

**“The Role of Non-Governmental Organizations in Policy Formulation”
PubPol 475/750**

**Gerald R. Ford School of Public Policy
Course Syllabus**

**Fridays 11:30 a.m. – 1:30 p.m.
Winter Term 2018 – Room 1230, Weill Hall
Office Hours: Fridays, 2 - 4 p.m.—or by appointment—in Room 3223, Weill Hall
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**Hardy Vieux
January 18, 2018**

This class will explore the role of non-governmental organizations (NGOs) in formulating policy. Globally, there are currently some 3.7 million NGOs in operation. Given the proliferation and the ostensible influence of NGOs, this class will delve into what makes an NGO unique from other institutions engaged in policy formulation and how that unique role impacts the policy-making process. We will examine the myriad questions and nuances that beset NGOs and the array of strategies and tools available to NGOs to impact policy.

The class will explore four core activities in which NGOs often engage:

1. **Devising a Strategy to Shape and Impact Policy.** What are the relevant considerations when formulating effective strategies to shape and impact policy?
 - *Coalition-building.* When and how do NGOs decide with whom to partner and what are the implications of partnering with other institutions? Are NGOs accountable for a partner's actions?
 - *Galvanizing support.* How do NGOs leverage their influence to galvanize public support for their issues? Should NGOs be expected to play the role of an honest broker?
2. **Measuring impact.** How does an NGO measure its effectiveness? Is it even necessary for an NGO to do so?
3. **Fund-raising.** How are NGOs funded and what role, if any, should funding play in delineating an NGO's policy focus?
4. **Transparency and accountability.** To what extent must NGOs be accountable to civil society and make known their activities and funding sources?

We will explore these core activities through the lens of current policy debates, such as the global refugee crisis and the war on terror.

Course Participation and Format

Attendance and Participation. Active participation in class discussions is required and highly valued in this course. Students are expected to come to class prepared to discuss the readings. To facilitate engagement, each week (from the January 19 class onward) every student will submit a question via the Canvas discussion thread, related to the readings by 11:59 p.m. the day before class. The class participation grade will be based on the questions submitted and an evaluation of the student's participation in class discussion.

Course Format and Assignments. The course is designed as a seminar involving lectures, class discussion, policy memorandums, case studies on relevant policy topics, and a student group presentation.

Policy Memorandums (3)	60%
Policy Memorandum 1 - Due January 26	10%
500-word maximum	
Policy Memorandum 2 - Due February 23	20%
Two-page maximum	
Policy Memorandum 3 - Due March 30	30%
Three-page maximum	
Group oral presentation on case study	20%
April 6 and 13; presentations will be approximately ten minutes per group, which includes Q&A	
Class participation and contribution to discussion threads	14%
Class Attendance	<u>6%</u>
	100%

Your total grade will be based on 100 points. For example, the first policy memorandum, which is worth 10 percent, will translate to ten points.

Policy memoranda. Students are required to submit three policy memorandums, one each on the last class of January, February, and March. The memorandums get longer and are worth more as the semester progresses. I will assign the policy issue to be addressed in the memos one week prior to when the memorandum is due. The assigned issue will require students to call upon principles gleaned in the preceding classes.

We will discuss my expectations for the policy memorandums during the first class, with additional guidance posted to Canvas.

Group Oral Presentations. Students will work in small groups on a common policy question, which they will present before the class and take questions. I will grade students as a group and expect each group to draw upon the lessons learned during the semester.

Course Schedule and Assigned Readings

Class 1/January 12 Class Expectations

Course Introduction: What is a NGO? What are the various types of NGOs?

Ahmed, Shamima and David M. Potter. *NGOs in International Politics*. Lynne Rienner, 2006.

Chapter 1: NGOs and International Relations Theory; pages 5 - 18

Chapter 2: NGO Evolution; pages 19 - 36

Chapter 3: NGO Roles in International Politics; pages 37 - 57

"Myanmar Rohingya: What you need to know about the crisis," BBC News, Dec. 18, 2017.

<http://www.bbc.com/news/world-asia-41566561>

May, Tiffany. "Helping the Rohingya." *New York Times*, Sept. 29, 2017,

https://www.nytimes.com/2017/09/29/world/asia/rohingya-aid-myanmar-bangladesh.html?_r=0

Policy Topics: Refugee protection; the Rohingya Crisis

Class 2/January 19 Introduction to NGOs (Part II of II): What can NGOs accomplish? What are their limits?

Paul, James A. "NGOs and Global Policy-Making." *Global Policy Forum*, June 2000,

<https://www.globalpolicy.org/component/content/article/177/31611.html>

Willets, Peter. "The Role of NGOs in Global Governance." *World Politics Review*, Sep. 27, 2011,

<http://www.worldpoliticsreview.com/articles/10147/the-role-of-ngos-in-global-governance>

Ahmed, Shamima and David M. Potter. *NGOs in International Politics*. Lynne Rienner, 2006.

