

Third semester manual  
Joint Master's Programme in  
International Humanitarian Action

Fordham University  
Location: New York, NY

version December 2018

**Regional specialisation**

Semester 3



The Institute of International  
Humanitarian Affairs  
[www.fordham.edu/iha](http://www.fordham.edu/iha)



**FORDHAM UNIVERSITY**  
THE JESUIT UNIVERSITY OF NEW YORK

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## 1. Third semester regional training learning outcomes

In conformity with the learning outcomes set out by the NOHA network, by the end of the regional training, the student:

- Has a critical understanding of the humanitarian principles and standards and the problematic nature of the dilemmas involved.
- Has demonstrated the ability to formulate adequate and ethically sound recommendations for humanitarian action grounded in the humanitarian principles and values, translating these in innovative, practical terms to policies, strategies and programme management.
- Takes responsibility for specifying clear ethical standards informed by the humanitarian principles, values and professional codes of conduct.
- Applies innovatively and strategically correct the humanitarian principles and standards to dilemmas in complex and insecure contexts.
- Has highly specialised knowledge and a critical understanding of humanitarian concepts and theories.
- Has innovative expertise on a particular current theme in humanitarian action with an interdisciplinary understanding in terms of its political, legal, anthropological, public health and management aspects."
- Has specialised skills to conceptualise, interpret and critically analyse complex humanitarian crises and interventions on the basis of a variety of sources, generating new interdisciplinary expertise to help solve complex humanitarian problems.
- Has demonstrated the ability to position one's own research findings in the broader context of humanitarian action.
- Has developed an open attitude towards acquiring new knowledge and understanding about professional and academic developments in humanitarian action."
- Has specialised problem-solving skills to promote the best and safest response in humanitarian emergency contexts in terms of personal and social implications and foreseeable harm by humanitarian interventions.
- Acts firmly and appropriately in insecure situations according to the security rules, taking into account advice from security sources and other stakeholders.
- Has demonstrated a range of coaching and management skills to carefully assess the relevant factors for decision making in terms of operative context, possible effects and risks and the best way for successful implementation of strategic decisions.
- Has demonstrated the ability to act on decisions made.
- Has adopted a reflective practice analysing personal learning goals and ways to achieve them.
- Stimulates the involvement and development of team members and partners to achieve a successful humanitarian project.
- Has highly specialised knowledge of the diversity of actors and stakeholders, their interaction and competition, and a thorough understanding of the importance of coordination between different levels in the humanitarian system.
- Has demonstrated the ability to listen to beneficiaries and stakeholders and taking into account their considerations, communicate humanitarian expertise and research findings in a structured, intelligible way to specialists and non-specialists in a multi-cultural humanitarian setting.
- Has the ability to cultivate relations of sensitive respect in terms of cultural and gender diversity and to cooperate in a quest for mutual benefit or compromise."
- Involves partners and team members in different levels of decision-making and acts responsible and accountable concerning own decisions.
- Actively contributes to team building, a balanced distribution of work, and fostering a good atmosphere and cohesion in group projects in an effort to achieve the common goal.
- Has highly specialised knowledge and critical understanding of the impact of various humanitarian action interventions on the needs and rights of crisis-affected people and their interaction with interests of relevant actors in a certain professional regional context.
- Specialised problem-solving skills combining interdisciplinary knowledge and understanding of the range of needs and capabilities of crisis-affected people in a certain regional context toward relevant, evidence-based solutions for effective response.
- Learns from past experiences, identifies opportunities to overcome humanitarian dilemmas and proposes new work methods for increased efficiency, effectiveness and stakeholder accountability in complex and unpredictable humanitarian environments.

## 2. Overview of semester offered to NOHA student

Semester Three/2019-2020  
August-December 2019

During their stay at Fordham University, NOHA students will be able to take four courses offered by the Institute of International Affairs and other departments under the Graduate School of Arts and Sciences. The courses offered vary semester by semester, and we cannot guarantee that any particular course will be offered during students' Third Semester. List of courses beyond the Core MSHS will be illustrative and will depend on the number of students who register and semester offered. Please check our [website](#) for examples of interdisciplinary courses offered under our ***Human Rights, Communities and Capacity Building, and Livelihoods and Institutions*** tracks. We encourage you to reach out to Executive Director, Brendan Cahill, to inquire about course selections for the Fall 2019.

### IIHA Course List

No. Name

#### Core Courses

1. Fundamentals of Humanitarian Action
2. Information Management
3. Contemporary Issues in Humanitarian Action
4. Humanitarian Resource Management and Administration
5. Monitoring and Evaluation in Humanitarian Response

#### Elective Courses

1. Protection for Vulnerable Populations
2. Access to Education During Crisis and Conflict
3. Gender Integration in Humanitarian Action
4. Urban Disasters and Displacement
5. Disaster Risk Reduction
6. International Response to Migration

### **3. Introduction to the University**

#### **Fordham University**

Established in 1841, Fordham University, the Jesuit University of New York, is one of the leading private research institutions in the United States. With three campuses located in New York City, Fordham offers unparalleled opportunities for immersive learning experiences, internship opportunities, and cultural immersion in the heart of New York. Renowned for being a global university, Fordham has campuses in London, Grenada, and Pretoria. Fordham University is ranked in the top 100 universities in the United States by the prestigious U.S. News National University Rankings 2019 edition and is a top Fulbright producer in the United States, with 168 Fordham students being awarded Fulbright scholarships since 2003.

