Class Number: 10502
Grading: A-E
Credit Range: 4.0-4.0
Pre-requisites: None
Meeting time: Tuesdays, 05:45 PM-09:25 PM
Location: Husted 308
Instructor: Gina Volynsky

Course description:

Global non-profit organizations are helping millions of people and strive to make the world a better place. Their staff works tirelessly to respond to humanitarian crises, to save lives from diseases and violence, to educate children, raise families out of poverty, bring social justice, and mitigate climate change. Organizations such as Save the Children, out-spend many OECD countries on aid. They have been in reducing poverty in all its forms around the world by 30% since the 1990s, and as the UN’s Sustainable Development Goals indicate, there is still much work to do.

The course is aimed at graduate students in either the Masters of International Affairs degree program, or the [insert name here] of the Public Administration Program. It is aimed at current and aspiring practitioners of international development, as well as researchers who are looking to gain a deeper understanding of the international development.

The course provides a comprehensive overview of the international development sector from the perspective of global non-profit management, and is taught by a senior practitioner. It examines international development work conducted by global non-profits from every aspect necessary for it to successfully achieve their mission. It will cover:

**Sector overview**
- Profile of international development as a sector.
- The major global non-profits working in international development
- Areas of the world where they operate, and where are they based.
- The main causes and areas of work of international non-profits

**Funding of INGOs**
- Who funds their work
- How are they funded
- Their strategies for growth and fund raising.
- The grant writing and award process.
- Communications, promotion, marketing, messaging and lobbying

**Operations**
- The management and operational structure
- The management and operational structure of international NGOs
- Staff profiles, recruitment, career paths in international development, and compensation.

**Program implementation on the ground**
- Important partners to INGOs in international development, such as multilaterals, governments and for profit firms.
- Program design and implementation
- Monitoring of results and evaluation of impact
- Ethical and cultural issues facing global NGOs
- The effects of current and emerging political issues on global NGOs.

**Course Learning Objectives:**

**Deepened understanding of:**
- The global non-profit sector, the main organizations, and the causes they promote.
- How international NGOs are organized and staffed.
- Where and how to find sources of funding for global NGOs
- The design, implementation and management of development programs on the ground.
- Measuring the results and impact of the work of global NGOs
- Ethical, cultural and political challenges in international development.

**Increased competence in:**
- Utilizing research techniques
- Applying research to developing a strategy in the international development sphere.
- Developing and delivering presentations to an international development audience.
- Analyzing government and donor international priorities and budgets
- Writing international grant proposals
- Contributing to a professional discourse of ideas and approaches

**Grading**

40%: Weekly in class presentations
25%: In class exercises/assignments
25%: Final project
10%: Class participation

**Key Class rules**
Questions: If you have questions or things are unclear – ask questions. Ask them in lecture and feel free to email the instructor whenever to ask for further clarification. This includes any problems you might have about material or any other technical aspect of the course.

Contact: Please include your name and phone number in all correspondence.
- Please send me your phone number – I will call you back and whatever question you have will probably be resolved more quickly
- My email: gvolynsky@albany.edu or call me at 443-5124.
- Office hours: Schedule by appointment.

Requirements for class:
- Laptop/tablet: Please bring a laptop/tablet for every class to participate in in-class exercises and group work. There is Internet in the classroom.
- Textbook/Readings: To keep the material current, there is no text book for this course. Most of the materials are available free of charge online. You will need to pay and download the Harvard University Case Studies.

Late Assignments. Unless you have gotten prior approval from me through email or have a note from the graduate dean, all late work will be penalized. All grade appeals should be made in email and should explain exactly why you think the grading was mistaken.

Accommodations: Reasonable accommodations will be provided for students with documented physical, sensory, systemic, cognitive, learning and psychiatric disabilities. If you believe you have a disability requiring accommodation in this class, please go here http://www.albany.edu/disability/current.shtml and arrange for an academic accommodation letter to be sent to me. If you wish to discuss academic accommodations for this course please also inform me as soon as possible. I will also make every effort to accommodate difficulties arising from religious observance or sickness. You are asked to bring any possible conflicts to my attention as soon as possible. Students should not expect that, if they do poorly on an exam or other assignment, to claim, at that time, the need of an accommodation. This statement is to preclude that problem, and allow people with a need for accommodations to be treated fairly and appropriately.

