

NGO Management

THE EARTHSCAN COMPANION

EDITED BY

Alan Fowler & Chiku Malunga

NGO Management

The Earthscan Companion

Edited by

Alan Fowler and Chiku Malunga



earthscan

publishing for a sustainable future

London • Washington, DC

First published in 2010 by Earthscan

Copyright © Alan Fowler and Chiku Malunga 2010

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, except as expressly permitted by law, without the prior, written permission of the publisher.

Earthscan Ltd, Dunstan House, 14a St Cross Street, London EC1N 8XA, UK

Earthscan LLC, 1616 P Street, NW, Washington, DC 20036, USA

Earthscan publishes in association with the International Institute for Environment and Development

For more information on Earthscan publications, see www.earthscan.co.uk or write to earth-info@earthscan.co.uk

ISBN: 978-1-84971-119-7 hardback

ISBN: 978-1-84971-120-3 paperback

Typeset by Composition and Design Services

Cover design by Andrew Corbett

A catalogue record for this book is available from the British Library

Library of Congress Cataloging-in-Publication Data

NGO management : the Earthscan companion / edited by Alan Fowler and Chiku Malunga.
p. cm.

Includes bibliographical references and index.

ISBN 978-1-84971-119-7 (hardback) — ISBN 978-1-84971-120-3 (pbk.) 1. Non-governmental organizations—Management. I. Fowler, Alan, 1947- II. Malunga, Chiku Watchman. III. Earthscan.

HD62.6.N52 2010

658—dc22

2010027726

At Earthscan we strive to minimize our environmental impacts and carbon footprint through reducing waste, recycling and offsetting our CO₂ emissions, including those created through publication of this book. For more details of our environmental policy, see www.earthscan.co.uk.

Printed and bound in the UK by CPI Antony Rowe, Chippenham.

The paper used is FSC certified.



NGO Management

List of Contributors

Anthony Bebbington works at the Brooks World Poverty Institute; and Institute for Development Policy and Management, School of Environment and Development, University of Manchester.

Kees Biekart is a senior lecturer at the Institute of Social Studies of Erasmus University, The Hague.

Harry C. Boyte is founder and co-director of the Center for Democracy and Citizenship at the University of Minnesota's Humphrey Institute.

L. David Brown is a senior research fellow at the Hauser Center for Nonprofit Organizations at Harvard University.

Julius Court was formerly a research associate at the Overseas Development Institute and is a governance adviser with UK Aid, the Department for International Development.

Michael Edwards is a distinguished senior fellow at Demos in New York, and the author of *Small Change: Why Business Won't Save the World*.

Alan Fowler is an adviser on international development and affiliated professor at the Institute of Social Studies of Erasmus University, The Hague.

James L. Garrett is a research fellow at the International Food Policy Research Institute.

Alfonso Gumucio-Dagron works independently as an adviser and is former programme director of Communication for Social Change.

John Gaventa is a senior research fellow at the Institute of Development Studies, University of Sussex.

Georgina M. Gomez is a lecturer at the Institute of Social Studies of Erasmus University, The Hague.

Irene Guijt works independently as an adviser, researcher and facilitator.

John Hailey is an independent adviser, professor and director of the Masters Course on NGO management at the Centre of Charity Effectiveness, University of London.

Sam Hickey works at the Brooks World Poverty Institute; and Institute for Development Policy and Management, School of Environment and Development, University of Manchester.

Bert Helmsing is a professor at the Institute of Social Studies of Erasmus University, The Hague.

Ingeborg Hovland worked at the Overseas Development Institute from 2002–2007. She is now an independent consultant focusing on research communication and evaluation.

Jude Howell was director of the Centre for Civil Society at the London School of Economics.

Alex Jacobs was a founder of MANGO, a capacity building UK NGO, and now works with Keystone Accountability in London.

Jagadananda is a social development practitioner and former leader of the Centre for Youth and Social Development in India.

Rick James is a writer and facilitator working with NGOs on organizational change and capacity building as a consultant with the International NGO Training and Research Centre, Oxford.

David Kelleher is co-director of Gender at Work.

Shannon Kindornay is a research intern at the North–South Institute, Ottawa, Canada.

Chiku Malunga is an independent adviser and founder of CADECO in Malawi.

Emma Mawdsley lectures at Birkbeck College, University of London.

Enrique Mendizabal is a research fellow at the Overseas Development Institute, London.

Henry Mintzberg is Cleghorn professor of management studies at McGill University.