Chapter 4: NGO Relations with States; pages 57 - 74

Chapter 8: NGOs and International Security; pages 153 - 182

Policy Topics: Foreign aid
Security and war on terror

Class 3/January 26 What shapes a NGOs agenda?

Ron, Ramos, Rodgers. "Transnational Information Politics: NGO Human Rights Reporting, 1986-2000." *International Studies Quarterly*, Aug. 8, 2005,

<http://onlinelibrary.wiley.com/doi/10.1111/j.1468-2478.2005.00377.x/abstract>

Bereuter, Doug. "The Exercise of Soft Power and Public Diplomacy By a Nongovernmental Organization: The Experience and Programs of the Asia Foundation." *Chicago Council on Global Affairs & East Asia Institute Workshop: "Implications of the Financial Crisis on American, Chinese, South Korean, and Japanese Soft Power in East Asia"* October 23, 2009

https://asiafoundation.org/resources/pdfs/DBChicagoCounEAI_Speech1016091.pdf

Class 4/February 2 Devising Strategies to Shape and Impact Policy. What determines a NGOs influence? (Part I of II.)

Tallberg, Jonas et al. "NGO Influence in International Organizations: Information, Access and Exchange." *British Journal of Political Science*, Sep. 15, 2015,

<https://www.cambridge.org/core/journals/british-journal-of-political-science/article/ngo-influence-in-international-organizations-information-access-and-exchange/39F06F8698C4A9A10F8E593E019F1DB8/core-reader>

Noble, Kenneth. "Lobby Views Success As Being Out of Favor." *New York Times*, November 29, 1983,

<http://www.nytimes.com/1983/11/29/us/lobby-views-success-as-being-out-of-favor.html>

McCoy, Christopher J. "America's Role in the End of South Africa's Apartheid." *Prospect Journal*, October 21, 2011,

<https://prospectjournal.org/2011/10/21/americas-role-in-the-end-of-south-african-apartheid/>

"Tunisian National Dialogue Quartet Wins 2015 Nobel Peace Prize." *The Guardian*, October 9, 2015,

<https://www.theguardian.com/world/2015/oct/09/tunisian-national-dialogue-quartet-wins-2015-nobel-peace-prize>

Policy Topics: TransAfrica's role in ending apartheid

Class 5/February 9 Devising Strategies to Shape and Impact Policy. What are the various models of influence? Are some more suited to some policy circumstances than others? (Part II of II.)

Casadesus-Masanell, Ramon and Jordan Mitchell. "Greenpeace." *Harvard Business Review Case Study*, July 6, 2007 ("Compares the models of two dissimilar environmental powerhouses: Greenpeace and World Wildlife Fund for Nature (WWF)"),

https://hbr.org/product/recommended/an/708418-PDF-ENG?referral=02542&cm_vc=rr_item_page.rr1

Mogelgaard, Kathleen. "What Next? Climate Mitigation After Paris." *News Security Beat*, June 30, 2016

<https://www.newsecuritybeat.org/2016/06/next-climate-mitigation-paris/>

Policy Topics: Environmental protection

Class 6/February 16 Who funds NGOs and why does that matter when it comes to influencing policy outcomes? Foreign Funding of NGOs. (Part I of II.)

Ahmed, Shamima and David M. Potter. *NGOs in International Politics*. Lynne Rienner, 2006.
Chapter 6: NGOs and Foreign Aid; pages 101 - 124

"Donors: keep out." *The Economist*, Sep. 13, 2014,

<http://www.economist.com/news/international/21616969-more-and-more-autocrats-are-stifling-criticism-barring-non-governmental-organisations>

"Foreign Funding Critical for NGO Survival." *Global Policy Forum*, Oct. 18, 2011,

<https://www.globalpolicy.org/ngos/introduction/50893-foreign-funding-critical-for-ngo-survival.html>

Class 7/February 23 Who funds NGOs and why does that matter when it comes to influencing policy outcomes? Private Sector Funding of NGOs (Part II of II.)

Guest Speaker

Landes Foster, William, Peter Kim, and Barbara Christiansen. "Ten Nonprofit Funding Models." *Stanford Social Innovation Review*, Spring 2009,

https://ssir.org/articles/entry/ten_nonprofit_funding_models

Rob Reich, Chiara Cordelli, and Lucy Bernholz. "Contributory or Disruptive: Do New Forms of Philanthropy Erode Democracy?" *Stanford Social Innovation Review*, Jan. 9, 2017,

https://ssir.org/book_reviews/entry/disruptive_philanthropy

March 2 – No Class (Winter Recess)

Class 8/March 9 Measuring Effectiveness. (Part I of II). Why should we measure effectiveness? Is it even necessary for a NGO to do so?