Plagiarism Please familiarize yourself with the description in the undergraduate bulletin http://www.albany.edu/undergraduate_bulletin/regulations.html if you are involved in plagiarism the penalty will be failure in the course and you will be reported to judicial affairs. In this one regard there are no second chances. If you are not sure if something violates standards – ask. If you are not sure whether to cite or not to cite – cite. Every Student is
expected to go through the following tutorial
http://library.albany.edu/usered/plagiarism/index.html

Class attendance and Participation:
Participation and attendance account for 15% of the final course grade. Students are expected to attend each class on a timely basis so that they will benefit maximally from the class lectures and discussion. As well, students are expected to come prepared for class, read the assigned material, and ready to present the assignment for that week. If you find you must miss a class, please send me a notification via email, also try to make arrangements to participate remotely via Zoom. Please note the University’s medical excuse policy here:

Ombudsperson  “A government official, especially in Scandinavian countries, who investigates citizens' complaints against the government or its functionaries (www.answers.com).” One student will be asked to volunteer to act as an ombudsperson and will meet with me on a regular basis to offer ANONYMOUS feedback from students in terms of the direction the course is going and bring to my attention any problems with reading, assignments or other material.

Teaching and learning method:
Students will learn the material through readings, lectures, discussions, and in-class practical exercises. For approximately half the sessions, students will have an opportunity to learn and to talk with guest lecturers, who are expert practitioners about that week’s topic. Most weeks, students will prepare alone or in teams short presentations that they will present the following week. Students will conduct in and outside of class secondary research
1. Review of topic from last week: any new thoughts, questions
2. Have each student present the research question or assignment of the week (introduced the week before) – each student will have a different one
3. Discussion
4. Group work/Research
5. Results of group work and discussion
6. Introduction of next week’s topic
7. Pose question for next week’s research question or assignment – each student will have a different aspect of the topic.

The Instructor: Gina Volynsky is currently the Director of the Center for International Development (CID) for SUNY at Albany, where she overseas programs and staff on four continents. SUNY/CID has been implementing multi-year programs in developing countries for over 30 years. Ms. Volynsky is a 25 year veteran of international development, which includes fourteen years living and working in developing countries. She has gained a deep expertise of
In 2003, Gina began her career in international development by joining Deloitte and Touche, where she worked in the Ural region, the most successful of eight regional programs of USAID’s flagship economic development program in Russia. When she returned to the US, she lead the business development divisions at Crown Agents USA, and later at CARANA. Before coming to SUNY/CID she worked with USAID where she advised the agency on strategy and thought leadership of partnering with the private sector to solve development issues. Gina Volynsky has a Bachelor of Economics, and a Master of International Development.

1) The Global Non-Profit Sector

Welcome to the course, and introductions of the students, the instructor, and the course. From there to an overview of the Global Non-profit sector. Why it exists? Why does it matter, and the general landscape?

1) Course Overview
   a. Introduction of the instructor
   b. Student introductions
   c. Course overview
      - Learning objectives
      - The syllabus
      - Grading
      - Office hours and other logistics
      - Short presentation of CID
      - Benchmarking quiz

2) The case for international development
   a. Moral
   b. Rights based
   c. National interests

2) Introduction of the Global Non-Profit Sector
   a. What space does the global non-profit sector occupy vis a vis government and the for profit sector.
   b. Who are the main players
   c. Mission
   d. Size
   e. Activities
   f. Locations

Reading:
1) “Working for Civil Society in Foreign Aid: Possibility of South-South Cooperation”, UNDP, Brian Tomlinson, Aid Watch Canada. Case Study 7, pg 325-351.
3) Top USAID grant implementers for 2015, Devex.
4) Accenture and UN Study of CEOs.

In-class Exercises:
1) Bench marking and needs assessment of course participants.
2) Moral and national imperative for international development.
2) Preliminary Research of top US based Global and on-Profits and adoption of one for course duration.

