

Course manual
Joint Master's Programme in
International Humanitarian Action
Winter Semester 2016-2017

Ruhr-Universität
Bochum

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version Juli 2016

MODULE 204
Management

Semester 1

Module coordinator: **Prof. Dr. Dennis Dijkzeul**
Dennis.Dijkzeul@rub.de

Lecturers: **Prof. Dr. Dennis Dijkzeul**

Guest Lecturers: **Dr. Markus Moke**
Markus.Moke@rub.de

Prof. Dr. Katrin Radtke
Katrin.Radtke@rub.de

Christof Ruhmich

Dr. Peter Schmitz

Rajendra Aryal

Tutorial: **Lara Horstmann**

Credits awarded: 5 ECTS, equivalent to 125 work hours (1 ECTS = 25 hours)

Period: First semester

Venue & hours: BO Fenster, 4.46-47, Seminarraum IFHV

Lectures:

Thursday, 29 September 2016, 10:00 – 16:00 (DD)
Monday, 10 October 2016, 10:00 – 11:30 (DD)
Monday, 17 October 2016, 10:00 – 11:30 (DD)
Monday, 24 October 2016, 10:00 – 11:30 (DD)
Monday, 31 October 2016, 10:00 – 11:30 (DD)
Monday, 07 November 2016, 10:00 – 11:30 (DD)
Monday, 14 November 2016, 10:00 – 11:30 (DD)
Monday, 21 November 2016, 10:00 – 11:30 (DD)
Monday, 28 November 2016, 10:00 – 11:30 (DD)
Monday, 05 December 2016, 10:00-11:30 (DD)
Monday, 12 December 2016, 10:00-13:15 (MM)

Sphere Training:

Thursday, 6 October, 10:00 – 17:30 (Schmitz)

Safety and Security Workshop:

Friday 21 October, 10.00-13.15 (Radtke)

Coordination and Cluster Approach

Monday, 14 November 2016, 14:15-17:30 (Aryal)

PCM Workshop:

Thursday, 01 December, 10:00-17:30 (Ruhmich)
Friday, 02 December, 10:00-17:30 (Ruhmich)

Tutorials:

Monday, 10 October 2016, 11:45 – 13:15 (Horstmann)
Monday, 14 November 2016, 11:45 – 13:15 (Horstmann)
Monday, 05 December 2016, 11:45 – 13:15 (Horstmann)
Monday, 09 January 2017, 11:45 – 13:15 (Horstmann)

Exam Management Module, Wednesday, 11 January 2017

1. Introduction

Humanitarian crises occur in many parts of the world. They are characterized by widespread suffering. Regularly, government authority and civil society deteriorate severely. Food insecurity and (mass) starvation occur, while economies collapse. Refugees, internally displaced people, and other civilians often become pawns for corrupt politicians, warlords and religious or ethnic warmongers. These 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 action. In most official rhetoric, this mix of peacebuilding and humanitarian action served a broader purpose than traditional, impartial and neutral aid; 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—for instance, demilitarization, relief, political reconstruction, reintegration, and reconciliation, as well as economic rebuilding—to save lives and/or prevent the recurrence of conflict.

However, the number of crises, natural and man-made, is still increasing. 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 to the conflict. With Rwanda, Bosnia-Herzegovina, Afghanistan, Iraq and Syria 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. Important questions in this respect are “Can we maintain the humanitarian principles or should we link humanitarian aid to development or conflict resolution? What are the roles of the local population during humanitarian interventions? Can humanitarian actors build on local capacities? Is humanitarian aid just a cover-up for the lack of political will or for the containment of crises? How can we improve its management?”

This course addresses the management of humanitarian organizations, the main other actors involved, and the opportunities and dilemmas for humanitarian action. It also discusses the main critiques of humanitarian management and possible alternatives. The course follows the principle that humanitarian aid should be provided from a long-term perspective—otherwise it can reinforce conflict and exclusion, hamper future access, and neglect the root causes of the complex crises.



2. Learning outcomes

This course is designed to help students think through the main managerial and organizational policy issues—or dilemmas—and debates in humanitarian affairs. Understanding these issues provides the participating students with an insight in the broader context of humanitarian action, which helps to explain strengths and shortcomings of such action, as well as the (limited) options for further improvement of its management.

In addition, the course will familiarize the students with the main authors and information sources in the field of humanitarian affairs. The course is based on a combination of lectures, literature study, group discussions, and a final exam. The final exam also evaluates the classes by Christof Ruhmich, Dr. Markus Moke, Prof. Dr. Katrin Radtke and Rajendra Aryal.

