palgrave Macmillan, 53-80.

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

Recommended:

Lewis, David. 2014. "The NGO Management Debate." Chapter 3. Non-governmental Organizations, Management and Development. New York: Routledge, 31-53.

Lipsky, Michael and Steven Rathgeb Smith. 1989-1990. "Nonprofit Organizations, Government, and the Welfare State." Political Science Quarterly 104(4): 625-648.

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." Journal of Voluntary Action Research 16(1&2): 29-49.

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

II. LOOKING IN: INTERNAL MANAGEMENT OF NGOS

September 11

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.

Sowa, Jessica E. et al. 2004. "No Longer Unmeasurable? A Multidimensional Integrated Model of Nonprofit Organizational Effectiveness." Nonprofit and Voluntary Sector Quarterly 33(4): 711-729.

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

September 18

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.

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

Recommended:

Brinkerhoff, Derick W. 1991. "Making the Most of People." Ch. 7. Improving Development Program Performance. Boulder, CO: Lynne Rienner Publishers, 147-169.

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.

September 25

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/>.

Holland, Thomas P. and Douglas K. Jackson. 1998. "Strengthening Board Performance: Findings and Lessons from Demonstration Projects." Nonprofit Management and Leadership 9(2): 121-134.

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.

Recommended:

Bradshaw, Pat, Vic Murray, and Jacob Wolpin. 1992. "Do Nonprofit Boards Make a Difference? An Exploration of the Relationships among Board Structure, Process, and Effectiveness." Nonprofit and Voluntary Sector Quarterly 21(3): 227-249.

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 2

6. ASSESSING 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.

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 16

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.

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.

Recommended:

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

Mordaunt, Jill. 2006. "The Emperor's New Clothes: Why Boards and Managers Find Accountability Relationships Difficult." Public Policy and Administration 21(3): 120-134.

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.

Browse the website at: <http://www.globalpolicy.org/ngos/credibility-and-legitimacy-of-ngos/31438.html>

October 23

8. FUNDING/FINANCING OPTIONS AND PHILANTHROPY

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

Froelich, Karen A. 1999. "Diversification of Revenue Strategies: Evolving Resource Dependence in Nonprofit Organizations." Nonprofit and Voluntary Sector Quarterly 28(3): 246-268.

Kingma, Bruce R. 1993. "Portfolio Theory and Nonprofit Financial Stability." Nonprofit and Voluntary Sector Quarterly 22(2): 105-119.

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:

Dogra, Nandita. 2007. "Reading NGOs Visually—Implications of Visual Images for NGO Management." Journal of International Development 19(2): 161-171.

Fowler, Alan F. 1995. "Strengthening the Role of Voluntary Development Organizations: Nine Policy Issues Facing Official Aid Agencies." Overseas Development Council and the Synergos Institute. Strengthening Civil Society's Contribution to Development: The Role of Official Development Assistance. Report on a Conference for Official Development Assistance Agencies. Pocantico Hills, New York. 26-28 September: 21-33.

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 30

9. LINKAGE MANAGEMENT: NGOS AS INTERMEDIARIES AND PARTNERS

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.

Vansant, Jerry. 1989. "Opportunities and Risks for Private Voluntary Organizations as Agents of LDC Policy Change." World Development 17(11): 1723-1731.

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.

Foreman, Karen. 1999. "Evolving Global Structures and the Challenges Facing International Relief and Development Organizations." Nonprofit and Voluntary Sector Quarterly 28(4, Supplement): 178-197.

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 6

10. SCALING UP

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

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.

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.

Wils, Frits. 1996, "Scaling Up, Mainstreaming, and Accountability: The Challenge to NGOs." In Michael Edwards and David Hulme, eds. Beyond the Magic Bullet. West Hartford, CT: Kumarian Press, 67-79.

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

Recommended:

Annis, Sheldon. 1987. "Can Small-Scale Development Be a Large-Scale Policy? The Case of Latin America." World Development 15(Supplement): 129-135.

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.

November 13

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.

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.

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:

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.

Jain, Pankaj S. 1994. "Managing for Success: Lessons from Asian Development Programs." World Development 22(9): 1363-1377.

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

Nogueira, Roberto Martinez. 1987. "Life Cycle and Learning in Grassroots Development Organizations." World Development 15(Supplement): 169-177.

V. LOOKING AHEAD: NGOS AND KEY CHALLENGES

November 20

12. NGOS, HUMANITARIAN EMERGENCIES AND POST-CONFLICT RECONSTRUCTION

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.

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.

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.

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.

Stein, Janice Gross. 2000. "New Challenges to Conflict Resolution: Humanitarian Nongovernmental Organizations in Complex Emergencies." In Paul C. Stern and Daniel Druckman, eds. International Conflict Resolution After the Cold War. Washington DC: National Academy Press, 383-419.

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 27

13. NGOS, GLOBAL CIVIL SOCIETY, AND RIGHTS-BASED DEVELOPMENT

Bond, Michael. 2000. "The Backlash Against NGOs." Prospect Magazine.

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

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

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:

Cornwall, Andrea and John Gaventa. 2001. "Bridging the Gap: Citizenship, Participation and Accountability." Brighton, UK: University of Sussex, PLA Notes No. 40, February.

Coston, Jennifer M. 1999. "Grassroots Organizations and Influencing Public Policy Processes: Lessons from Around the World." International Journal of Organization Theory and Behavior 2(1&2): 1-26.

Florini, Ann M. 2000. "Lessons Learned." In Ann M. Florini, ed. The Third Force: The Rise of Transnational Civil Society. Tokyo and Washington, DC: The Japan Center for International Exchange and the Carnegie Endowment for International Peace, 211-240.