Assignment for next week
1) Introduction to sector assignment: each student to research and present a snapshot of their “adopted” INGO.

2) Global Non-Profit Organizations sub-sectors

Global non-profits cover many different causes, geographies and groups that they target.

1) Disaster and humanitarian
2) Poverty Alleviation
3) Human Rights/Rule of Law
4) Women and Girls
5) Health
6) Environment
7) Animal protection
8) Education
9) Children and youth
10) Policy issues covered
11) Arts and culture
12) Security
13) Commercial regulation

Reading:

Due for this class:
1) Report out by each student on one of the sectors above from the perspective of their “adopted” INGO (will be set up in advance.)

In-class Exercise:
1) Research and report out on remaining sectors.

Guest speaker:
1) Carol Whittaker, Founder, Center for Global Health, University of Albany

3) Funding sources
It’s all about the money, and this week we will understand who funds global non-profits and start looking at how.

1) Bilaterals  
2) Fund raising/donations  
3) Local governments  
4) Multilaterals  
5) The private sector/corporate funding  
6) Local Chapters  
7) Volunteers

Reading:
1) Devex, “Top USAID Grantees 2015”:  
2) USAID Top 40 Vendors  
3) Bill and Melinda Gates Foundation annual letter (to Warren Buffet):  
4) Bill and Melinda Gates Foundation Awarded grants (please peruse)

Due for this class:
1) “Adopted” INGO: review of their funding sources presentations.

In-class Exercise:
1) Explore The Foundation Center.

Guest speaker: Jody Uyanik, International Development Expert (TBD)

4) Business Development strategy

To receive a constant stream of funding, each international NGO has a strategy for raising funds from various sources. We will look at what information is used to put this strategy together, and how they go about developing it.

1) Identifying funding sources (i.e. government, foundations, companies)  
2) Understanding their funding priorities.  
3) Determining funding strategy for the organization (what objectives to pursue, with who and how.)  
4) Developing a pipeline of funding opportunities  
5) The business capture process (how to pursue each specific opportunity)  
6) A quick word about positioning: an introduction to communications.

Reading:
1) USAID Grant and Contract Process  
2) USAID Mexico Country Development Cooperation Strategy  
3) USAID Democratic Republic of Congo Country Development Cooperation Strategy.
Due for this class:
1) Adopted INGO report out: which opportunities from Bill and Melinda Gates Foundation and

In-class Exercise:
1) Identify opportunities from USAID’s Country Development Cooperation Strategy for Mexico and Democratic Republic of Congo.

Guest speaker: Aideen Mannion, Business and Project Development Expert, Dexis Consulting Group (TBD)

5) **Major types of International Development Awards**

Governments substantially fund international non-profits, and using the US government as an example we will look at some of the main types of award mechanisms. We will look into the financial model of each type of award, the legal obligations it entails, as well as the pitfalls and opportunities they represent.

1) Types of Awards common in the US Government
   a. contracts,
   b. grants and cooperative agreements (CoAgs)
   c. framework contracts (i.e. IQCs, GSA Schedule etc.)
   d. Leader with Associate (LWA)
   e. Annual program statement (APS)
   f. Global Development Alliance (GDA)
   g. Broad Agency Announcement (BAA)
   h. Income from services

2) Where is the development industry moving with awards

**Reading:**
1) Understanding USAID types of Awards:
   a. Video
   b. PDF

Due for this class:
1) Adopted INGO report out: types of awards received.

In-class Exercise:
1) Search Grants.gov and Fedbizopps for opportunities.

Guest speaker: Sharon Rey, Procurement and at Contracting Experts

6) **The grant and contract proposal process**
We will use an actual case study of how we successfully obtained millions of dollars from USAID. We follow the full cycle from identifying the opportunity to preparing the proposal, and winning it.

1) “Shredding” of the Request for Proposal / Assistance
2) Composition of the proposal team
3) C. Proposal calendar / timeline
4) D. Scoring / evaluating the proposal
   a. Choosing and attracting partners and personnel
5) Proposal production
6) Debrief
7) A quick note about unsolicited proposals.