The overall aim is to help students obtain the professional skills and management insights for working in complex/chronic humanitarian/political crises. This course focuses on the broader context, as well as policy and management issues in complex crises. Upon completing this fall course students should:

1. understand the differences between rhetoric and reality of humanitarian intervention.
2. possess an overview of the history, issues, dilemmas and actors in humanitarian intervention and the combination of unique factors and recurring issues.
3. understand the importance of a long-term perspective and local participation in humanitarian intervention.
4. know how to research, and where to find, relevant information on humanitarian crises, which is necessary to future work in the field.
5. be able to assess shortcomings of current management approaches to humanitarian affairs, as well as identify conceptual and practical problems.
6. be able to place the management of humanitarian interventions in the broader context of development cooperation and international politics (see also geopolitics module).

3. Course content/ Teaching and learning methodology

PART I: CONTEXT, CONCEPTS AND STRATEGY

Monday, 10 October 2016, 10:00-11:30: "Set-up of our Course" (Dennis Dijkzeul)

1. Introduction of course: instructor, review of course objectives, outline of subjects to be covered, student responsibilities, grading, office hours, useful references, reading material, and explanation of assignments.
2. Relationship with other courses and semesters within the NOHA Program. What is a "Complex Humanitarian Emergency" or a "Crisis"? Origin and evolution of the definitions. Related concepts. Difference between man-made and natural disasters.
3. Who are the players? Brief description of the "system" of local, national and international actors.

Required Reading:

- Hanlon, J., H. Yanacopulos, 'Introduction,' pp. 7-16, in Yanacopulos and Hanlon, *Civil War, Civil Peace*.
- Hanlon, J. Chapter 1: '200 Wars and the Humanitarian Response,' pp. 18-47, in Yanacopulos and Hanlon, *Civil War, Civil Peace*.

- James, E. *Managing Humanitarian Relief: An Operational Guide for NGOs*, pp. 1-20.

Recommended Reading:

- James, E. *Managing Humanitarian Relief: An Operational Guide for NGOs*, pp. 21-88.

Monday, 17 October 2016, 10:00-11:30: “Humanitarian Mandates: Practical and Conceptual Problems” (Dennis Dijkzeul)

1. Uncertainty on how and when to intervene (accompanied by a lack of preparedness).
2. The difficulties in linking relief, rehabilitation, and development.
3. Declining resources and disparities in allocation.
4. The roles and management of the organizations involved, in particular inter-organizational coordination and competition, as well as tension between organizational control and local participation.

Required Reading:

- Hanlon, J. Chapter 2: ‘Intervention,’ pp. 18-47, in Yanacopulos and Hanlon, *Civil War, Civil Peace*.
- Harmer, A., Macrae, J. (eds)(2004) *Beyond The Continuum: The Changing Role of Aid Policy in Protracted Crises*, HPG Report **18**, Humanitarian Policy Group, Overseas Development Institute, London, Chapter 1: “Beyond the Continuum: An Overview of The Changing Role of Aid Policy in Protracted Crises” pp. 1-11. (See <http://www.odi.org.uk/hpg/papers>).

Recommended Reading:

- James, E. *Managing Humanitarian Relief. An Operational Guide for NGOs*, pp. 105-116.

Monday, 24 October 2016, 10:00-11:30: “Types of War and Interventions” (Dennis Dijkzeul)

1. Warlord politics and the political economy of war
2. Types of intervention: military (peacekeeping) or civilian.
3. Prevention, Peace-making and Rebuilding.
4. When is it “right” and/or “legal” to intervene? When not to intervene? The Humanitarian Principles?
5. Strategy of humanitarian organizations: Understanding Context and (Un-)Principled Responses.

Required Reading:

- Ballentine, K., and Sherman, J., “Introduction,” pp. 1-11, Cater, C., “The Political Economy of Conflict and UN Intervention: Rethinking the Critical Cases of Africa,” pp. 19-42, in Ballentine, K., and Sherman, J. (eds.)(2003) *The Political Economy of Armed Conflict: Beyond Greed and Grievance*, Lynne Rienner Publishers, Boulder.
- Slim, H. (1997) *Relief Agencies and Moral Standing in War: Principles of Humanity, Neutrality, Impartiality and Solidarity*, *Development in Practice*, **4**, pp. 342-352.
- Hanlon, J. Chapter 6: ‘The Social Contract and Violent Conflict,’ pp. 137-160, in Yanacopulos and Hanlon, *Civil War, Civil Peace*.
- James, E. *Managing Humanitarian Relief. An Operational Guide for NGOs*, pp. 117-142.

