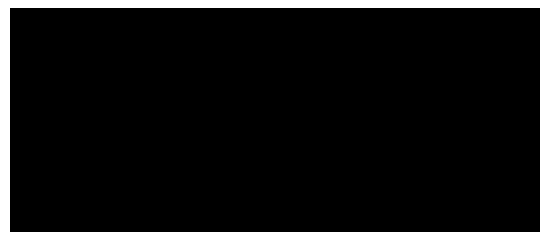


Course Instruction manual
Joint Master's Programme in
International Humanitarian Action

University of
Groningen

Management

Semester 1 block 2 : 2015/2016



Module coordinator:				Dr. Bartjan W. Pennink e-mail: b.j.w.pennink@rug.nl phone: 050 363 3458 office location: Duisenberg building, fifth floor, 552 office hours: appointments should be arranged by the GEM office, 050.363 3458 ...		
Lecturers:				Dr. Bartjan W. Pennink phone: 050 363 3458 office location: Duisenberg building, fifth floor, 552 office hours: appointments should be arranged by the GEM office, 050.363 3458 ...		
Guest speakers						
Credits awarded:				5 ECTS, equivalent to 140 work hours (1 ECTS = 28 hours)		
Period:				First semester, block 2.		
Venue & hours:				Monday and Friday morning, 09.00 – 12.00 Classroom: Monday: H1312.0019 Friday: H1312.0013		
Week 47: 17 – 21 Nov 2014						
Mo	16-11	09:00–12:00	Management in Hum. Action/L (1)	Seminar	Pennink, B.	1312. 0019
Fr	20-11	09:00–12:00	Management in Hum. Action/L (2)	Seminar	Pennink, B.	1312. 0013
Week 48: 24 – 28 Nov 2014						
Mo	23-11	09:00–12:00	Management in Hum Action/L (3)	Seminar	Pennink, B.	1312. 0019
Fr		No class	No class			
Week 49: Dec. 1 – Dec. 5						
Mo	30-11	09:00–12:00	Management in Hum. Action/L (4)	Seminar	Pennink, B.	1312. 0019
Fr	04-12	09:00–12:00	Management in Hum. Action/L (5)	Seminar	Pennink, B.	1312. 0013
Week 50: 8 – 12 Dec 2014						
Mo	07-12	10:00–12:00	Management in Hum. Action/L (6)	Seminar	Pennink, B.	1312. 0019
Fr	11-12	09:00–12:00	Management in Hum. Action/L (7)	Seminar	Pennink, B.	1312. 0013
Week 51: 15 – 19 Dec 2014						

Mo	14-12	09:00–12:00	Management in Hum. Action/L (8)	Seminar	Pennink, B.	1312. 0019
Fr	18-12	09:00–12:00	Management in Hum. Action/L (9)	Seminar	Pennink, B.	1312. 0013
Week 2: 5 Jan 2015						
we	06-01	10:00–13.00	Management in Hum. Action/L (10)	Seminar	Pennink, B.	1312. 0013
Week 3: 12 Jan 2015						
Fr		No class	No class		.	

1. Introduction

Management in Humanitarian Action

Introduction to the course

Complex crises occur in many parts of the world. They are characterized by widespread suffering. Regularly, government authority and civil society collapse or deteriorate severely. Food insecurity and (mass) starvation occur, while economies collapse. Refugees, internally displaced people, and other civilians often become pawns for warlords and religious or ethnic warmongers. Complex crises also have reverberations outside the immediate crisis area, for example, through regional instability, missed trade opportunities, proliferation of (small) arms, refugee flows, environmental degradation, terrorism, epidemics, and international interventions.

After the Cold War, the international community responded to the rising number of humanitarian crises with new forms of peacekeeping and an increase in humanitarian aid. In most official rhetoric, this mix of peacekeeping and humanitarian aid served a broader purpose than traditional, neutral intervention; it increasingly also took on rebuilding war-torn societies. A host of parties—international and national NGOs, the UN system, the Bretton Woods institutions, the International Red Cross system, bilateral development agencies, local communities, national governmental bodies, military organizations, and the media—interacted, and a wide range of activities—encompassing at least demilitarization, relief, political reconstruction, reintegration and reconciliation, as well as economic rebuilding—all required urgent action to prevent the recurrence of conflict.

