TNGO Interview Study Protocol

<u>Section 0000 – Unique Identifiers</u>

Date (of interview): _____

Location (city where interview is conducted):_____

Organizational ID:_____

Organization Name: _____

Respondent's Name: _____

Gender of Respondent: M F

Approximate Age of Respondent: 22-35 36-45 46-55 56-65 65+

Interviewer: _____

Thank you so much for taking time out of your busy schedule to meet with me/us. My name is _____, and I am a research associate working with the Daniel Patrick Moynihan Institute of Global Affairs at the Maxwell School at Syracuse University on a project funded by the US National Science Foundation. *[Exchange business cards at this moment.]* The project is part of our Transnational NGO Initiative that is focused on learning more about the challenges to governance, leadership, and effectiveness that organizations like yours face. We are in the process of interviewing leaders like yourself in transnational NGOs that are involved in the development of civil society in countries around the globe. As we noted in our letter to you, this interview should take about one and a half hours and all data will be kept strictly confidential. Before we start, we would like to ask your permission to record the conversation with this digital recorder so that we don't miss any of the important parts of our conversation.

[After receiving oral consent, please start the audio recorder and state the relevant naming information before you begin]

We are going to start with a few questions about the attributes of your organization and about your position in the organization. Then will we move into more substantive issues of goals and objectives, effectiveness and accountability, partnerships, and finally leadership.

Section 1000 – Personal and Organizational Attributes

First, can you tell me where in the organization do you work (e.g., at HQ, a regional office, etc.)?

Would you please describe the specific role you play in this organization?

How long have you been in your position?

How long have you been in the organization overall?

Could you tell me if English is your first language?

If not, what is your first language? _____

Are you a citizen of _____ (country where language above is spoken)?

If not, where is your primary citizenship?

In which city and country do you currently live?

City _____ Country _____

Now let's talk about your organization. Approximately how many full-time employees does the organization have?

How about volunteers? How many does the organization have? Do you use interns?

Are most of the full-time employees located here or are they in other places? Where, for instance?

We are also interested in how organizations like yours are structured. Would you please tell me a little bit about how your organization is structured?

> Probe: For example, are you a federation, a coalition of independent organizations, a unitary organization?

> Probe: Are you more centralized or de-centralized?

Do you have any membership programs? Can you explain how membership works in your organization?

What role does your board play in the organization? How would you describe the organization's relationship and arrangement with your board?

Has your organizational structure changed recently or do you have plans to change your organization's structure in the near future?

Section 2000 – Organizational Goals, Strategies and Activities

In general, what would you say your organization is trying to accomplish?

Have these objectives changed any in the last 10 years?

      Probe: if so, in what ways have they changed?

What are the major obstacles, if any, to reaching your objectives?

Are there any changes that you would like to see in the organization's goals and strategies, now or in the future?

We're interested in how your organization pursues its mission and on which activities it focuses. I'm going to mention several different kinds of activities and I would like you to rank them from 1 to 5 (with 1 being low and 5 being high) according to how much time your organization is engaged in each. In addition, we would like to know what kinds of things you do within these domains. Here is a sheet that lists the categories.

Providing direct aid and services_____.

      Probe: So would you say this is a primary activity, a secondary activity, something you do on an "as needed" basis, or that you rarely, if at all, engage in?

Engaging in research and public education_____

      Probe: Again, would you say this is a primary activity, a secondary activity, something you do on an "as needed" basis, or that you rarely, if at all, engage in?

Mobilization of people (e.g., campaigns, public protests)_____.

      Probe: Again, would you say this is a primary activity, a secondary activity, something you do on an "as needed" basis, or that you rarely, if at all, engage in?

Advocacy_____.

      Probe: Again, would you say this is a primary activity, a secondary activity, something

you do on an "as needed" basis, or that you rarely, if at all, engage in?

Monitoring and assessing the effects of policies, international agreements, and commitments____.

> Probe: Again, would you say this is a primary activity, a secondary activity, something you do on an "as needed" basis, or that you rarely, if at all, engage in?

What other activities is your organization engaged in that I have not mentioned?

Section 3000 – Transnationalism

People often use the word "transnational" to describe organizations like yours that operate across national borders. On a scale from 1 to 5, where "1" is low and "5" is high, how "transnational" would you say your organization is currently? ____

How does being transnational affect the way your organization operates?

> Probe: Membership, leadership, policy agenda/agenda for global change, fundraising and expenses?

Section 4000 — Organizational Effectiveness

Let me ask you about the concept of "effectiveness," which is something we all have trouble defining. How does your organization define effectiveness?

Given your definition, can you describe to us a particular occasion when your organization was effective?

> Probe: What was at stake on this occasion?

