PA 749/IR 758

Management of Nongovernmental Organizations in an International Context

TH 7-9pm
HSS 104
San Francisco State University

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Introduction

At the beginning of the 21st century governments, non-governmental organizations are playing increasingly important roles in responding to a variety of needs of peoples and nations across the globe. As the dynamics between market, state, and civil society continue to shift, nongovernmental organizations have expanded their traditional roles in humanitarian relief and development assistance, to include negotiation, dispute resolution,security and peace keeping. The number of nongovernmental organizations operating across national borders (INGO's) or indigeoneously within developing nations (NGO's) has grown rapidly. However, despite the rapid growth in the numbers and influence of nongovernmental organizations our understanding of management and administration in an international context is limited.

This course proposes to provide an overview of the management of NGO's by combining the theoretical concepts of management in an international context with the practical tools to manage in these contexts. The course will provide an introduction to the roles of NGO's in developing nations and an exploration of how NGO's strategically manage and plan their operations. The course will conclude with an introduction into the concepts of organizational capacity development and performance management –particularly accountability. Ultimately, the goal of this course is to provide students with the tools needed to be more effective participants in the governance and management of NGO's.

Format

The format of this course will be slightly different from other courses. Over the course of the semester, we will collectively create an "NGO" reader. Student groups will take turns summarizing a vast range of literature on particular management topics, with particular attention to students' regional interests. Each week, a student group will collectively construct a literature review using on-line SFSU's on-line WIKI technology. (For those unfamiliar with WIKI technology, see http://wiki.org/wiki.cgi?WhatIsWiki).

This literature review will not only form the basis of our weekly discussions, but will be a living document that we can build upon and edit throughout the semester. The end of the semester should find us having created our own manual of key issues in NGO management, reflecting both our individual regional interests, as well as collective perspectives.

To create this manual, we will draw upon many resources—books, articles, on-line resources. However, unlike a traditional course, in which the instructor identifies and mandates particular readings, we will be compiling our own list of readings throughout the semester. Because our library has only a limited number of on-line and on-shelf collections of NGO material, it is important that we be willing to share access to resources. Over the course of the semester, we will strategize about how to creatively stretch our collective resources.

Assignments

1. PARTICIPATION: (10pts). CLASS ATTENDANCE, PARTICIPATION IN CLASS DISCUSSION.
2. Cultural Context (20pts). (Individual): Profile the NGO sector in one country Briefly describe the cultural and political context—using Salamon and Anheier (ER) variables: religion, diversity; the scope and structure of the sector (# of organizations, size of organizations, type of organizations); challenges and opportunities.
    - 8 pages, plus bibliography and tables.
    - Prepare a display to share with the class.
3. Organization profile (20pts) (individual): Prepare a case study of a particular nonprofit located in profiled country.
    - **Organization description – history, mission, programs**
    - **Environment description:**
        - ✓ **what is the nature of their environment: cultural, social, "regulatory", funding?**
        - ✓ **"who" do they partner with?**
    - **Management:**
        - ✓ Structure
        - ✓ Funding
        - ✓ Staff/volunteers
        - ✓ Leadership/governance
        - ✓ Challenges?
    - **"outcomes"—capacity development**
        - ✓ How do they measure what they do?
        - ✓ Why is the world a better place because of their existence?
        - ✓ **What have they done to improve their performance?**
        - ✓ **To what extent have these efforts been successful?**
4. Regional management issues (20pts):
    - Compare and contrast the similarities and differences across profiled organizations.
    - Develop strategies to address similar management challenges.

5. Collective literature review: (30-40 pts) 3-4 times during the semester (depending upon class size), you will be part of a group that will be responsible for creating a literature review on the week's topic. (eg governance). Groups will cut across regional interests to make sure that various regional interests are reflected in each literature review. Your literature review should cover not only the general concepts of this topic, but should pay particular attention to regional issues related to this topic. Your review must include:
    - Extensive summary of existing literature;
    - your assessment of existing literature: strengths and limitations;
    - implications for management practice;
    - a bibliography. (Note: you will have access to an extensive bibliography that will be posted on ilearn. However, this is only a starting point). You are expected to expand upon this bibliography.
    - Your review can include tables, diagrams to help you summarize information.

        - ✓ Collectively written and posted on iLearn 5 days prior to class meeting.
        - ✓ Be prepared to lead class discussion (please let me know ahead of time if you will be using any visual aids to stimulate discussion –movies, newsclips etc).

Schedule

Week 1 **Introduction**
2/2

- Organization of the class
- Description of assignments
- Assignment selection
- Introduction to computer technology

Week 2 **Overview – The NGO Sector: What does it look like?**
2/9 **What are NGOs?**
Roles; Civil society? Service delivery? Advocacy?

Matthews, J. T. (1997). "Power Shift," *Foreign Affairs*, January February, pp. 50 – 66.

Salamon, L.M. (1994) "The Rise of the Nonprofit Sector" *Foreign Affairs* 74 (3): pp. 109 – 122.

Vakil, A. (1997) "Confronting the classification problem: toward a taxonomy of NGOs," *World Development*, 25, 12: pp. 2057 – 71

Najam, A. (1996) "Understanding the third sector: revisiting the Prince, the Merchant and the Citizen." *Nonprofit Management and Leadership*, 7, 2: pp. 203-219.

Riddell, R.C. and Robinson, M. (1995) "The Characteristics of NGOs: Is there a Comparative Advantage? (Ch. 3) in *Non-governmental Organizations and Rural Poverty Alleviation* Oxford: Oxford University Press and the Overseas development Institute, pp. 26-43.

http://www.globalpolicy.org/ngos/role/intro/def/2002/0105talk.htm

http://www.globalpolicy.org/ngos/role/intro/def/2001/0112wild.htm

Week 3 External Regulation
2/16

Edwards, M. and Fowler, A. (eds) (2003) *The Earthscan Reader on NGO Management*, London: Earthscan Publications, Chapter 2, pp. 27 – 37.

Lewis, D. (2001) *The Management of Non-Governmental Development Organizations*, London: Routledge, Chapter 3, pp. 62 - 82.

The International Center for Not-for-Profit Law (ICNL) . http://icnl.org/tools/COMP3.html

Global Policy Forum. http://www.globalpolicy.org/ngos/role/stateindx.htm

Week 4 **Country Context: Presentations and Written Paper**
2/23

Week 5 3/2	CONCEPTUAL FRAMEWORKS of NGO management (A)/(D)
Week 6 3/9	Environmental Influences (B) North/South Market/State/Funders
Week 7 3/16	Managing Partnerships (C)
Week 8 3/23	Mission and strategic thinking (D)
3/30	Governance (A) Organization Profiles Due
Week 9 4/6	SPRING BREAK
Week 10 4/13	Financial Resources (B)
Week 11 4/20	Human Resources (C)
Week 12 4/27	Measuring Performance (D)
Week 13 5/4	Accountability (A)
Week 14 5/11	Capacity Development (B)
Week 15 5/18	Change and Organization Learning (C) On-line class discussion
Week 16 5/25	Final Presentations : Addressing Management Challenges