

What we can do for you...

IF YOU ARE A RESEARCHER, YOU CAN....

- Access our interview data and use it for your own research (certain conditions apply)
- Participate in our research consortium
- Access our publications and working papers online

www.maxwell.syr.edu/moynihan_tngo.aspx

"I think everyone will say something along the lines of 'we're trying to work ourselves out of the job' and then you'd say to them, 'well have you ever done that?' and it becomes very quiet, very quickly. "

—Leader of a midsize development NGO



Leaders from several transnational NGOs enjoy an informal break during the Moynihan TNGO Leaders Forum in September 2008.

Engagement with NGO practitioners

To make sure that our research and teaching is grounded in reality and is informed by the views of practitioners along with those of scholars, we have developed a third component to our program. Twice a year, we invite a TNGO leader to the Moynihan Institute as a Moynihan Fellow. While spending approximately two weeks at the institute, these fellows work with graduate students and faculty to research a particular organizational challenge that they face. In the past two years, we hosted:

- Ramesh Singh, CEO of ActionAid International
- Meredith Long, vice president of World Relief
- Ezra Mbogori, founder and former executive director of MWENGO, a network of Southern and Eastern African NGOs
- Ahuma Adoadaji, CEO of PLAN USA
- Ingrid Srinath, secretary general of CIVICUS

A time and space for intellectual reflection is welcomed by leaders who in their daily lives have to engage in constant problem solving and other forms of "doing" rather than reflection. Our team benefits from interaction with such leaders and the research results feed into our teaching and research agendas. We also facilitate peer-to-peer sharing and learning among leaders of TNGOs from various regions and sectors through occasional TNGO Leadership Forums. Such forums create a "safe space" where leaders can discuss their challenges and solutions candidly. We also offer advisory

services to interested NGO clients who wish to have an outside academic perspective on an organizational challenge.

DIRECTIONS FOR THE FUTURE

- **Host an annual Moynihan TNGO Leadership Institute** that offers peer-to-peer learning as well as training for mid- to senior-level TNGO leaders
- **Expand interview dataset** to TNGOs and networks in other regions of the world
- **Develop and publish an online journal for TNGO leaders** about the specific challenges faced by TNGOs
- **Forecast sector-wide developments in the TNGO sector**, signaling to leaders early on what is happening and what options exist for action and decision making

CONTACT

FOR GENERAL INFORMATION: tngoinfo@maxwell.syr.edu

FOR RESEARCH:

Professor Hans Peter Schmitz
Co-Director
Transnational NGO Initiative
340 Eggers Hall
Syracuse University
Syracuse, NY 13244-1090
USA
hpschmit@maxwell.syr.edu
ph. +1.315.443.5919

FOR EDUCATION AND PRACTITIONER ENGAGEMENT:

Tosca Bruno-van Vijfeijken
Co-Director
Transnational NGO Initiative
346J Eggers Hall
Syracuse University
Syracuse, NY 13244-1090
USA
tmbruno@maxwell.syr.edu
ph. +1.315.443.5073

For more detailed information, see: www.maxwell.syr.edu/moynihan_tngo.aspx

MOYNIHAN
@Maxwell

TRANSNATIONAL
NGO INITIATIVE

Transnational NGO Initiative AT THE MOYNIHAN INSTITUTE OF GLOBAL AFFAIRS

WHY FOCUS ON TRANSNATIONAL NGOS?

The Moynihan Institute, as an academic institute, is focused on global governance issues. Transnational non-governmental organizations (TNGOs), advocacy networks, and cross-border social movements are increasingly influential in global governance, alongside states, intergovernmental organizations, and multinational corporations. The Transnational NGO Initiative focuses broadly on the role of these **transnational civil society actors in global governance**, and specifically examines their **governance, leadership, and effectiveness challenges**.

WHY THIS FOCUS AT THE MAXWELL SCHOOL?

Since 1924, the Maxwell School has been committed to education in and research on citizenship and leadership, expressed in its role as the graduate school of the social sciences at Syracuse University. As the idea of citizenship and public affairs takes on increasingly cross-national dimensions, TNGOs have emerged as significant focal points of a nascent global community. Leadership of and by TNGOs is becoming a growing factor in new forms of global governance. With increasing interest among students enrolled in its professional programs, the Maxwell School pays attention to preparing these students for leadership positions in these organizations.