However, the number of complex crises has not declined sufficiently. In fact, it often turns out that interventions refuel and prolong conflict, as, for example, happened in Somalia. Humanitarian actors and their protection forces sometimes become parties in the conflict. With Rwanda, Bosnia-Herzegovina, Afghanistan, and Iraq the notion has come under attack that outsiders, be they military, UN, or NGOs, can interfere in a beneficial manner. These crises highlight the need to further evolve or substantially adjust—and perhaps abolish (types of)—interventionist approaches.

2. Learning outcomes

Learning outcomes of the NOHA network for Management in HA:

- Understanding of the different aspects of general management, including program management, in Humanitarian Action
- Knowledge of the international humanitarian system and of different actors and stakeholders involved
- Capacity to identify the key issues in humanitarian action planning
- Understanding the importance of long term perspective and local participation in humanitarian interventions within the broader context of international cooperation
- Be able to assess humanitarian programmes / projects
- Capacity to work in a team

In this course we will highlight specific managerial and organizational topics, specifically we focus on (1) project management and evaluation, (2) organizational theory, and (3) specific aspects of management in humanitarian action organizations.

This course addresses the management of humanitarian organizations, the main other actors involved, and the opportunities and dilemmas for humanitarian action and rebuilding. It also discusses the main critiques of humanitarian management and possible alternatives. This course is designed to help students think through the main managerial and organizational issues in humanitarian affairs. Understanding these issues provides the participating students with an insight in the broader context of humanitarian action. The overall aim is to help students obtain the professional skills and insights for working in complex/chronic humanitarian/political crises. Further objectives of the course are to acquaint students with the basics of organization and management theory and project management, and to understand and be able to develop projects within the field of humanitarian action and HA organizations.

3. Course material

Literature

Several books on 'Management and Organization' (to be mentioned during lectures).

Several articles used in the lectures.

When possible, teaching materials will be made available through Nestor.

4. Teaching and learning methodology

Assessment

The assessment for this course will be carried out using the method of **portfolio assessment**. During the course each individual student builds up his or her own portfolio of various documents and other outputs that collectively demonstrate the required knowledge and competencies. At the end of the course your individual portfolio will include a variety of gradable sources that might have been individually produced, or together with fellow students. Collectively this constitutes the final individual grade for the course.

The goal of the portfolio is to build up an archive of evidence to demonstrate an acquired (learned) competence. The competence for the course Management in Humanitarian Action is to understand and to be able to engage in project work in humanitarian action organizations. In order to (further) develop this competence, attention is given to formulating project proposals, evaluating projects,

acquiring knowledge about project management, communicating to others within and outside projects, and to be self-aware and reflective about yourself as a project worker.

5. Programme and training activities

Week 47 16/11 and 20/11

1. Introduction to Management and Portfolio assessment
2. Leadership and team roles in Public Sector Organizations (PSO)

Week 48 23/11 and 27/11

3. Presenting your first idea's on individual assignment
4. No class
Working on individual assignment: Analysis of Management questions in a specific field of Humanitarian aid

Week 49 30/11 and 4/12

5. Project cycle management and Log frame analysis for PSO's
6. Project cycle, smart indicators and measurement and evaluating projects

Week 50 7/12 and 11/12

7. Kia Bolt Project Development bij Danish Refugee Council in Irak; experiences from the field
8. Perspectives on diversity and intercultural management

Week 51 14/12 and 18/12

9. Public Sector Organizations and the Military
10. Presentations of project proposals

No class : Holiday time

11. **On Wednesday:** Critical evaluations of project proposals: presentations

no class; working on your own portfolio

6. Workload

Start directly in the second week with the individual part of the portfolio by choosing the topic and specifying the main theme related tot the topic. As a second track start in the third week the groupwork you should start with working the project proposal. By finishing both parts before the Christmass , the first two weeks of January can be used to prepare the presentation of the project plan. In the third week of January the evaluation of the other project can be done and in the last week of January the individual reflection report and the last details of the portfolio can be done.

