

PAUS 8201: International NGOs

Spring Semester 2009
Mondays 4:30–7:00pm
Sparks Hall #430

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Overview:

This course examines international NGOs and their relief and development work in poor countries. The course begins with an overview of the discourse on development and then examines the state of world development and current strategies for economic growth and improving well-being. It then turns to such topics as: the role of NGOs in economic development, particularly within the context of globalization and democratization; relationships between NGOs, businesses, and national and international public agencies; and challenges in the areas of partnerships, advocacy, management and accountability, and goal achievement.

Note that this syllabus provides a general plan for the course; deviations may be necessary.

Learning Objectives:

Upon successful completion of this course, the student will have an understanding of:

- The current state of knowledge and the main areas of debate regarding international development and assistance;
- The current roles of international NGOs in relief and development in poor countries;
- The challenges facing international NGOs in terms of partnerships, advocacy, management and accountability, goal achievement and the current state of scholarly research on those issues.

Course Evaluation and Grading:

Attendance/Participation:	10%
Thought Paper:	10%
Midterm Exam:	20%
Term Paper:	30%
Final Exam:	30%

This course uses plus-minus grading. Grades will be assigned as follows: A=93-100; A-=90-92; B+=87-89; B=83-86; B-=80-82; C+=77-79; C=73-76; C-=70-72; D=60-69; and F=0-59.

Attendance and Participation:

Attendance at every class session is expected. Any absences without prior approval will be reflected in the final attendance grade, except in extenuating circumstances. The same policy applies to arriving late

or leaving early. Active participation in class discussions includes coming to class prepared to discuss the week's reading assignment. It also includes respect for other students in the class in all interactions. Students wishing to withdraw from the course must officially withdraw prior to the mid-point date of the semester as established by the University in order to avoid being given a grade of WF.

Course Assignments and Exams:

Thought Paper. The thought paper will reflect students' thinking on readings and class discussions covering the first section of the class (4 pages, double-spaced, 1-inch margins). A reduction of one grade level will be taken for each day the thought paper is late (ex. A to A-).

Course Project. For the course project students will investigate a local INGO in order to gain real-world understanding of the concepts and issues covered in class. Class readings and discussions show how INGOs have many choices to make regarding how to understand the causes of international problems, how to choose which ones to address, how to address those problems, how to organize and manage their operations, how to raise money, who to work with (including funders), how to influence other players, and how to assess their work. Students will interview and gather information from an INGO based in Georgia to better understand these issues on the ground. Students will give an informal presentation of their findings and submit a final paper in class on **April 27** (12-15 pages, double-spaced, 1-inch margins). A reduction of one grade level will be taken for each day the paper is late (ex. A to A-).

Exams. The midterm exam will be an open-book, essay take-home exam. A reduction of one grade level will be taken for each day the mid-term is late. The final exam will be an in-class essay exam with exam questions selected by the professor from a list provided students prior to the exam. The date of the final exam is **May 4**.

Students are reminded of the University Policy on Academic Honesty, found in section 409 of the *Faculty Handbook*: [<http://www2.gsu.edu/~wwwfhb/fhb.html>].

Required Readings:

Students should purchase the following books:

Jeffrey Sachs (2005) *The End of Poverty* (Penguin).

William Easterly (2006) *The White Man's Burden* (Penguin).

Marc Lindenberg and Coralie Bryant (2001) *Going Global: Transforming Relief and Development NGOs* (Kumarian).

Thomas Dichter (2003) *Despite Good Intentions: Why Development Assistance to the Third World has Failed* (U. of Massachusetts).

Other readings as indicated in the course schedule are also required.

Course Schedule and Reading Assignments:

January 5: Introduction

Part 1: The International Development Debate

January 12: *Re-Thinking Development and the Third World*

Arturo Escobar (1995) *Encountering Development* (Princeton). Chapters: 1-3 (for Chapter 3, pp. 55-73 only) (uLearn)

January 19: *No Class*

January 26: *The Current Development Approach: Big Plans and Money*

Jeffrey Sachs (2005) *The End of Poverty*. Chapters: 1-4, 12-16

World Bank. *World Development Report 2009*. Overview.

http://siteresources.worldbank.org/INTWDR2009/Resources/42310061225840759068/WDR09_01_Overviewweb.pdf

UNDP. *The Millennium Development Goals Report 2008*.

