

Navigating Change for International NGOs: A Practical Handbook

James Crowley and Morgana Ryan

“If you are in search of practical, useful guidance on how to lead strategic change specific to the international NGO context, look no further!... This is a must read for INGO leaders of today and tomorrow.”

—Annemarie Riley,
Catholic Relief Services

“A highly practical book full of real world insight.... I recommend it to anyone who is really interested in how to achieve transformational change in the civil society sector.”

—Matthew Foster, Open University

“Gold dust!—tailored to our sector. This book brings together essential tools and insight for managing change for any ambitious international NGO.”

—Gib Bulloch,
Accenture Development Partnerships

“This new book goes deep into the thorny challenges and opportunities that the NGO sector grapples with as demands grow and resource allocation choices become tighter. A must read for NGO senior teams and boards.”

—Catrina Sheridan, Trocaire

How can the managers, the staff, the board members and CEOs of international NGOs best navigate the strategic changes that are needed so that their organizations can work effectively in today’s complex environment? Having focused on the need for those changes in their previous book, *Building a Better International NGO*, James Crowley and Morgana Ryan now provide a practical, hands-on guide to achieving them.

The authors cut through both jargon and platitudes to provide proven tools for leading strategic change—tools that will help INGOs to improve their performance and increase their relevance as they grapple with new realities.

James Crowley and **Morgana Ryan** have extensive experience working with some of the world’s largest NGOs in the areas of international development and humanitarian aid.

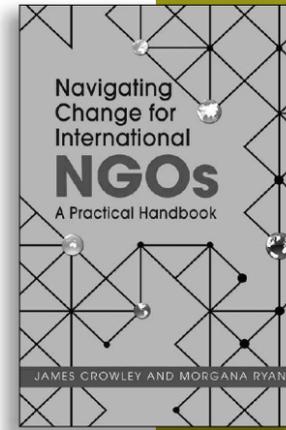
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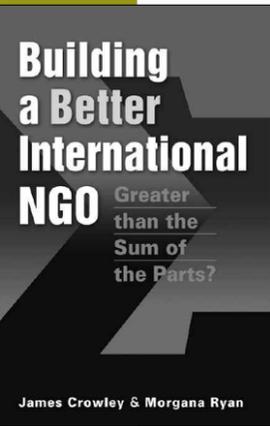
October 2016/ca. 250 pages

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NEW!



Building a Better International NGO: Greater than the Sum of the Parts?

James Crowley and Morgana Ryan

“Does a great job in translating learning and evolution of private sector organisations into useful templates for the NGO sector.... It will be well thumbed by senior managers and board members looking for inspiration and useable tools, whether they are at the point of considering change, or up to their armpits in implementation.” —Adrio Bacchetta, *Baobab.org.uk*

“An absolute ‘must-read’ for anyone in or aspiring to any management position in an international NGO.” —James A. Cox, *Midwest Book Review*

“This is the most useful work of its kind I have come across in the last decade. Its analysis of the organizational changes required by INGOs to achieve greater impact is insightful, practical, and highly compelling.” —Robert Glasser, *Care International*

In the wake of tremendous growth in the size and scope of their activities, as well as the increased complexity of their programs, how can large international NGOs work effectively—so that the whole is greater than the sum of the parts? James Crowley and Morgana Ryan address this question, drawing on their extensive hands-on experience to offer a practical and even provocative guide.

The authors cover a range of essential topics, among them: What are INGOs good at? What should they be good at? Where does new technology fit in? What about accountability? What’s the best way to tackle strategic planning? In the process, they challenge those in leadership positions to recognize and implement the changes that are needed so that their organizations can perform better—and stay relevant—in the decades to come.

James Crowley and **Morgana Ryan** have extensive experience working with some of the world’s largest NGOs in the areas of international development and humanitarian aid.