Recommended Reading:

- James, E. *Managing Humanitarian Relief: An Operational Guide for NGOs*, pp. 143-158.

PART II: ACTORS AND ORGANIZATIONS

Monday, 31 October 2016, 10:00-11:30: “Outside Actors: Donors, UN, NGOs, the Military and Coordination Issues” (Dennis Dijkzeul)

1. Donor Country Governments
2. NGOs
 - Theoretical overview: what are they, why have they emerged, whose interests do they serve and why?
 - Distinguishing between public service contractors, solidarity organizations, neutral organizations and impartial organizations.
 - North-South issues.
 - Funding arrangements and the broader issue of donors and their policies.
3. UN System
 - Roles, responsibilities and mandates.
 - Execution of programs & examples of UN-led humanitarian interventions: political rationale, funding levels, assignment for leadership and coordination.
4. Regional Organizations.
5. The Military
6. The aid chain and coordination.

Required Reading:

- Cramer, C. Chapter 7: ‘Greed versus Grievance,’ pp. 164-183, in Yanacopulos and Hanlon, *Civil War, Civil Peace*.
- Krause, M., Chapter Four ‘The History of Humanitarian Authority and the Divisions of the Humanitarian Field’, pp. 92-125, and Chapter Five “The Reform of Humanitarianism”, pp. 126-146.
- James, E. *Managing Humanitarian Relief. An Operational Guide for NGOs*, pp. 351-365.
- Development Initiative (2016) *Global Humanitarian Assistance Report 2016*, pp. 6-7, available at <http://reliefweb.int/sites/reliefweb.int/files/resources/Global-Humanitarian-Assistance-Report-2016.pdf>. Notice that page numbering of the PDF file differs from actual page numbering of this document!

Recommended Reading:

- Development Initiative (2015) *Global Humanitarian Assistance Report 2015*, available at http://www.globalhumanitarianassistance.org/wp-content/uploads/2015/06/GHA-Report-2015_-Interactive_Online.pdf.

Monday, 07 November 2016, 10:00-11:30: “Victims, Beneficiaries, or Participants? Local Population, Internally Displaced People and Refugees” (Dennis Dijkzeul)

1. Outcomes of actions: conflict resolution, refugee resettlement, social and political reconstruction. What goes right? What goes wrong? Where do we go from here?
2. Coping mechanisms, capacities, capabilities, and vulnerabilities.
3. Participation.

Required Reading:

- Thomas, A. Chapter 1: ‘Reflections on Development in a Context of War,’ pp. 185-204, in Yanacopulos and Hanlon. *Civil War, Civil Peace*.
- Krause, M., Chapter 2, ‘Beneficiaries as Commodity’, pp. 39-69.

Recommended Reading:

- Moore, J., Chapter 7, pp. 119-135.
- Harrel-Bond, B. (1999) The Experience of Refugees as Recipients of Aid, pp.136-168 in Ager, A. (ed.) (1999) *Refugees: Perspectives on the Experience of Forced Migration*, Cassel, London and New York.

Monday, 14 November 2016, 10:00-11:30: New Actors: Private Military and Security Companies and Local Actors: What about the Humanitarian Principles? (Dennis Dijkzeul)

1. New Donors
2. Local Actors
3. Alternative Principles?

Required Reading:

- Joachim, J. and A. Schneiker (2016) 'Humanitarian Action for Sale: Private Military and Security Companies in the Humanitarian Space,' pp. 192-209, in Sezgin, Z. and Dijkzeul, D. (Eds) (2016) *The New Humanitarian Actors: Contested Principles, Emerging Practice*, Routledge Humanitarian Studies Series, Routledge, Milton Park.
- Vaux, T. (2016) 'Traditional and Non-Traditional Humanitarian Actors in Disaster Response in India', pp. 318-337, in Sezgin, Z. and Dijkzeul, D. (Eds) (2016) *The New Humanitarian Actors: Contested Principles, Emerging Practice*, Routledge Humanitarian Studies Series, Routledge, Milton Park.

Recommended Reading:

- The other chapters, in particular the introduction and conclusions, of Sezgin, Z. and Dijkzeul, D. (Eds) (2016) *The New Humanitarian Actors: Contested Principles, Emerging Practice*, Routledge Humanitarian Studies Series, Routledge, Milton Park, pp. 1-191, 210-317, 339-365.