HOW WE WORK

The Transnational NGO Initiative, located in the Daniel Patrick Moynihan Institute of Global Affairs, is inspired to promote the credo of the U.S. senator, for which the institute was named and who began and ended his distinguished career as a professor at the Maxwell School, namely that:

a) policymaking should be informed by fact and data—we therefore focus on collecting baseline data that enhance our empirical understanding of transnational NGO actors

b) knowledge created for policymaking should be grounded in both theory and practice—we therefore work in an interdisciplinary fashion with both academics and practitioners

c) mentoring the next generation to engage public policy around global issues and solutions is critical to understanding our increasingly interconnected world—we therefore see it as our task to educate our students for leadership positions in TNGOs

We work as an interdisciplinary team bringing together perspectives from political science, public administration, international relations, economics, and other disciplines in the social sciences and the humanities. Many of our staff have worked in TNGOs. Our interdisciplinary approach allows us to develop innovative methods to analyze, triangulate, and integrate the quantitative and qualitative data that we generate. Our scholarship is equally oriented toward academic excellence and practical relevance to the global NGO community. Through our extensive practitioner engagement, we regularly expose our work to TNGO leaders in workshops and at conferences. And finally, we seek to work with geographically distributed communities of academics and practitioners outside Maxwell through the use of interactive software that enhances collaboration.

WHAT WE WORK ON

Research: developing baseline data on TNGOs

Given that much of the research on TNGOs is based on qualitative analysis of single case studies or small samples as part of focused groups, we have added value by building a large, “baseline” database of NGO leadership perspectives on such issues as governance, leadership, and effectiveness. With National Science Foundation funding, we undertook in-depth interviews with 152 leaders of TNGOs registered in the United States. Along with interviews, we have also collected additional, secondary data on

“Everyone is entitled to his own opinions, but not his own facts.”

—Daniel Patrick Moynihan

“Advocacy is an impossible question, to be honest with you. It’s an impossible question to assess impact and effectiveness of advocacy.”

—Leader of a large humanitarian relief NGO

these organizations. The interviews focused on issues ranging from challenges to organizational structure, goal evolution, and effectiveness to such concerns as accountability, communication, networking, collaboration, and leadership development. Our future aim is to complement this dataset with data on leadership perspectives of NGOs and networks in the Global South as well as in Europe. We intend to share this dataset with a consortium of interested scholars outside Syracuse University. Beyond academic publications, we plan to regularly publish shorter policy versions of most papers for TNGO practitioners.

A second, complementary line of research focuses on the emergence of Rights Based Approaches to development advanced by many TNGOs. This research will zero in on the following question: How does the use of Rights Based Approach impact on the effectiveness and sustainability of a TNGO? Also, what are the organizational requirements for NGOs who choose to use this approach? Our ideas were initially triggered by collaboration with the NGO Plan Guatemala, which is a member of the global federation Plan International.

Educating the next generation of TNGO leaders

We offer students a unique way of preparing and qualifying for entering the NGO sector after graduation by offering a certificate of advanced studies in civil society organizations, based on a body of course work and internship or field work requirements. We also offer students help with placement in internships with NGOs. Moreover, students are given the opportunity to work with and undertake data analysis for NGOs (for example, ActionAid) in the context of their course requirements. Finally, our student-driven Working Group on Transnational NGOs offers opportunities to organize activities that facilitate learning around the many challenges particular to NGOs.

IF YOU ARE A STUDENT, YOU CAN...

- Learn through participating in our certificate of advanced studies in civil society organizations and in the activities of our student group on TNGOs
- Participate in volunteer-based research opportunities that enable you to interact with TNGO leaders
- Attend the many public talks and career-oriented sessions we organize with TNGO practitioners and with scholars who focus on TNGOs

IF YOU ARE A PRACTITIONER, YOU CAN...

- Benefit from our Moynihan NGO Fellows program (by invitation)
- Access the peer-to-peer learning and training opportunities offered by the Moynihan TNGO Leadership Institute
- Receive research assistance from Maxwell student teams, faculty, and staff in response to certain organizational challenges your NGO may face