7. Assessment methods

Assessment

The completed portfolio at the end of the course will include the following (percentages refer to the constitution of the final grade):

- 25% Analysis of Management questions in a specific field of Humanitarian aid (Individual assignment)**
- 45% Project proposal (group assignment)**
- 25% Evaluation of a project in Humanitarian Action (group assignment)**
- 5% Reflection report (individual assignment)**

As part of the portfolio, each student also needs to write an individual reflection report on the portfolio. This individual reflection report provides every student to reflect upon the acquired competences and to explain and account for what has been learned.

Feel free to submit other relevant documents to be included in your portfolio as well. Other documents (or visual material) may positively influence the grading for the course, provided that these additional documents are of direct relevance to the goals of the portfolio.



8. Assessment criteria

Portfolio Assessment: Assignments - Instructions and Requirements

Suggested schedule to work on your portfolio/assignments to organize your efforts and time investments for this course.

- **Analysis of Management questions in a specific field of Humanitarian aid:** (individual assignment) Based on a choice out of a list of themes (to be provided at the start of the course) and with the help of scientific journal articles an analysis of that theme has to be given. The analysis has to include possible consequences for management questions in that field of Humanitarian aid. This assignment can be started with immediately. It is wise to complete this assignment during the first few weeks..
- **Project proposal** (group assignment). Start in the first week with your project group. Select a project to work on and determine what needs to be done. Divide tasks and devote enough time to coordination and agreeing on the final document.
- **Evaluation of a project in Humanitarian Action** (group assignment). This assignment logically follows the project proposal assignment. Be wise and start searching for how to evaluate project proposals in the first few weeks so that you are prepared when the evaluations need to be made.
- **Reflection report** on writing and evaluating project proposals (individual assignment). This report needs to be written at the end of the period. Do plan your time wisely and reserve enough time for writing this report in January. Keep notes or a professional diary during the running of this course. Writing a reflection report without having structurally written down your thoughts, ideas and things you encountered is difficult.
- Each project group has to prepare 2 presentations in January. Plan the preparation for these presentations timely and collectively.

Analysis of Management questions in a specific field of Humanitarian aid

JOURNAL ARTICLE ANALYSIS (INDIVIDUAL ASSIGNMENT)

First of all the overall theme has to be chosen out of the following possibilities:

- Themes/topics from which you have to choose:
- Sustainability and humanitarian aid projects: How to manage the combination of sustainability and emergency of needs
- NGO's and the Military: Cooperation, Independency and authority
- Disaster politics and Disaster Risk Reducing Management: Coping with disasters in the international context
- Control mechanism in NGO's working in the field of Humanitarian Aid: Accountability, Performance management, Result based management:
- The transition of Humanitarian Aid projects to Local Economic Development process:
- Risk in HA projects: How to combine different perspectives and different responsibilities in a project
- Empowerment in HA projects and the (positive) effects on the situation after ending HA projects
- Management questions on Safety and Security

Review a set of 5 journal articles which you consider relevant within the chosen theme. The 5 selected journal articles may also be used in other assignments for *this* course, but it is not allowed to select journal articles that have already been prescribed as relevant or suggested literature within the NOHA program. This means that you have to search and find journal articles that are relevant to your own judgment.

The articles that you choose are required to have been published in scientific journals that can be approached through the university library or through any digital library. Do not use articles or organizational reports published on webpages, or interviews published on the web. Search for published articles in scientific journals (accessible through the university library and digital libraries such as Emerald, EBSCO, Picarta, Science Direct, and various others). The five articles need to come from three different scientific journals.

Do not summarize the articles, but rather review and discuss them. Such a review and discussion should include a short recapitulation of the main points (insights) and arguments of the article that are subsequently discussed and criticized by you. You may agree with the author of the article or not, identify links or contrast with other articles or books, provide (counter) examples etcetera. Come to a conclusion about the 5 articles, and answer the question that you have posed at the beginning.