Christensen, Jon. "Asking the Do-Gooders to Prove they Do Good." *The New York Times*, Jan. 3, 2004,

[http://www.nytimes.com/2004/01/03/arts/asking-the-do-gooders-to-prove-they-do-good.html?
_r=0](http://www.nytimes.com/2004/01/03/arts/asking-the-do-gooders-to-prove-they-do-good.html?_r=0)

"State of Evaluation 2016: Evaluation Capacity and Practice in the Nonprofit Sector." *Innovation Network*, Oct. 1, 2016,

<http://www.innonet.org/news-insights/resources/state-of-evaluation-2016-evaluation-capacity-and-practice-in-the-nonprofit-sector/>

Class 9/March 16 Measuring Effectiveness (Part II of II). How does a NGO measure its effectiveness?

Collins, Jim. *Good to Great and the Social Sectors*. HarperCollins, 2005 (entire 35-page monograph)

Gates, Melinda. "What nonprofits can learn from Coca-Cola." *Tedx Change Talk*, Oct. 2010,

https://www.ted.com/talks/melinda_french_gates_what_nonprofits_can_learn_from_coca_cola/transcript?language=en

Policy Topics: Disseminating Coca-Cola worldwide

Class 10/March 23 Transparency and Accountability. (Part I of II). To whom do NGOs answer and how are they held accountable?

Ebrahim, Alnoor. "The Many Faces of Nonprofit Accountability." Harvard Business School, 2010,

<http://www.hbs.edu/faculty/Publication%20Files/10-069.pdf>

Baptiste, Nathalie. "Are Foreign NGOs Rebuilding Haiti or Just Cashing In?" *Foreign Policy in Focus*, July 10, 2015,

<http://fpif.org/are-foreign-ngos-rebuilding-haiti-or-just-cashing-in/>

Policy Topic: Accountability for alleged misuse of funds to rebuild Haiti

Class 11/March 30 (Good Friday)

1. Transparency and Accountability (Part II of II). Do NGOs make the world better? Are they credible?

Godrej, Dinyar. "NGOs – do they help?" *New Internationalist*, Dec. 2014,

<https://newint.org/features/2014/12/01/ngos-keynote/>

Video (15 minutes): "Haiti: A Homegrown Recovery," CBS News, Dec. 18, 2016,

<http://www.cbsnews.com/videos/haiti-a-homegrown-recovery/>

2. Faith-Based NGOs. Are faith-based NGOs more, less, or as credible as secular NGOs? What are the unique characteristics of faith-based NGOs?

Berger, Julia. "Religious nongovernmental organizations: an exploratory analysis." *Voluntas* 14 (1): 15-39, Sep. 2003,

<http://www.global.ucsb.edu/orfaleacenter/luce/luce08/documents/Harvard%20Summary%20paper.pdf>

Policy Topic: Palestinian refugees

Class 12/April 6 NGOs under Siege

Guest Speakers

Sherwood, Harriet. "Human rights groups face global crackdown 'not seen in a generation'." *The Guardian*, Aug. 26, 2015,

<https://www.theguardian.com/law/2015/aug/26/ngos-face-restrictions-laws-human-rights-generation>

"Fact Sheet: Initiatives to Strengthen Civil Society and Provide Protection to NGOs Under Siege." *HumanRights.gov*, June 30, 2011,

<http://www.humanrights.gov/dyn/fact-sheet-initiatives-to-strengthen-civil-society-and-provide-protection-to-ngos-under-siege.html>

Glennie, Jonathan. "Stronger Civil Society Means More Power for the Weak." *The Guardian*, July 7, 2011,

<https://www.globalpolicy.org/ngos/role-of-ngos-in-the-international-arena/ngos-and-states/50419-stronger-civil-society-means-more-power-for-the-weak.html>

Frolov, Grigory and Melissa Hooper. "Russia's Bad Example." The Russia Foundation, Feb. 2016,

http://www.humanrightsfirst.org/sites/default/files/Russias_Bad_Example.pdf

Arnsdorf, Isaac, Andrew Hanna, and Kenneth P. Vogel. "GOP Takes Up Russia-Aligned Attack on Soros." *Politico*, Mar. 22, 2017.

<http://www.politico.com/magazine/story/2017/03/george-soros-russia-republicans-214938>

Buldioski, Goran. "Balkan Conspiracy Theories Come to Capitol Hill." *Foreign Policy*, March 28, 2017.

<http://foreignpolicy.com/2017/03/28/soros-gop-letter-open-society-macedonia-albania/>

Class 13/April 13 Group Oral Presentations