Reading:
1) USAID Serbia Government Accountability Initiative Activity RFP: Sections A, B, C, F, L, M

Due for this class:
1) Adopted INGO: Pipeline of opportunities from Fedbizopps and Grants.gov

In-class Exercise: Review live USAID RFP and “shred it”.

Guest speaker: Jim Utermark, Deputy Director, Center for International Development

7) Communications: Promotion, marketing, lobbying

If you build it, they won’t come, unless you tell them about it. We will look at the importance of communications by international non-profits. We will dive deeper into messages they are trying to communicate, and how those may vary by the audience, and finally, by what methods and channels.

1. Why do they communicate
2. What do they communicate
3. Who are their audiences
4. What are the channels

Reading:
1) 5 Communications Strategy Lessons from successful African NGOs, Devex, Jennifer Ehidiamen disgeneration09 January 2017

2) Are you using the right medium for your development communications, Devex, Jenny Ley Ravello, March 21, 2016.

3) How to tell your story in the age of Trump, Devex, Michael Igoe, 04/21/2017. (Article & video)
4) **Why Save the Children is recruiting Story Tellers to save lives**, Devex, Lisa Cornish, March 14, 2017.

Due for this class:
1) Adopted INGO: Report out on communications strategy, messages and practices.

In-class Exercise:
1) Development of a communications strategy and mock interview

Guest speaker:
1) Alessandra Bassi, United Nations Development Program, Special Assistant to the Administrator.

8) **Management and operational structure of INGOs – October 17, 2017**

Heavy weighs the crown, and international non-profits have marked differences in how they are managed, organized and operate.

1) Headquarters and field offices
2) Top management
3) Department and Divisions commonly seen.
4) Financial reporting requirements
5) Reporting to their constituents
6) The regulatory environment in which they operate.
7) Bilateral aid agreements

Reading:

Due for this class: Presentations on the organizational structure of “adopted” INGO

In-class Exercise: Analysis of Mercy Corp business case.

Guest speaker: John Justino, Deputy Director, Sector for Global Health

9) **The staff of international NGOs – October 24, 2017**

An organization is the sum of its people, and at this session we will be introduced to the people who work for global non-profits. Why is this their passion, what do they get out of it, what is their profile, and how are they compensated? Also, what are some of the main career paths to this field, how does one break in, and where can the jobs be found?
1) Why do people work for international non-profit organizations
2) Profile of people who work for international NGOs:
3) Local, regional and international experts
4) Education
5) Training and experience
6) Compensation levels
7) How do they recruit
8) Career paths in international development
9) How to get that first job
10) Differences with for profit sector or public sector

Reading:
1) Devex Hiring Trends Report 2017
2) Watch webinar: “Becoming an international aid worker”

Due for this class: Presentations on the staff of “adopted” INGO, and current openings

In-class Exercise: Search for jobs

Guest speaker: Tracy Morrison, International Development Recruiting Expert (TBD)

10) Project Design and Partners of global non-profits - October 31, 2017

It takes a village, and all international development work is done in partnership with other organizations. This week we will examine who are those partners, and how and why do they work together with international NGOs.

1) Overview of Project Design
2) Project partners
   a. bilaterals,
   b. multilaterals,
   c. foundations,
   d. International development contractors
   e. private sector.

Reading:
1) Project/Programme Planning, International Federation of Red Cross and Red Crescent Societies. Page 15-47
2) Technical approach of CID’s Serbia proposal (will be made available online ahead of course)

Due for this class:
1) INGO: Suggest a project for your INGO

In-class Exercise:
1) Design a project based on a current live proposal.

**Guest speaker:** Toby Cole, Head of Finance and Procurement, Center for International Development (TBD).

### Program implementation – November 7, 2017

This is what it is all about, helping people, which means delivering services to people in their country. This week we will cover the program implementation process once funding is received, including negotiations, developing a work-plan, establishing a field presence to actually implementing the project, and other important aspects of running the program.