CONTENTS

- Getting in Shape: How to Make a Large International NGO Be More than the Sum of the Parts.
- Good at What? The Core Competencies of International NGOs: What Are They? What Do They Need to Be?
- Evolving Structures of International NGOs: Is There a Right Answer?
- Reinventing the International NGOs Through New Technology Possibilities.
- Strategic Planning for International NGOs: Reflections and Perspectives.
- Integrated Planning and Accountability for International NGOs.
- What Does All This Mean?

2013/200 pages LC: 2013018849
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The Nonprofit World: Civil Society and the Rise of the Nonprofit Sector

John Casey

“Provides a comprehensive picture of the nonprofit world.... [The book’s] rich examples and deep analysis are the fruit of the long experience of its author.... Relevant to anyone doing research on the nonprofit sector, civil society, philanthropy, NGOs, and other related themes.” —Amelia Fauzia, *Voluntas*

“Written in an engaging and unpretentious tone that makes it appropriate for academic and practitioner audiences alike. Casey’s thorough examination of the direct and indirect effects of nonprofits on civil society in a variety of cultural and political contexts provides an insightful analysis that is both encompassing and meticulous.” —Elizabeth Rowan, *Nonprofit and Voluntary Sector Quarterly*

“Impressively informed and informative.... The Nonprofit World is very highly recommended for both academia and the non-specialist general reader with an interest in not-for-profit organizations.... Every community and academic library should have a copy.”

—Reviewer’s Bookwatch

“Offers an impressive combination of comprehensiveness and detailed examples that bring to life the dynamic nature of the nonprofit sector(s).” —Carola Weil, *American University*

John Casey explores the expanding global reach of nonprofit organizations, examining the increasingly influential role not only of prominent NGOs that work on hot-button global issues, but also of the thousands of smaller, little-known organizations that have an impact on people’s daily lives.

What do these nonprofits actually do? How and why have they grown exponentially? How are they managed and funded? What organizational, political, and economic challenges do they face? Casey answers these questions and also, liberally using case studies, situates the evolution of the sector in the broader contexts of differing national environments and global public affairs.

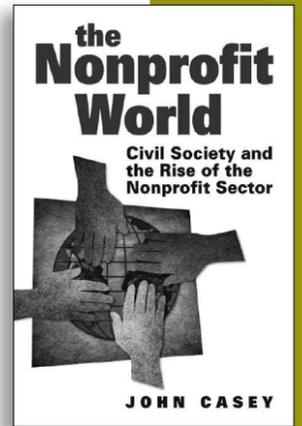
With its broad perspective, *The Nonprofit World* affords readers a thorough understanding of both the place of nonprofits in the global arena and the implications of their growing importance.

John Casey is associate professor in the School of Public Affairs at Baruch College, City University of New York.

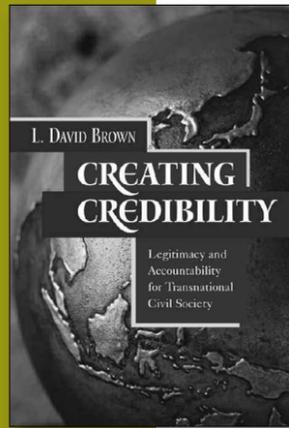
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- The Internationalization of the Nonprofit Sector.
- International Nonprofits at Work.
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NEW!



Creating Credibility: Legitimacy and Accountability for Transnational Civil Society

L. David Brown

“Creating Credibility is extremely valuable in providing insights into the issues surrounding civil society legitimacy and accountability.... This is a rich resource for civil society actors, leaders and researchers.” —Kumi Naidoo, CIVICUS

“Brings much needed clarity and accessibility to the complex terrain of civil society credibility. Brown shows why credibility matters for the survival of transnational civil society and what leaders can do to assess and build it.”

—Alnoor Ebrahim, Harvard Business School

“Brilliant, sensitive, and provocative reading on one of the most confusing and contested themes of our times.... A must-read for civil society practitioners, funders, and regulators.”

—Rajesh Tandon, PRIA (Society for Participatory Research in Asia) and Forum International de Montréal (FIM)

Creating Credibility provides concrete approaches to assessing and enhancing the legitimacy and accountability of civil society organizations—so that they can reach their full potential in contributions to governance and problem solving.