United Nations, High Commissioner for Human Rights. 2006. "Frequently Asked Questions on a Human Rights-Based Approach to Development Cooperation." New York: UNHCR.

VI. NGOS AND THE FUTURE: WHERE TO FROM HERE?

December 4

14. ANTICIPATING AND MANAGING CHANGE

Interaction. 2012. "More Effective Capacity Building within USAID Forward." Washington, DC: Interaction, Policy Paper, October.

Lindenberg, Marc and Coralie Bryant. 2002. "Managing Transformation: Tough Choices, Far-Reaching Consequences." Chapter 2. Going Global: Transforming Relief and Development NGOs. Bloomfield, CT: Kumarian Press, 31-64.

Mitlin, Diana, Sam Hickey, and Anthony Bebbington. 2007. "Reclaiming Development? NGOs and the Challenge of Alternatives." World Development 35(10): 1699-1720.

Ronalds, Paul. 2010. "The Change Imperative: Can Large INGOs Adapt to a Rapidly Changing International Environment?" Chapter 8. The Change Imperative: Creating the Next Generation NGO. Sterling, VA: Kumarian Press, 173-190.

Recommended:

Banks, Nicola, David Hulme, and Michael Edwards. 2015. "NGOs, States, and Donors Revisited: Still Too Close for Comfort?" World Development 66: 707-718.

Evans, Alex. 2011. "2020-Development Futures." London: ActionAid, January, available at: <http://www.globaldashboard.org/wp-content/uploads/2020-Development-Futures-GD.pdf>

Fowler, Alan. 2005. "Aid Architecture and Counter-Terrorism: Perspectives on NGO Futures." International NGO Training and Research Center, Occasional Paper No. 45, January.

Fowler, Alan. 1997. "Future in the Balance: The NGDO Horizon and Beyond." Chapter 9. Striking a Balance. London: Earthscan Publications, 215-234.

Glennie, Jonathan et al. 2013. "Localising Aid: Sustaining Change in the Public, Private, and Civil Society Sectors. Executive Summary." London: Overseas Development Institute, March.

Lister, Sarah. 2004. "The Future of International NGOs: New Challenges in a Changing World Order." British Overseas NGOs for Development (BOND), Futures Programme Paper, April.

Runde, Daniel and Conor Savoy. 2012. "The Ecosystem of U.S. International Development Assistance: A Development and Foreign Policy Strategic Asset." Washington, DC: Center for Strategic and International Studies, October.

4th High Level Forum on Aid Effectiveness. 2011. "Busan Partnership for Effective Development Co-operation: Final Outcome Document." Busan, Korea: HLF, 29 November- 1 December.

ANNEX 1. Guidance for Your Organization Interview Memorandum and Reaction Papers

The following describes the basic structural components of a memorandum: heading, opening, body, and closing. Do not use these as the substantive headings in your memo to help the reader to grasp your key points. You will need to come up with topic-specific headings that convey the substance of your memo/paper.

Heading:

Date: (current date)

To: (readers' names)

From: (your name)

Subject: (what the memo is about, summary of the main idea of the memo)

The subject line serves a similar function as a title to an essay: it should tell the reader what you are writing about in clear terms and in few words.

Opening:

Begin with an opening that makes your purpose clear. The first sentence or two serves a similar function to the thesis statement of an essay: these state the purpose of the memo, and what information you want the reader(s) to know or act upon. This should be followed with a “roadmap” sentence that lays out the structure and flow of the memo. The opening should be brief.

Body:

The body of the memo, like the body of an essay, develops the main points presented in the opening. It includes information about the topic or issue/problem being addressed. The body should be organized in short paragraphs with a clear logical flow to the discussion. It also provides elaboration of, and justification for, findings, inferences, suggested actions or recommendations. Use a few substantive headings here to organize the presentation of material.

Closing:

The closing segment should offer a short conclusion to your memo. Here is where you should succinctly state implications that flow from your discussion, or—if appropriate—any follow-up actions. This segment addresses the “so what?” factor, in essence justifying why the reader should care about what you have discussed in the memo/paper.

Sources:

<http://loyno.edu/wac/business-memo>

<https://owl.english.purdue.edu/owl/resource/590/03/>

ANNEX 2. Policies in GWU Public Administration and Public Policy Courses

Incompletes: A student must consult with the instructor to obtain a grade of I (incomplete) no later than the last day of classes in a semester. At that time, the student and instructor will both sign the CCAS contract for incompletes and submit a copy to the School Director. Please consult the SPPPA Student Handbook or visit <http://bulletin.gwu.edu/university-regulations/> for the complete CCAS policy on incompletes.

Submission of Written Work Products Outside of the Classroom: It is the responsibility of the student to ensure that an instructor receives each written assignment. Students can submit written work electronically only with the express permission of the instructor.

Submission of Written Work Products after Due Date: Policy on Late Work: All work must be turned in by the assigned due date in order to receive full credit for that assignment, unless an exception is expressly made by the instructor. [Note: Instructors' 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].

Academic Honesty: Please consult the "policies" section of the GW student handbook for the university code of 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." All examinations, papers, and other graded work products and assignments are to be completed in conformance with the George Washington University Code of Academic Integrity.

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.

The Syllabus: This syllabus is a guide to the course for the student. Sound educational practice requires flexibility and the instructor may therefore, at her/his discretion, change content and requirements during the semester.

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, Marvin Center 436, 202-994-8250. Accommodations will be made based upon the recommendations of the DSS Office.