Natascha Mueller-Hirth is a research student at Goldsmith College, London.

Diana Mitlin works at the Brooks World Poverty Institute; and Institute for Development Policy and Management, School of Environment and Development, University of Manchester.

Bill Morton is senior researcher, development cooperation, with the North–South Institute, Ottawa, Canada.

David Osbourne was formerly with the Overseas Development Institute and now works with the Department for International Development, UK.

Gina Porter is senior research fellow in the Department of Anthropology, Durham University, UK.

Brian Pratt is director of the International NGO Training and Research Centre, Oxford, UK.

Aruna Rao is co-director of Gender at Work, Washington, DC.

Paul Ronalds was the chief operating officer of World Vision Australia.

Jan Aart Scholte is a professorial research fellow at the Centre for Globalisation and Regionalisation, Warwick University, UK.

Sue Soal works with the Community Development Resource Association in Cape Town.

James Taylor works with the Community Development Resource Association in Cape Town.

Janet G. Townsend is a research fellow in Geography at the University of Durham.

Robyn Wilford works in the Policy and Evaluation Department of Concern Worldwide in London.

Marilyn Wyatt is a consultant to non-profit boards and the author of the widely used *Handbook of Nonprofit Governance*.

John Young is deputy director of the Overseas Development Institute, London.

List of Sources

Chapter 1: Mike Edwards (2005) 'Have NGOs made a difference? From Manchester to Birmingham with an elephant in the room', *Working Paper Series* 028, Global Poverty Research Group, Manchester University, Manchester

Chapter 2: Diana Mitlin, Sam Hickey and Tony Bebbington (2007) 'Reclaiming development? NGOs and the challenge of alternatives', *Working Paper Series* 043, Global Poverty Research Group, Manchester

Chapter 3: Jude Howell, J. (2006) 'The global war on terror, development and civil society', *Journal of International Development*, vol 18, pp121–135

Chapter 4: John Gaventa, original text for this volume drawn from a longer paper given by the author at a conference of the Development Research Centre on Citizenship, Participation and Accountability (Citizenship DRC) in 2005

Chapter 5: Kees Beikart and Alan Fowler (2009) *Civic Driven Change – Pamphlet*, Institute of Social Studies, The Hague

Chapter 6: Harry Boyte (2008) 'Civic driven change and developmental democracy', in Fowler, A. and Biekart, K. (eds), *Civic Driven Change: Citizen's Imagination in Action*, Institute of Social Studies, The Hague, pp119–138

Chapter 7: Jan Aart Scholte (2007), revised and shortened version of: 'Civil society and the legitimation of global governance', *Journal of Civil Society*, vol 3, no 3, pp305–326

Chapter 8: Jagadananda and Dave Brown (2005) 'Civil society legitimacy and accountability: Issues and challenges', paper prepared for the Program on Civil Society Legitimacy and Accountability of CIVICUS and the Hauser Center, Civicus, Johannesburg

Chapter 9: Alex Jacobs and Robyn Wilford (2008) based on 'Listen first: Practical ways of improving accountability for NGOs', A collaboration by Concern and Mango, December, www.listenfirst.org and draft manuscript submitted to *Development in Practice*

Chapter 10: Marilyn Wyatt (2004) 'Governing for accountability: Principles in practice', an original contribution to this volume adapted from *A Handbook of NGO*

Governance by Marilyn Wyatt with the Central and Eastern European Working Group for Non-profit Governance, European Center for Not-for-Profit Law, Budapest

Chapter 11: Brian Pratt (2010) 'Strategic issues facing NGOs into the foreseeable future', original contribution to this volume

Chapter 12: Chiku Malunga (2009), rewrite of an existing chapter with ideas from extract from *Making Strategic Plans Work: Insights from African Indigenous Wisdom*, Adonis and Abbey, London

Chapter 13: CDRA (2003) 'Phases of Organisational Development', Community Development Resource Association, Cape Town

Chapter 14: Paul Ronalds, original text largely adapted from Chapter 8 of Ronalds, P. (2010) *The Change Imperative: Creating a Next Generation NGO*, Kumarian Press, Bloomfield, CT

Chapter 15: ActionAid (2006) 'Rights-Based Development approaches: combining politics, creativity and organisation', ActionAid, Johannesburg, available at www.actionaid.org/assets/pdf/rights.pdf (last accessed May 2010)