L. David Brown is senior research fellow at the Hauser Center for Nonprofit Organizations in Harvard University’s Kennedy School of Government.

CONTENTS

- Civil Society Legitimacy and Accountability.
- Transnational Legitimacy and Accountability Challenges.

- Assessing Legitimacy and Accountability.
- Enhancing Legitimacy and Accountability.
- Strategic Choice and Organizational Credibility.
- Negotiating Sector Credibility.
- Negotiating Campaign Credibility.
- Negotiating Cross-Sector Partnership Credibility.
- Civil Society and Transnational Social Learning.

2008/183 pages	LC: 2008010157
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ISBN: 978-1-56549-263-9	pb \$25.95/£20.95

The Change Imperative: Creating the Next Generation NGO

Paul David Ronalds

“Provides a well-founded introduction to what leadership and followership are likely to mean for a twenty-first-century NGO. A required reading to add to the pile.”

—Alan Fowler, *Development in Practice*

“Richly informative, full of useful facts and figures, and a incisive and clear-headed analysis for any NGO leaders wanting to understand the rising trajectory of NGOs over the last twenty years, the trends affecting NGOs in the coming decades, and what needs to be done to ensure that NGOs remain relevant to their mission.”

—Marc Purcell, Australian Council for International Development

Paul Ronalds draws on his experience as deputy CEO of World Vision Australia to offer a practical guide for international non-governmental organizations as they face the challenges of the twenty-first-century. Covering such concrete issues as advocacy, finance, technology, and human resources, as well as the more ambiguous areas of legitimacy and state sovereignty, his book is essential reading for both students and managers pursuing careers in aid organizations.

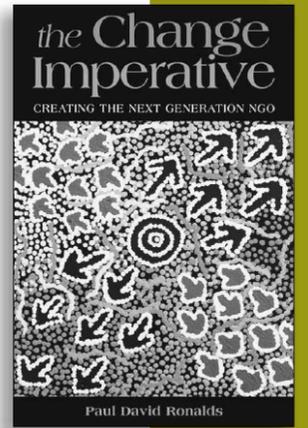
Paul David Ronalds is CEO of Save the Children Australia.

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- Introduction: In the Midst of a Revolution.
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- A New Era in International Relations?
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- Key Organizational Challenges for INGOs.
- The Governance and Management of INGOs.
- The Change Imperative: Can Large INGOs Adapt to a Rapidly Changing International Environment?
- Conclusion: *Viva La Revolución*.

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NGO Leadership and Human Rights

Richard K. Ghere

“*[Ghere] addresses a critical issue that has received scant scholarly attention in the mainstream human rights/humanitarian affairs literature.*” —George Andreopoulos, John Jay College, CUNY

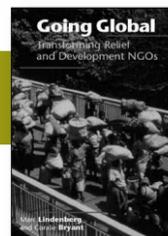
Richard Ghere provides a comprehensive survey of NGO involvement in a human-rights-based approach to leadership, organization, management, and performance.

Ghere points to how any NGO, regardless of its specific mission, can provide outlets for human rights activism. He also discusses the ways that NGOs have become increasingly concerned with human rights. Calling for leaders of human rights and development NGOs to “get on the same page” in terms of both theory and practice, he provides context, definition, and guidance for those working in development and advocacy organizations, as well as those considering a career in the NGO world.

Richard K. Ghere is associate professor of political science at the University of Dayton.

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Going Global: Transforming Relief and Development NGOs

Marc Lindenberg and Coralie Bryant

“*An essential tool for leaders and staff of NGOs in these times of rapid change, and a great resource for all who are interested in NGOs.*” —John Clark, London School of Economics

“*This is a path-breaking book. Its rigorous analysis offers what has been sorely lacking to date—visionary yet practical advice on possible rules of engagement for NGOs in today’s globalizing multi-actor world.*” —Inge Kaul, UNDP

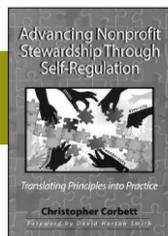
“*A must read for anyone wishing to understand the major transformation challenges and processes facing relief and development NGOs.*” —James E. Austin, Harvard Business School

Drawing on extensive fieldwork and candid group discussions with leaders in the nonprofit sector, Marc Lindenberg and Coralie Bryant explore the implications of globalization for the goals, programs, processes, and staff of international relief and development NGOs.