<http://www.un.org/millenniumgoals/pdf/The%20Millennium%20Development%20Goals%20Report%202008.pdf>

Optional:

Ashwani Saith (2006) "From Universal Values to Millennium Development Goals: Lost in Translation." *Development and Change* 37(6): 1167-1199. [uLearn]

Ziya Onis and Fikret Senses (2005) "Rethinking the Emerging Post-Washington Consensus." *Development and Change* 36(2): 263-290.

February 2: *Is there a Middle Road? The Piecemeal Approach*

William Easterly (2006) *The White Man's Burden*. Chapters: 1-2, 5, 7, 10-11

Thought Paper due covering Part 1.

Part 2: What Do NGOs Do?

February 9: *Overview of the Sector*

Elizabeth J. Reid and Janelle A. Kerlin (2006) *The International Charitable Nonprofit Subsector in the United States*. (Urban Institute Monograph): **pp. 1-33 only**.

http://www.urban.org/UploadedPDF/411276_nonprofit_subsector.pdf

Eric Werker and Faisal Z. Ahmed (2008) "What Do Nongovernmental Organizations Do?" *Journal of Economic Perspectives*. 22(2): 73-92.

Marc Lindenberg and Coralie Bryant (2001) *Going Global: Transforming Relief and Development NGOs* (Kumarian): Chapters 1 and 5 (for Chapter 5, pp. 139-148 only).

February 16: *Humanitarian Intervention and Ethical Dilemmas*

Lindenberg and Bryant (2001): Chapter 3

Tony Vaux (2007) “Humanitarian Trends and Dilemmas.” In Deborah Eade and Tony Vaux, *Development and Humanitarianism*, pp. 1-23. [uLearn]

Volker Schimmel (2007) “Humanitarianism and Politics: The Dangers of Contrived Separation.” In Deborah Eade and Tony Vaux, *Development and Humanitarianism*, pp. 65-85. [uLearn]

Optional:

Mary Kaldor (2001) “A Decade of Humanitarian Intervention: The Role of Global Civil Society.” In H. Anheier, M. Glasius, and M. Kaldor (Eds.), *Global Civil Society 2001* (Oxford): pp. 129-141 [uLearn]

February 23: *Poverty and Health Development*

Guest Speaker?

Lindenberg and Bryant (2001): Chapter 4.

Steven Radelet and Ruth Levine (2008) “Can We Build a Better Mousetrap? Three New Institutions Designed to Improve Aid Effectiveness.” In (Ed.) William Easterly, *Reinventing Foreign Aid*. pp. 431-460. [uLearn]

Raymond C. Offenheiser and Susan H. Holcombe (2003) “Challenges and Opportunities in Implementing a Rights-Based Approach to Development: An Oxfam America Perspective” *Nonprofit and Voluntary Sector Quarterly* 32(2): 268-306.

March 2: No Class

March 9: *Democracy and Human Rights*

Midterm Handed Out.

Alex de Waal (1997) “Democratizing the Aid Encounter in Africa.” *International Affairs*, 73(4): 623-639.

Pauline Jones Luong and Erika Weinthal (1999) “The NGO Paradox: Democratic Goals and Non-Democratic Outcomes in Kazakhstan.” *Europe-Asia Studies*, 51(7): 1267-1284.

Paul J. Nelson 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.

See also A Guide to Civil Society Organizations Working on Democratic Governance
http://www.undp.org/governance/docs/Policy-Guide-CSO_GOV_Booklet.pdf

Part 3: NGO Relationships

March 16: *NGO Partnerships: Current and Emerging Trends*

Midterm Due in Class.

Lindenberg and Bryant (2001): Chapter 6.

Paromita Sanyal (2006) "Capacity Building Through Partnerships: Intermediary Nongovernmental Organizations as Local and Global Actors." *Nonprofit and Voluntary Sector Quarterly* 35(1): 66-82.

Kurt Hoffman (2008) "Placing Enterprise and Business Thinking at the Heart of the War on Poverty." In In (Ed.) William Easterly, *Reinventing Foreign Aid*. pp. 431-460. [uLearn]

Optional:

Darcy Ashman (2001) "Civil Society Collaboration with Business: Bringing Empowerment Back In" *World Development* 29(7): 1097-1113.