PART III: CROSS-CUTTING ISSUES: GETTING THINGS DONE

Monday, 21 November 2016, 10:00-11:30: Local Negotiations (Dennis Dijkzeul)

1. Negotiations on the ground

Required Reading:

Three chapters from Magone, C., M. Neuman, and F. Weissman (Eds) (2011) *Humanitarian Negotiations Revealed: The MSF Experience*, Médecins Sans Frontières, Columbia University Press, New York, namely:

- Allié, M-P. (2011) 'Introduction: Acting at Any Price?', pp. 1-11.
- Crombré, X. (2011) 'Afghanistan: Regaining Leverage', pp. 49-66.
- Weissman, F. (2011) 'Silence Heals ... From Cold War to the War on Terror: MSF Speaks out: A Brief History', pp. 177-197.

Recommended Reading:

- Magone, C., M. Neuman, and F. Weissman (Eds) (2011) *Humanitarian Negotiations Revealed: The MSF Experience*, Médecins Sans Frontières, Columbia University Press, New York, pp. 15-46, 69-174, and 199-258.

Monday, 28 November 2016, 10:00-11:30: "Rebuilding Reconsidered: Linking Relief and Development" (Dennis Dijkzeul)

1. Importance of a long-term perspective: lives and livelihood, access and security. Positive and negative linkages among political aspects, development, human rights, and participation. Three areas:
 - security: a transition from war to peace and non-violent ways of conflict resolution;
 - politics: a transition from an authoritarian or totalitarian system to an open, participatory system of governance (including civil society building); and
 - economy: a transition to (re-)building economic capacities, often with a higher degree of equity.
2. Accountability and evaluation.
3. What happens if the spotlight is turned off?

Required Reading:

- El-Bushra, J. Chapter 10: 'Transforming Power Relations: Peacebuilding and Institutions,' pp. 233-257, in Yanacopulos and Hanlon, *Civil War, Civil Peace*.
- Goodhand, J. Chapter 11: 'Preparing to Intervene,' pp. 259-278, in Yanacopulos and Hanlon, *Civil War, Civil Peace*.
- Directorate-General for External Policies (2012). Linking Relief, Rehabilitation and Development: towards More Effective Aid, Brussels, available at http://www.europarl.europa.eu/RegData/etudes/briefing_note/join/2012/491435/EXPO-DEVE_SP%282012%29491435_EN.pdf.
- Mosel, I. and Levine, S. (2014). Remaking the case for linking relief, rehabilitation and development. How LRRD can become a practically useful concept for assistance in difficult places. HPG-ODI, available at <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/8882.pdf>.

Recommended Reading:

- Moore, Chapters 12 -15, pp. 211-285.

Monday, 05 December 2015, 10:00-11:30 "Final Session" (Dennis Dijkzeul)

1. Final Question and Answer Session

Required Reading:

- Goodhand, J. Chapter 12: 'Working 'in' and 'on' War,' pp. 280-311, in Yanacopulos and Hanlon, *Civil War, Civil Peace*.
- Hanlon, J., H. Yanacopulos 'Conclusion: Understanding as a Guide to Action' pp. 314-320, in Yanacopulos and Hanlon, *Civil War, Civil Peace*.
- Krause, M. (2014) Conclusion, pp.168-176.

Recommended Reading:

- Bennet, C. (et al.)(2016) *Time to Let Go: Remaking Humanitarian Action for the Modern Era*, Humanitarian Policy Group, Overseas Development Institute, London.
- Humanitarian Futures Program and Feinstein International Center (2010) "Humanitarian Horizons: A Practitioners Guide to the Future, pp. 1-50, available at <https://wikis.uit.tufts.edu/confluence/display/FIC/Humanitarian+Horizons+-+A+Practitioners%27+Guide+to+the+Future>

Monday, 12 December 2016, 10:00-13:15: "Human Resources in Crisis" (Markus Moke)

1. Human Resources Management

Required Reading:

- CHS Alliance (Ed.) (2014) Core Humanitarian Standard on Quality and Accountability,

available at
<https://corehumanitarianstandard.org/files/files/CHS%20in%20English%20-%20book%20for%20printing.pdf>.

- James, E. *Managing Humanitarian Relief. An Operational Guide for NGOs*, pp. 159-182.