> Probe: Who were the participants on this occasion?

> Probe: What do you think facilitated your organization being particularly effective on this occasion?

How would you evaluate the overall "effectiveness" of your organization?

How effective do you think other organizations perceive your organization to be? Why?

Can you name five organizations within your field, other than your own, that you consider particularly effective? What attributes of these organizations stand out as being particularly effective?

Org1:_____ Attributes: ____
Org2:_____ Attributes: ____
Org3:_____ Attributes: ____
Org4:_____ Attributes: ____
Org5:_____ Attributes: ____

How do you compare the effectiveness of your organization with the ones you just listed as particularly effective?

Can you describe how you secure funders and resources for your organization?

> Probe: How does the need to secure funding affect the goals, strategies and the organization internally?

Section 5000 — Organizational Accountability

Another governance issue for NGOs seems to be accountability. How does your organization define "accountability"?

To whom or what do you perceive your organization is accountable?

> Probe: Are there particular kinds of stakeholders that you feel the need to be accountable to, and why?

What strategies or activities does your organization use to strengthen its accountability?

> Probe: Do you see pros or cons to strengthening organizational accountability?

On a scale from 1 to 5, where "1" is low and "5" is high, to what degree are you satisfied with what your organization is doing regarding accountability? _____

Would you please explain your rating?

Section 6000 – Communications

How do you personally communicate with other parts of your organization? Do use primarily phone, email, IM, Skype, conference calls, face-to-face meetings? What are your preferences?

Probe: Are there specific venues, practices or technologies that are particularly important in this respect?

Probe: Are there more advanced technologies that you've adopted? (Such as: Wikis, Content Management Systems, Web-conferencing, Skype, Text-messaging, File-sharing tools, Tags for website classification, Rich Site Summary Feeds, Podcasts, Blogs)

How often do you communicate with colleagues in the field, and by what method(s)?

Section 7000 – Networks and Partnerships

Let's now talk about how and why your organization engages in collaborations. In general, what are your goals and reasons for collaboration with other organizations in your field?

Do you see any differences between "networks" and "partnerships?"

Probe: If so, would you please describe those differences?

Are you currently involved in any "networks?"

Probe: If so, please describe these networks.

Probe: Who or what types of organizations are involved? How did it get started? What is its purpose?

Are you currently involved in any "partnerships?"

Probe: If so, please describe these partnerships.

Probe: Who/what types of organizations are involved? How did it get started? What is its purpose?

Do you collaborate with other types of organizations or institutions? Why or why not?

Probe: NGOs, international organizations, governments, corporations?

What kinds of benefits, if any, do you see resulting from networks and the formation of partnerships?

Are there obstacles or challenges that arise in the formation of partnerships and networks?

Probe: What difficulties, if any, do other NGOs in your field pose for your organization?

Are there any particularly important lessons that you have learned from engaging in networks and partnerships?

Section 8000 – Leadership and Professional Engagement

We are now going to move into the last section of the interview. In this section, we would like to learn more about leadership within transnational NGOs. What kinds of specific skills do you

think people working in your organization need to have?

Within your organization, how do people acquire these skills?

   Probe: What kinds of opportunities are there for people at different stages in their careers in your organization to develop professionally?

How do people in your organization move into positions of leadership?

How would you define what it means to be a good leader in your organization?

Are there opportunities for professional enhancement that you wish were available for leaders like yourself?

Finally, is there anything else that you would like to share with us about your organization? Do you have any questions for me, or would you like clarification about anything that we have discussed?

Thank you again for your time and willingness to participate in this interview. Your information will be combined with others who have participated in similar interviews and analyzed to create a broad picture of transnational NGO governance, leadership, and effectiveness. This picture will help us better understand the role of transnational NGOs as agents of change in the global environment. We hope to involve you and your colleagues in our future initiatives designed to support your work. Please do feel free to contact the principal investigators, should you have any further questions about the study. In addition, please feel free to look at the website for the initiative.

[Remember to turn off and retrieve the recorder and LOCK the interview]

Section 9000 – Interviewer Debrief

Please reflect on the interview that you have completed by answering the following questions:

What were the three main things you took away from this interview (lessons learned, observations, surprises)?

Were there any points on which the interviewee seemed less than candid? If so, what factor(s) seemed to be at play? Any situational conditions which impacted on the quality/validity of the answers?

How usable are the data, and were there any particular challenges to the interview?

Was it easy to follow the order of the questions in the protocol? If not, please comment on which questions or sections may have been skipped, asked or talked about elsewhere in the protocol, and if possible, comment on where the relevant information might be found (i.e. close to what other question or section).

Are there any matters that require follow-up?

Any feedback regarding the interview protocol or lessons learned about the interview process?