Chapter 16: IDS (2007), Executive Summary and Summary Learning from *Champions of Participation: Engaging Citizens in Local Governance*, Institute of Development Studies, University of Sussex

Chapter 17: Emma Mawdsley, Janet Townsend and Gina Porter (2005) 'Trust, accountability and face-to-face interaction in North-South NGO relations', *Development in Practice*, vol 15, no 1, pp77-82

Chapter 18: Julius Court, Enrique Mendizabal, David Osbourne and John Young (2006) 'Policy Engagement: How Civil Society Can be More Effective', Briefing Paper, Overseas Development Institute, London

Chapter 19: Aruna Rao and David Kelleher (2005) 'Is there life after gender mainstreaming?', *Gender and Development* vol 13, no 2, pp57-69, Gender at Work, Washington, DC

Chapter 20: Rick James, 'Managing NGOs with Spirit', original contribution to this volume

Chapter 21: Chiku Malunga, 'Civil Society Networks: Of Ants and Elephants', original contribution to this volume

Chapter 22: Natascha Mueller-Hirth (2009) 'South African NGOs and the public sphere: between popular movements and partnerships for development', *Social Dynamics: A journal of African studies*, vol 35, no 2, pp423-435

Chapter 23: James Garrett (2004) 'Bridging gaps: collaboration between research and operational organisations', *Development in Practice*, vol 14, no 5, pp702–709

Chapter 24: Alfonso Gumucio-Dagron, 'NGOs and communication: divorce over the toothpaste', original contribution to this volume

Chapter 25: Shannon Kindornay and Bill Morton (2009) 'Development Effectiveness: towards new understandings', Issues Brief, Development Cooperation Series, September North–South Institute, Ottawa

Chapter 26: James Taylor and Sue Soal (2003) 'Measurement in Developmental Practice: From the Mundane to the Transformational', Community Development Resource Association, Cape Town

Chapter 27: Irene Guijt (2010) 'Reconciling Accountability and Learning', in Ubels, Jan, Acquaye-Baddoo, Naa-Aku and Fowler, Alan, *Capacity Development in Practice*, Earthscan, London

Chapter 28: Ingeborg Hovland (2003), shortened version of 'Knowledge Management and Organisational Learning: An International Development Perspective', Working Paper, no 224, Overseas Development Institute, London

Chapter 29: Alan Fowler (2000) 'Options, Strategies and Trade-Offs in Resource Mobilisation', *The Virtuous Spiral: A Guide to Sustainability for NGOs in International Development*, pp53–79, Earthscan, London

Chapter 30: Georgina Gomez and Bert Helmsing, 'Social entrepreneurship: A convergence of NGOs and the market economy?', original contribution to this volume

Chapter 31: John Hailey and Rick James (2004) 'Trees Die From the Top: International Perspectives on NGO Leadership and Development', *Voluntas*, vol 15, no 4, pp343–354

Chapter 32: Henry Minzberg (2006) 'Developing Leaders? Developing Countries?', *Development in Practice*, vol 16, no 1, pp4–14, Oxfam, Oxford

List of Acronyms and Abbreviations

AASCU	American Association of State Colleges and Universities
ACCESS	Appropriate Cost Effective Centres for Education within the School System
AIDS	Acquired Immune Deficiency Syndrome
ALNAP	Action Learning Network for Accountability and Performance
ALPS	Accountability, Learning and Planning System
ANC	African National Congress
ASEAN +3	Association of South East Asian Nations plus China, Japan and South Korea
ASEM	Asia Europe Meeting
ATC	Anti-Terrorism Certification
AusAID	Australian Agency for International Development
BOND	British Overseas NGOs in Development
BRAC	Bangladesh Rural Advancement Committee
CBO	Community Based Organization
CDC	Civic-driven Change
CEP	Citizenship Education Programme
CLG	Department for Communities and Local Government
CRDC	Centre for Rural Development Communication
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CWC	Cultural Wellness Center
DANIDA	Danish International Development Agency
DCF	Development Cooperation Forum
DFID	Department for International Development
DRC	Development Research Centre
EBC	East Brooklyn Churches
EU	European Union
FAO	Food and Agriculture Organization
FBO	Faith-Based Organization
FIM	Montreal International Forum
FSC	Forestry Stewardship Council
FONCAP	Social Capital Fiduciary Fund for Argentina
FXI	Freedom of Expression Institute
G7	Group of Seven
G8	Group of Eight