4. Workload

Attendance	30 hours
Reading of and analyzing required literature	60 hours
Exam (preparation and actual exam)	35 hours
Total	125 hours

Tutorial	6 hours
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5. Assessment methods

GRADING:

Elements	Due date	Share
Final Exam (of Management Module)	January 11, 2017	100%

6. Appendices

Required Books:

- Barnett, M. (2011) *Empire of Humanity: A History of Humanitarianism*, Cornell University Press, Ithaca and London (for the academic reading class of the introduction week).
- Krause, M. (2014) *The Good Project: Humanitarian Relief and the Fragmentation of Reason*, University of Chicago Press, Chicago.
- Yanacopulos, H., Hanlon, J. (2005) *Civil War, Civil Peace*, James Currey, Oxford, Ohio University Press, Open University UK, Milton Keynes.
- James, E. (2008) *Managing Humanitarian Relief. An Operational Guide for NGOs*, Practical Action Publishing, Warwickshire.

A reader includes all articles and individual book chapters mentioned in this syllabus is on the NOHA-Blackboard. The required books are in the library, or can be bought at www.amazon.de and the Schatten Buchhandlung in Uni-Center. It is important to order these books as quickly as possible.

Required Reading (Web-Resources):

- CHS Alliance (Ed.) (2014) *Core Humanitarian Standard on Quality and Accountability*, available at <https://corehumanitarianstandard.org/files/files/CHS%20in%20English%20-%20book%20for%20printing.pdf>.
- Development Initiative (2016) *Global Humanitarian Assistance Report 2016*, pp. 6-7, available at <http://reliefweb.int/sites/reliefweb.int/files/resources/Global-Humanitarian-Assistance-Report-2016.pdf>. Notice that page numbering of the PDF file differs from actual page numbering of this document!
- Directorate-General for External Policies (2012). Linking Relief, Rehabilitation and Development: towards More Effective Aid, Brussels, available at http://www.europarl.europa.eu/RegData/etudes/briefing_note/join/2012/491435/EXPO-DEVE_SP%282012%29491435_EN.pdf.
- Harmer, A., Macrae, J., (eds)(2004) Beyond The Continuum: The Changing Role of Aid Policy in Protracted Crises, *HPG Report 18*, Humanitarian Policy Group, Overseas

Development Institute, London, (See <http://www.odi.org.uk/hpg/papers>). Notice that page numbering of PDF file differs from actual page numbering of this document! With this document, the easiest thing to do is to print out the whole document.

Recommended Texts:

On Management:

Cohen, S., W. Eimicke and T. Heikkila (2008) *The Effective Public Manager: Achieving Success in a Changing Government* (The Jossey-Bass Nonprofit and Public Management Series), San Francisco.

On Humanitarian Affairs:

Anderson, M.B. (1999) *Do No Harm: How Aid Can Support Peace—Or War*, Lynne Rienner Publishers, Boulder.

Bennet, C. (et al.) (2016) *Time to Let Go: Remaking Humanitarian Action for the Modern Era*, Humanitarian Policy Group, Overseas Development Institute, London.

Berdal, M., and D.M. Malone (2000) *Greed and Grievance: Economic Agendas in Civil Wars*, Lynne Rienner Publishers, Boulder.

Ballentine, K., and Sherman, J., (eds.) (2003) *The Political Economy of Armed Conflict: Beyond Greed and Grievance*, Lynne Rienner Publishers, Boulder.

Dijkzeul, D. and Beigbeder, Y. (2003) *Rethinking International Organizations: Pathologies and Promise*, Berghahn Books, Oxford/New York.

Gourevitch, P. (1998) *We wish to inform you that tomorrow we will be killed with our families: Stories from Rwanda*, Picador USA, New York.

Magone, C., M. Neuman, and F. Weissman (Eds) (2011) *Humanitarian Negotiations Revealed: The MSF Experience*, Médecins Sans Frontières, Columbia University Press, New York

Moore, J. (ed.) (1998) *Hard Choices: Moral Dilemmas in Humanitarian Intervention*, Rowman and Littlefield Publishers, Lanham.

Reno, W. (1998) *Warlord Politics and African States*, Lynne Rienner Publishers, Boulder/London.

SPHERE Project, (2011) *Humanitarian Charter and Minimum Standards in Disaster Response*, The SPHERE Project, Geneva, third edition.

Sezgin, Z. and Dijkzeul, D. (Eds) (2016) *The New Humanitarian Actors: Contested Principles, Emerging Practice*, Routledge Humanitarian Studies Series, Routledge, Milton Park

Uvin, P. (1998) *Aiding Violence: The Development Enterprise in Rwanda*, Kumarian Press, West Hartford.

Walker, P. and D.G. Maxwell (2009) *Shaping the Humanitarian World*, Routledge, Milton Park, Abingdon, New York.