- Select journal articles up to your own judgment. You may either use the paper-based journal archives of the university library, or digital sources like the electronic journal available through the university library (<http://www.rug.nl/bibliotheek/catalogibestanden/index>), Picarta, ScienceDirect etcetera.
- The quality of the selected journal and the relevance for the field of Management in humanitarian action are important elements. Choose academic articles, published in relevant journals or through other renowned publishing channels.
- Include full references to the journal articles.
-
-
-

Assessment criteria:

- How the theme is worked out in the analysis.
- How the selected articles, are related to the theme
- Quality of the review of the articles, critical discussion, comparison of the articles and a review of the arguments brought forward by different authors
- Nature of the conclusion, how well are the questions that you have formulated in your paper answered
- **Maximum length: 2500 words (5 pages A4, normal layout).**

- Start with this assignment soon, a good suggestion is to try and finish this assignment in the first 4 weeks
- **Formal deadline (completed portfolio): 29/01/2016: 16.00**
- Hardcopy: 29/01/2016, 14.00: Faculty of Economics and Business, Duisenberg building room 532 (Global Economics and Management office)
- Softcopy: 29/01/2016, 16.00: *on the discussion board* for (each group has to upload only one project proposal and one evaluation report and all the students have to upload their review of the articles individual.
Uploading the reflection reports is not needed!

PROJECT PROPOSAL (GROUP ASSIGNMENT)

Write a project proposal for a situation in the field of humanitarian action. You may choose whatever project you like, as long as it is relevant for the field of humanitarian action. It may be a relief project in a disaster-struck area, a food project in a conflict situation, setting up activities in a refugee camp, providing medical help, etcetera. In making your choice, it is allowed to base your project on experiences – however, it is not allowed to choose an existing project (e.g. a completed project of one's own experience) for this assignment. Imagine of make up a project, decide on this collectively as a team.

With a group of fellow students you form a project team as part of an organization active in the field of humanitarian action, and your task is to prepare this project. Also think about issues like:

- What is the name of your organization?
- Where are your headquarters and (regional and field) offices located?
- What humanitarian sectors does your organization focus on: food, water, shelter, medicine, clothing, other?
- In what developmental activities does your organization wants to be involved in: conflict resolution, human rights, gender, food security and agriculture, food aid, long-term health, long-term education, others?
- What is the country or region in which your organization is specialized?
- Do you want to work with ECHO or other funding agencies (such as UN or World Bank)? What is their impact (interests, formats etc.) on your project?
- How is your cooperation with beneficiaries, local population, local administrations, civil society, religious institutions? How does this impact your project?

You as a project team are free to write the proposal in your own way, following your own approach or format, based on your own judgment of what is best and suitable for this particular project. However, you have to include the following subjects (besides the regular ingredients of a project proposal):

- Logical framework (or alternative): a short explanation and clarification of the approach (or format) that you have used for drafting the proposal.
- A stakeholder analysis
- A section that clearly lists and explains the intended results and indications how these results can be observed and measured. Develop an approach to measure performance and results of the project. Include a section of the expected budget for the project, and how to acquire funding for this particular project. Include argumentation directed at funding agencies why to fund this project.
- Be sure to widely use relevant literature.



Maximum length: 7500 words

All project groups have to present their project proposals to the whole group. Who is going to present and in what format (single or multiple persons) is left to your own preference. The presentation is not graded, but has to be sufficient.

Directly after the presentations groups have to send the draft project proposal to the donor group for peer reviews, i.e. an evaluation of their projects. Every group also has to submit a copy of the draft project proposal to the lecturer (Bartjan Pennink).

Suggested literature and resources:

- See the Nestor site for various resources (Project cycle management (PCM) format, slides about the Logical Framework, examples, etc.)
- Source of powerpoints on project management:
http://www.its.ex.ac.uk/project-management/course/downloads/presentation/introduction_files/frame.html
or the whole course:
<http://www.its.ex.ac.uk/project-management/course/index.shtml>

Output for this assignment:

- draft project proposal to donor groups for peer assessment, discuss with your peer review group when they need it
- draft project proposal to lecturer (Bartjan Pennink) Before Monday **05/01/2015**, 15.30 by email ! (b.j.w.pennink@rug.nl)
- final (adjusted) project proposal to be included in portfolio (only the final version will be graded) see deadline for the whole portfolio

EVALUATION OF A PROJECT IN HUMANITARIAN ACTION (GROUP ASSIGNMENT)

All project proposals written during the first half of the course will be assessed and evaluated by a peer group (another project group). When you, as a project group, are going to evaluate a project proposal written by another group, try to see yourself as an evaluating agency, such as a consultant carrying out project evaluations, or as a donor agency that has financially supported this project.