GCAP	Global Call for Action Against Poverty
GDP	Gross Domestic Product
GEAR	Growth Employment and Redistribution
GM	Genetically Modified
GRI	Global Reporting Initiative
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HIV	Human Immuno Deficiency Virus
HLF	High Level Forums
IAF	Industrial Areas Foundation
IASB	International Accounting Standards Board
IBASE	Brazilian Institute of Social and Economic Analysis
ICANN	Internet Corporation for Assigned Names and Numbers
ICCO	Interchurch Coordination Committee for Development Projects
ICT	Information Communication Technology
IDASA	Institute for Democracy in Southern Africa
IDS	Institute for Development Studies
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
IGOs	International Governmental Organizations
IMF	International Monetary Fund
INGO	International Non-Governmental Organization
INTRAC	International NGO Training and Research Centre
IPU	International Programmes Delivery Unit
ISS	Institute for Social Studies
ITV	Independent Television
IUPUI	Indiana University Purdue University Indianapolis
JAICA	Japanese International Cooperation Agency
JCIF	Japan Centre for International Finance
KM	Knowledge Management
LSE	London School of Economics
LSP	UK Local Strategic Partnerships
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MERCOSUR	Southern Common Market
MOSOP	Movement of the Survival of the Ogoni People
NDA	National Development Agency
NGO	Non-Governmental Organization
NGDO	Non-Governmental Development Organization
NSI	North–South Institute
MANGO	Management Accounting for Non Governmental Organisations
OCHA	Office for the Coordination of Humanitarian Affairs
OD	Organization Development
ODA	Overseas Development Assistance
ODI	Overseas Development Institute
OECD	Organisation for Economic Co-operation and Development
OIC	Organization of the Islamic Conference

OSANGO	Organizational Self-assessment for NGOs
OVI	Objectively Verifiable Indicator
PCNC	Philippine Council for NGO Certification
PRIA	Participatory Research in India
RAPID	Research and Policy in Development
RBA	Rights-Based Approaches
RBM	Results Based Management
SAHA	South African History Archive
SANCO	South African National Civics Organization
SEATINI	Southern and Eastern African Trade Information and Negotiations Institute
SIDA	Swedish International Development Agency
SIF	Strategic Initiatives Fund
SPM	Social Performance Management System
SWAPs	Sector Wide Approaches
TAC	Treatment Action Campaign
TD	Trans-Organizational Development
TNCs	Transnational Corporations
UDF	United Democratic Front
UCLG	United Cities and Local Governments
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNHCR	United Nations High Commission for Refugees
USAID	United States Agency for International Development
W3C	World Wide Web Consortium
WCCD	World Congress on Communication for Development
WESCO	Westside Cooperative Organisation
WTO	World Trade Organization
WWF	World Wildlife Fund
ZOPP	Goal Orientated Project Planning

Contents

<i>List of Figures, Tables and Boxes</i>	<i>viii</i>
<i>List of Contributors</i>	<i>x</i>
<i>List of Sources</i>	<i>xiii</i>
<i>List of Acronyms and Abbreviations</i>	<i>xvi</i>
Introduction: NGOs in a World of Uncertainties <i>Alan Fowler and Chiku Malunga</i>	1

Part I Retro-perspective: NGO-ism in a Changing World Order

1 Have NGOs ‘Made a Difference’? From Manchester to Birmingham with an Elephant in the Room <i>Michael Edwards</i>	13
2 NGOs and Development Alternatives – Revisited <i>Diana Mitlin, Sam Hickey and Anthony Bebbington</i>	26
3 The Global War on Terror, Development and Civil Society <i>Jude Howell</i>	40

Part II From NGOs to Civil Society

4 ‘Seeing Like a Citizen’: Re-claiming Citizenship in a Neoliberal World <i>John Gaventa</i>	59
5 Civic-driven Change: A Concise Guide to the Basics <i>Kees Biekart and Alan Fowler</i>	70
6 Civic-driven Change and Developmental Democracy <i>Harry C. Boyte</i>	81
7 Civil Society and the Legitimation of Global Governance <i>Jan Aart Scholte</i>	98

Part III Managing Responsibly

- | | | |
|----|---|-----|
| 8 | Civil Society Legitimacy and Accountability: Issues and Challenges
<i>Jagadananda and L. David Brown</i> | 115 |
| 9 | Listen First: A Pilot System for Managing Downward Accountability in NGOs
<i>Alex Jacobs and Robyn Wilford</i> | 136 |
| 10 | Governing for Accountability: Principles in Practice
<i>Marilyn Wyatt</i> | 150 |