L. David Brown and Archana Kalegaonkar (2002) "Support Organizations and the Evolution of the NGO Sector" *Nonprofit and Voluntary Sector Quarterly* 31(2): 231-258.

March 23: Working with the Home Government

Janelle A. Kerlin (2006) "U.S.-Based International NGOs and Federal Government Foreign Assistance: Out of Alignment?" In E. Boris and E. Steuerle (eds.) *Nonprofits and Government: Collaboration and Conflict, Second Edition*. (Urban Institute) [uLearn]

Alnoor Ebrahim (2002) "Information Struggles: The Role of Information in the Reproduction of NGO-Funder Relationships." *Nonprofit and Voluntary Sector Quarterly*. 31(1): 84-114.

Jonathan Makuwira (2007) "Aid Partnership in the Bougainville Conflict: The Case of a Local Women's NGO and Its Donors." In Deborah Eade and Tony Vaux, *Development and Humanitarianism*, pp. 163-181. [uLearn]

Optional:

GAO Report (2002) *Foreign Assistance: USAID Relies Heavily on Nongovernmental Organizations, but Better Data Needed to Evaluate Approaches*. <http://www.gao.gov/new.items/d02471.pdf>

Michael Edwards and David Hulme (1996) "Too Close for Comfort? The Impact of Official Aid on Nongovernmental Organizations" *World Development* 24(6): 961-973.

March 30: Working with Foreign National Governments

Derick W. Brinkerhoff (1999) "Exploring State – Civil Society Collaboration: Policy Partnerships in Developing Countries." *Nonprofit and Voluntary Sector Quarterly* 28 (December Supplement): 59-86.

Ritva Reinikka (2008) "Donors and Service Delivery." In (Ed.) William Easterly, *Reinventing Foreign Aid*. pp. 179-199. [uLearn]

Renee Yuen-Jan Hsia and Lynn T. White III (2002) "Working Amid Corporatism and Confusion: Foreign NGOs in China" *Nonprofit and Voluntary Sector Quarterly* 31(3):329-351.

Optional:

Adil Najam (2000) "The Four-C's of Third Sector – Government Relations: Cooperation, Confrontation, Complementarity, and Co-optation" *Nonprofit Management and Leadership* 10(4): 375-396.

Sarah C. White (1999) "NGOs, Civil Society, and the State in Bangladesh: The Politics of Representing the Poor" *Development and Change* 30: 307-326.

Siddhartha Sen (1999) "Some Aspects of State-NGO Relationships in India in the Post-Independence Era" *Development and Change* 30: 327-355.

April 6: NGO Advocacy

Lindenberg and Bryant (2001): Chapter 7.

Abby Stoddard (2006) *Humanitarian Alert: NGO Information and Its Impact on US Foreign Policy* (Kumarian). Chapter 2. [uLearn]

Vanessa Pupavac (2007) "The Politics of Emergency and the Demise of the Developing State: Problems for Humanitarian Advocacy." In Deborah Eade and Tony Vaux, *Development and Humanitarianism*, pp. 27- 49. [uLearn]

Part 4: NGO Operations

April 13: Management and Accountability

Lindenberg and Bryant (2001): Chapter 8.

David L. Brown and Mark H. Moore (2001) "Accountability, Strategy, and International Nongovernmental Organizations." *Nonprofit and Voluntary Sector Quarterly* 30(3): 569-87.

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

Optional:

Alnoor Ebrahim (2003) "Making Sense of Accountability: Conceptual Perspectives for Northern and Southern Nonprofits" *Nonprofit Management and Leadership* 14(2): 191-212.

April 20: NGO Performance

Thomas Dichter (2003) *Despite Good Intentions: Why Development Assistance to the Third World has Failed*. Chapters: All (you may skim chapters 1-2 and the stories)

Lindenberg and Bryant (2001): Chapter 9.

Optional:

Lauchlan T. Munro (2005) "Focus-Pocus? Thinking Critically about Whether Aid Organizations Should Do Fewer Things in Fewer Countries." *Development and Change* 36(3): 425-447.

April 27: Student Presentations.
Final Papers Due in Class.

May 4: Final Exam.