The approach to evaluation that each project group takes to evaluate the project proposal is left to your own judgment. There may be various formats and methods for evaluation, and criteria for evaluation may also slightly differ. You, as a project evaluation team, are free to choose the most appropriate approach, based on your own standards. However, besides the regular elements of a project evaluation the document should also include:

- An explanation and clarification of the approach (or format) that you have used for evaluating the project proposal.
- A clear evaluation of the (intended) results and the measurability of the results.
- A clear evaluation and judgment about the project's budget and the transparency how funds are going to be spent.
- Be sure to widely use relevant literature.

Maximum length: 5000 words (10 pages A4), normal layout.

The formal deadline (completed portfolio): see the Course Time Schedule. Hand in one hardcopy for the portfolio, but also provide your fellow group whose project proposal you have evaluated with enough copies, either in paper or electronically.

Suggestions for working on this assignment. Evaluations of projects in the field of humanitarian action have been carried out for many decades already. However, recently evaluations are undertaken in different ways, heavily guided by and stressing the transparency of project activities and the allocation of resources, and accountability. Find out about various ways of evaluating projects and investigate the current developments in project evaluation and result measurement. Choose your own approach to evaluation, but make it relevant in the context of current discussions and the latest developments. In January all project groups have to present their project evaluations to the whole group. Who is going to present and in what format (single or multiple persons) is left to your own preference. The presentation is not graded, but has to be sufficient.

Background: What is Peer Review? Simply stated, peer review involves sharing one's writing with a group of peer readers who offer feedback and suggestions for improvement.

Getting students to respond to each other's drafts has numerous benefits:

- Providing a wider audience for students.
- Offering students the opportunity to receive feedback on the strengths and weaknesses of their work
- Teaching students to critically analyze their own writing and the writing of others.
- Motivating multiple drafts and substantial revisions
- Familiarizing students with the format, style, criteria, and expectations in the discipline studied
- Promoting active learning
- Building classroom community

Simply asking students to respond to each other's writing, however, is seldom sufficient. It is much more effective to guide them by developing and using feedback forms.

REFLECTION REPORT ON WRITING AND EVALUATING PROJECT PROPOSALS (INDIVIDUAL ASSIGNMENT)

At the end of the course each student needs to write a reflection report to reflect on and analyze the learning process the student has gone through during this course (in lectures, workshops, group and individual work), identify personal strengths and weaknesses in the area of ‘management in humanitarian action’, evaluate what you have learned and formulate future learning goals.

In order to develop a systematic reflection on your own learning process, **first** determine your own learning goals at the start of the course (these can be different for each individual), and your own strengths (what you know and you’re good at) and weaknesses (what you don’t know or don’t understand or wish that you knew more about or knew how to do better) in the area of ‘management in humanitarian action’. These goals can be in the realm of knowledge or skills. **Second**, describe your experiences and evaluate what you have learned from the course by reviewing various themes/elements of the course (such as team roles, project management, project evaluation, general organization theory, accountability, performance and result orientation, training video’s, intercultural cooperation, or other). And **third**, identify what elements you would like to learn more about or develop further in the future. This might be because of personal interests, ambitions, elements that you have missed in the course, or other. Also be explicit about how you want to reach those goals.

Maximum length: 1250 words, normal layout.

9. Appendices

Schedule for exchange of project proposals (peer review, evaluation)

Project proposal (draft) from group	Will be evaluated by group
A	C
B	D
C	E
D	A
E	B
-	-

Presentation schedule

Time	Proposals	Evaluations
9:15 – 09.45	D	A
9:45 – 10.15	E	B
10:15 – 10.45	A	C
10:45 - 11:00	Break	Break
11:00 - 11.30	B	D
11:30 - 12.00	C	E
	-	-
	End	End

Assigned Groups for Project & Evaluation 2011-2012

Project Group Members	Project Group	Will be evaluated by group
	A	C
	B	D
	C	E
	D	A
	E	B