Part IV Managing Strategically

- | | | |
|----|--|-----|
| 11 | Strategic Issues Facing NGOs into the Foreseeable Future
<i>Brian Pratt</i> | 165 |
| 12 | Strategic Planning: The Cultivation of Organizational Beauty
<i>Chiku Malunga</i> | 175 |

Part V Managing Organizational Change

- | | | |
|----|---|-----|
| 13 | The Phases of Organization Development
<i>James Taylor</i> | 191 |
| 14 | The Change Challenge: Achieving Transformational Organizational Change in International NGOs
<i>Paul Ronalds</i> | 202 |

Part VI Management Applications

- | | | |
|----|---|-----|
| 15 | Rights-based Development Approaches: Combining Politics, Creativity and Organization
<i>ActionAid</i> | 217 |
| 16 | Participation
<i>Institute of Development Studies</i> | 226 |
| 17 | Trust, Accountability and Face-to-face Interaction in North–South NGO Relations
<i>Emma Mawdsley, Janet G. Townsend and Gina Porter</i> | 230 |
| 18 | Briefing Paper: Policy Engagement for Poverty Reduction – How Civil Society Can be More Effective
<i>Julius Court, Enrique Mendizabal, David Osbourne and John Young</i> | 236 |
| 19 | Is There Life after Gender Mainstreaming?
<i>Aruna Rao and David Kelleher</i> | 243 |
| 20 | Managing NGOs with Spirit
<i>Rick James</i> | 255 |
| 21 | Civil Society Networks: Of Ants and Elephants
<i>Chiku Malunga</i> | 269 |

22	South African NGOs and the Public Sphere: Between Popular Movements and Partnerships for Development <i>Natascha Mueller-Hirth</i>	281
23	Bridging Gaps: Collaboration between Research and Operational Organizations <i>James L. Garrett</i>	295
24	NGOs and Communication: Divorce over the Toothpaste <i>Alfonso Gumucio-Dagron</i>	303

Part VII Managing for Performance

25	Development Effectiveness: Towards New Understandings <i>Shannon Kindornay and Bill Morton</i>	315
26	Measurement in Developmental Practice: From the Mundane to the Transformational <i>James Taylor and Sue Soal</i>	323

Part VIII Managing for Learning and Knowledge

27	Accountability and Learning: Exploding the Myth of Incompatibility Between Accountability and Learning <i>Irene Guijt</i>	339
28	Knowledge Management and Organizational Learning: An International Development Perspective <i>Ingeborg Hovland</i>	353

Part IX Managing Resources

29	Options, Strategies and Trade-offs in Resource Mobilization <i>Alan Fowler</i>	371
30	Social Entrepreneurship: A Convergence of NGOs and the Market Economy? <i>Georgina M. Gomez and A. H. J. (Bert) Helmsing</i>	391

Part X Leadership

31	'Trees Die from the Top': International Perspectives on NGO Leadership Development <i>John Hailey and Rick James</i>	405
32	Developing Leaders? Developing Countries? <i>Henry Mintzberg</i>	414

	<i>Index</i>	427
--	--------------	-----

List of Figures, Tables and Boxes

Figures

1.1	The long term trend in ODA from DAC donors in \$ millions real terms (2001 prices)	19
1.2	Trajectories of NGO impact	24
8.1	Strategy, accountability and legitimacy	120
8.2	Capacity building CSO strategic triangle and stakeholders	126
10.1	Basic governance model	152
10.2	The board meeting cycle	158
12.1	Locating organizational beauty	178
13.1	Organizational system	199
15.1	Values, characteristics and processes	219
15.2	The good old days	221
18.1	Main obstacles to CSO engagement in policy processes	238
18.2	CSOs, evidence, policy and pro-poor impact	239
19.1	What are we trying to change?	246
19.2	Social and public accountability	249
19.3	Deep organizational structures	250
19.4	Five spheres of power to change organizations	253
27.1	Reconciling incompatibility	340
27.2	Locating complexity	348
29.1	NGDO options in resource mobilization	381
29.2	Important trade-offs in NGDO strategic positioning	384
30.1	Possible solutions for blending goals within NGOs	400
32.1	Approaches to development	419

Tables

1.1	The Manchester conferences: A case summary	15
1.2	NGO imperatives	22
6.1	Models of democracy	82
8.1	Models of accountability relationships	119
10.1	The governance matrix	154