1) Negotiations with the funder, partners and local government
2) Inception stage: research and work planning
3) Establishing local presence, hiring staff, logistics
4) Establishing local partnerships and initiatives
5) The roles of headquarters vs field/ or project office
6) Interaction with funder (work planning, ad-hoc, reporting)
7) On-going business development
8) Security

**Reading:**

HAITI HOPE: INNOVATING THE MANGO CHAIN, Amy C. Edmondson; Jean-Francois Harvey, Harvard Business Case

**Due for this class:** Presentation of major project of “adopted” INGO

**In-class Exercise:** Analysis of the Haiti Hope Case.

**Guest speaker:** Paul Gumpper, Associate, Center for International Development

### Monitoring and Evaluation process

Organizations must measure whether their work is having a positive impact and whether the people they are helping are really benefiting? Are they achieving the targets they set together with their funders? How is this monitoring and evaluation done, what are some of the standards and tools? Relation to controversies over aid effectiveness.

1) The importance of M&E to understanding aid effectiveness
2) The different things are that monitored and evaluated: (i.e. an organization, a program, a portfolio of programs.)
3) Logic Frame Model / Theory of Change (Impact <-> Outcomes <-> Inputs <-> Activities)
4) Common and standard indicators (i.e. “F” indicators, Sustainable Development Goals)
5) How M&E information is collected
6) Impact Evaluations
7) Databases of international development indicators (i.e. World Bank indicators, Human Development Report, USAID Impact Evaluations)
8) Some challenges:
9) Attribution
10) To RCT or not RCT
11) Project lengths
12) What is next for M&E in development?

Reading:
1) Reference: World Development Indicators 2016.
2) Primary Education in Pakistan-Show me the Evidence, Harvard Kennedy School.

Due for this class: Present M&E plan of “adopted” global NGO

In-class Exercise: Work on Case.

Guest speaker: Heather Senecal, M&E Expert, Center for International Development

13) Ethical issues and challenges facing international NGOs

“Assistance” does not mean the same thing to all people, and ethics are not universally accepted. There are many ethical issues and challenges facing international NGOs from reproductive rights to climate change, which can clash with local norms and traditions, and at other times with the interests of wealthy donor countries.

1) Major hot topic issues
   a. Reproductive Rights
   b. Women’s rights
   c. The role Religion in society
   d. LGBT rights
   e. International trade agreements (WTO, Free Trade, GMOs)
   f. Climate change
   g. Democracy/Governance/Elections

2) Approaches to hot topic issues
   a. Working within local norms and traditions
   b. Corruption versus greasing the wheels
   c. Aligning interests of the organization, local government, local population/beneficiaries, staff, and organization.
   d. Awareness raising campaigns
   e. Are local people beneficiaries or also partners
   f. Should funding go to the host country or an implementer
Reading:
1) Female Gential Cutting-Confronting the Power of Tradition in Senegal, Harvard Kennedy School Case.

Due for this class: Presentation of hot topic issues that the “adopted” INGO works on or encounters in their work.

In-class Exercise: Case analysis

Guest speaker: Dr. David Guinn, Senior Associate and Research Professor, Center for International Development

14) The effects of politics on global non-profits

Refugees are flooding into Europe, Brexit is on the horizon, and the US has a new president. Politics in the US and globally affect international non-profit organizations. Meanwhile, some governments, particularly the more authoritarian ones are resisting “help”. We will examine past historical trends, with their help look into the future, while taking into account new developments.

1) Democratic versus Republic administrations priorities
2) Current Administration priorities and what will that mean for global non-profits
3) Global political sentiments
4) Local governments and politics.
5) Populist sentiments
6) The rise of the BRICS as donors

Reading:
1) UK Snap Elections: are aid commitments at risk?, Devex, Molly Anders, April 20, 2017
2) Budget cuts target development assistance and hint at organizational changes, Devex, Adva Saldinger, April 25, 2017

Due for this class:
Present how your “adopted” INGO is responding to the new administration’s international development priorities. Are they embracing them, or looking for funding from new sources.

In-class Exercise:
Prepare two top line messages for the Center for International Development. One aimed at a Democratic administration, and a second aimed at a Republican administration.

Guest speaker: Lisa Petters, Senior Associate, Center for International Development