Course Syllabus
The role of International Non-Governmental Organizations (INGOs) in relief and development has grown more complex and urgent in recent years. From the shocking poverty of sub-Saharan Africa, stabilization of Afghanistan, earthquake relief in Haiti, floods in Pakistan, and the youth bulge throughout the developing world, INGOs ability to tackle issues cross disciplines in a coordinated and sustainable way is central to their success. This course is designed to help students increase their knowledge and understanding of such organizations -- what they do, how they operate, the complex issues they face, and how they can be more effective in achieving their development goals. This includes analyses of the implications of international structures, human resources, cultures, the role of global politics, key management skills needed and career possibilities. Throughout the course, we will analyze and discuss various structural and management issues central to working at an INGO including:

- The changing role of INGOs in international development, including the growing role of contractors, security issues,
- Civilian-Military relations (whether and how INGOs should work with military agencies)
- INGOs role vis-à-vis donors and governments
- How INGOs are structured operationally and programmatically (the HQ-field divide) and how to manage the tensions
- Working in diverse cultures and on dispersed teams
- Living the agency’s values: ethical dilemmas

The course will use a mixture of cases, experiential exercises, debates, and classroom discussions to elicit these themes so that students can wrestle with the complexities of working in an INGO.

Evaluation:
Participation: 25%
Many of classes will be centered around a debate and/or a case. As a result, your participation in these discussions is central to your learning and the learning of your classmates. If you need to miss a class, please inform me ahead of time. Each student
will receive one excused class. If it is necessary to miss more than one class, please discuss with me an alternate assignment. Because of my work schedule (and you will witness first hand what it means to work for an INGO), I ask that you be flexible with me, and I will do so in return.

**Short Papers:**

Each student will need to write three papers synthesizing the readings of that session, due before class. Late papers will not be accepted. The purpose of the papers is to help you formulate your arguments and discussion points. You can use the papers to 1) apply the readings to your own experience with INGOs, 2) analyze an INGO or donor policy, or 3) summarize the advantages or disadvantages of an approach. These papers are not an opportunity for you to editorialize without reference to the readings. Being able to synthesize tons of reading succinctly and to make a strong point is one of the skills from graduate school that I use most often in my daily work. So please see these papers as way to work on this necessary skill. Papers should be 2-3 pages long, 11 point font. Anything over 3 pages I will not read.

**Group Project:**

Write a Case: You and your group members (3-4 members) will write a case around one of the central topics of the course. Many INGOs struggle with these issues—whether or not to take contracts, how to cooperate with the military, how to manage field-HQ issues, etc. The case can either be written as a role play or a case analysis. More detail on assignment forthcoming.

**Books:**

William Easterly (2007): White Man’s Burden: Why the West's Efforts to Aid the Rest Have Done So Much Ill and So Little Good. Penguin (you will read a number of chapters from this, but likely have seen this in other courses).


**Class Schedule:**

**January 26th: Introduction to INGOs: What Do INGOs Do?**

Readings:

*The Economist*, “Sins of the Secular Missionaries”:
[http://www.economist.com/node/276931](http://www.economist.com/node/276931)

**February 2: Paternalism debate**

Interactive Debate on Paternalism (you will be assigned a side)
William Easterly, White Man’s Burden, Chapters 1-3; 10-11

**February 9: Structural & Cultural Issues: Cross-cultural, HQ-Field Divides and Virtual Teams**

*Case:* Alpha Beta

*Readings:*  


**March 8: Structural Issues: Funding, Sustainability and Coordination**

*Reading:* HBS Carolina for Kibera case  
*Additional readings:* TBD

**March 22: INGOs in High Risk Environments**

*Reading:* Opium Season  
*Additional readings:* TBD

**April 12: What role should INGOs play in international development**

*Questions of aid effectiveness*  
*Readings:* TBD

**April 19: Presentation of Cases and Course Wrap-Up.**