

Contents

<i>List of Tables, Figures and Boxes</i>	vi
<i>List of Contributors</i>	viii
<i>List of Sources</i>	x
<i>List of Acronyms and Abbreviations</i>	xiii

Introduction: Changing Challenges for NGDO Management <i>Michael Edwards and Alan Fowler</i>	1
---	---

Part 1 Visions, Values and Roles

1 NGO Futures – Beyond Aid: NGDO Values and the Fourth Position <i>Alan Fowler</i>	13
2 International Development NGOs: Agents of Foreign Aid or Vehicles for International Cooperation? <i>Michael Edwards</i>	27
3 NGOs, Social Change and the Transformation of Human Relationships: A 21st-century Civic Agenda <i>Michael Edwards and Gita Sen</i>	38

Part 2 Strategy, Scaling-up and Advocacy

4 Making a Difference: Scaling-up the Developmental Impact of NGOs – Concepts and Experiences <i>Michael Edwards and David Hulme</i>	53
5 Organizing Non-profits for Development <i>Alan Fowler</i>	74
6 ‘Does the Doormat Influence the Boot?’ Critical Thoughts on UK NGOs and International Advocacy <i>Michael Edwards</i>	86
7 Political Responsibility in Transnational NGO Advocacy <i>Lisa Jordan and Peter Van Tuijl</i>	100

Part 3 Developing the Organization: Managing Growth, Change and Structure

8 The Evolutionary Life-cycles of Non-governmental Development Organizations <i>Jeffrey Avina</i>	123
---	-----

- | | | |
|----|---|-----|
| 9 | Stepping into the River of Change
<i>Davine Thaw</i> | 146 |
| 10 | Strategy and Structure in Managing Global Associations
<i>Dennis R Young, Bonnie L Koenig, Adil Najam and Julie Fisher</i> | 164 |

Part 4 Strengthening Governance and Accountability

- | | | |
|----|---|-----|
| 11 | NGO Performance and Accountability: Introduction and Overview
<i>Michael Edwards and David Hulme</i> | 187 |
| 12 | Beyond the Magic Bullet? Lessons and Conclusions
<i>Michael Edwards and David Hulme</i> | 204 |
| 13 | 'Board Games': Governance and Accountability in NGOs
<i>Rajesh Tandon</i> | 214 |

Part 5 Organizing for Good Development Practice: Participation, Empowerment, Partnering and Capacity-building

- | | | |
|----|--|-----|
| 14 | Paradoxes of Participation: Questioning Participatory Approaches
to Development
<i>Frances Cleaver</i> | 225 |
| 15 | Beyond Partnership: Getting Real about NGO Relationships in the Aid
System
<i>Alan Fowler</i> | 241 |
| 16 | Crossing the Great Divide: Building Links and Learning Between
NGOs and Community-based Organizations in the North and South
<i>John Gaventa</i> | 256 |

Part 6 Measuring Achievement: Approaches and Methods

- | | | |
|----|---|-----|
| 17 | NGO Performance: What Breeds Success? New Evidence from South Asia
<i>Michael Edwards</i> | 275 |
| 18 | Assessing NGO Performance: Difficulties, Dilemmas and a Way Ahead
<i>Alan Fowler</i> | 293 |
| 19 | Social Capital, Sustainability and Working Democracy:
New Yardsticks for Grassroots Development
<i>Marion Ritchey-Vance</i> | 308 |
| 20 | Accounting for Change: The Practice of Social Auditing
<i>Simon Zadek and Peter Raynard</i> | 319 |

Part 7 Becoming a Learning Organization

- | | | |
|----|---|-----|
| 21 | Organizational Learning in Non-governmental Organizations:
What Have We Learned?
<i>Michael Edwards</i> | 331 |
|----|---|-----|

22	On the Road to Becoming a Learning Organization <i>James Taylor</i>	347
23	An NGO Strategy: Learning for Leverage <i>Alan Fowler</i>	353

Part 8 Mobilizing Resources and Sustaining the Organization

24	Defining Sustainability <i>Lisa Cannon</i>	363
25	Options, Strategies and Trade-offs in Resource Mobilization <i>Alan Fowler</i>	366

Part 9 Dealing with Gender

26	Getting Institutions Right for Women in Development <i>Anne Marie Goetz</i>	389
27	The Role of Gender in NGOs <i>Alan Fowler</i>	406
28	Organizational Gender Diagnosis <i>Ellen Sprenger</i>	413

Part 10 Human Resources: Their Management, Development and Leadership

29	Leadership and Management <i>Allan Kaplan</i>	423
30	Human Resource Management <i>Alan Fowler</i>	441

	<i>Index</i>	456
--	--------------	-----