The late **Marc Lindenberg** was professor in the Daniel J. Evans School of Public Affairs at the University of Washington. **Coralie Bryant** is scholar in residence at American University’s School of International Service.

CONTENTS: Responding to Globalization • Managing Transformation: Tough Choices, Far-Reaching Consequences • NGOs, Complex Emergencies, and Humanitarian Action • Building Positive Peace: Reducing Poverty and Social Exclusion • Emerging Global Organizational Structures • The Promise of New Inter-Organizational and Inter-Sectoral Partnerships • The Evolving Role of Advocacy • Accountability, Evaluation, and Organizational Learning • Conclusions.

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Advancing Nonprofit Stewardship Through Self-Regulation: Translating Principles into Practice

Christopher Corbett

“*A useful reference tool for nonprofit managers, board members, and researchers alike.*” —Heather Carpenter, Journal of Nonprofit Education and Leadership

“*This small book is destined to become the ‘bible’ of nonprofit managers, boards, and students.*” —Ram A. Cnaan, University of Pennsylvania

In 2004, Independent Sector, the major trade organization for US nonprofits, convened a panel to recommend actions to strengthen nonprofit governance and ethical standards. The panel’s report, some three years in the making, highlighted 33 principles that it recommended nonprofits adopt. The report was overwhelmingly welcomed by the nonprofit sector, but the task of translating principles into practice remains a challenge.

In *Advancing Nonprofit Stewardship Through Self-Regulation*, Christopher Corbett points the way forward for nonprofits by identifying specific strategies for implementing Independent Sector’s principles.

Christopher Corbett conducts research and consults on issues related to the nonprofit sector.

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Susan Rae Ross

“*Extensively researched yet practical in its presentation, Expanding the Pie is a thorough exploration into the many challenges and benefits that arise in NGO-corporate partnerships. Susan Rae Ross has provided a ‘must read’ for anyone wishing to first understand, and then develop, highly successful cause marketing partnerships.*”

—Bruce Burtch, *The Cause Making Catalyst*

“*[Ross presents] an interesting approach to combining NGO interests with those of corporations. The resulting symbiotic relationships can provide great marketing opportunities for corporations while greatly accelerating the missions of participating NGOs.*”

—William Ramsey, *Economics and Business Journal*

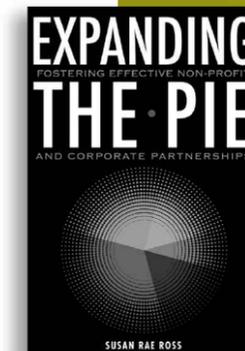
Susan Rae Ross provides essential tools and frameworks—illustrated by a selection of useful case studies—to support NGO managers in designing, implementing, and evaluating effective nonprofit-corporate partnerships.

Susan Rae Ross is the founder and CEO of the consulting firm SR International.

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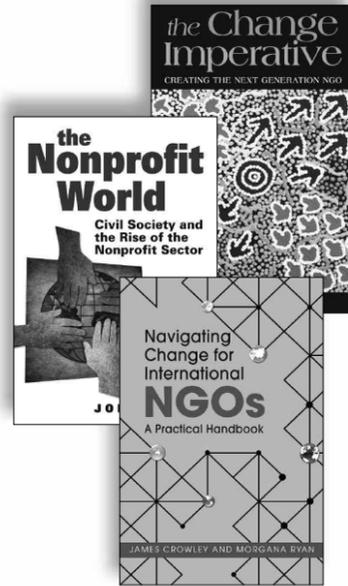
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