#### **Institute of International Humanitarian Affairs**

Founded in 2001 in partnership with the Center for International Humanitarian Cooperation (CIHC), the Institute of International Humanitarian Affairs (IIHA) is a university-wide center that reports directly to the President of Fordham University. By incorporating the academic rigor and intellectual standard of Fordham University with the experience and expertise of aid and development agencies in the field, we endeavor to advance the methods and framework by which humanitarian workers operate. As such, we serve as a unique bridge between academia and humanitarian efforts worldwide.

Our mission is to train and educate current and future aid workers at local, regional, national, and international levels. We accomplish this by hosting humanitarian training courses in various rotating locations around the world, which equip individuals with the tools needed to respond thoughtfully and effectively in times of crisis, conflict, and disaster. We also publish on a wide range of humanitarian topics and regularly host events that further create an increased understanding of global humanitarian crisis through critical analysis and shared experiential knowledge.

Please visit our [website](#) for more information about IIHA.

#### **Master of Science in Humanitarian Studies**

Fordham University's Master's program in Humanitarian Studies focuses on humanitarian assistance across a range of relevant disciplines. Building on the theoretical examination of key humanitarian issues cultivated in the undergraduate program, the MS program develops practical field skills and offer unique experiential learning opportunities in New York and overseas. The MS draws approximately half of the courses from existing programs taught by full-time faculty or IIHA full-time instructional staff, and half of the coursework being newly-created and taught by field experts and practitioners or policymakers. This careful design ensures that students receive significant exposure to the field's foundational theories and key concepts, alongside learning that is of a more applied nature and in some cases, experientially-based.

The Master of Science in Humanitarian Studies is designed for recent college graduates seeking early career opportunities with humanitarian organizations. Courses concentrate on introducing students to the technical skill sets and thematic knowledge necessary for contributing meaningfully to humanitarian operations. The multidisciplinary training and professional experience gained through the program will make graduates competitive candidates for a wide range of positions within humanitarian organizations. They will also be in a prime position for eventual promotion to mid level management positions, as these posts increasingly require advanced degrees in addition to work experience.

Therefore, the program seeks to fulfill the following **objectives**:

- 1) To prepare graduates to address humanitarian challenges, using appropriate methodologies, and apply their knowledge to inform the delivery and effectiveness of humanitarian assistance.
- 2) To fulfill a growing demand for early career humanitarian professionals who possess an in-depth knowledge of a specific region and/or thematic area as well as a mastery of specific competencies and skills, including evaluation frameworks, project accounting and budget analysis, human resource management, and information management and development strategies
- 3) To provide graduates a deep comprehension of the skill sets necessary for early career positions in humanitarian organizations and how those skills reflect the principles of humanitarian action and translate to higher managerial roles.

Please visit our [website](#) for more information regarding the MSHS.

**4. Contact information**

**Executive Director:** Name: Brendan Cahill  
Email: bhcahill@gmail.com  
Phone: +1 718 817 5694

**Office Location:** Canisius Hall  
Fordham University  
2546 Belmont Avenue  
Bronx, NY 10458 USA

## 5. Detailed Core Course descriptions

### 5.1 Fundamentals of Humanitarian Action

**Module Coordinator**                      Brendan Cahill

**Period:**                                      Fall Semester

**Venue & hours:**                      On-Campus

**Type:**

#### 1.1.1. General course description

This course will introduce students to the principles of humanitarian action through three modules on (1) Defining Humanitarian Assistance, (2) Management, and (3) Strategic Planning. The aim of the course is to provide an overview of the critical aspects of international humanitarian coordination from an organizational perspective.

#### 1.1.2. Learning outcomes

By the end of the course, students will be able to:

- 1) Understand the primary goals of international humanitarian assistance and the role of different actors within humanitarian coordination;
- 2) Identify strengths and challenges of managing humanitarian coordination on an international scale;
- 3) Analyze the factors that inform organizations' prioritization of goals and planning processes.

#### 1.1.3. Assessment methods and criteria

Students will complete three (3) scenario exams (one per module). They will be tested on their understanding of basic concepts and definitions as well as identifying appropriate actions when exploring the possibility of a humanitarian intervention. Students will be assessed according to the rubric traits and indicators listed below and assignments will align with course objectives as follows:

- 1) Scenario Exam 1 (Defining Humanitarian Assistance)
- 2) Scenario Exam 2 (Management)
- 3) Scenario Exam 3 (Strategic Planning)

Students will also complete a case study, culminating in a final group presentation at the end of the semester that identifies the characteristics of a humanitarian crisis and assesses the determinants of subsequent humanitarian intervention(s). Students will be expected to synthesize knowledge gained from all three modules in the course. The instructor will

assess the presentations based on the rubric traits and indicators for objectives 1-3.

## 5.2 Contemporary Issues in Humanitarian Action

**Module coordinator:** Name: Brendan Cahill

**Venue & hours:** On Campus

**Type:**

### 1.1.4. General course description

This course will introduce students to the pressing issues and acute challenges of contemporary humanitarian response through three modules on (1) Threats and Vulnerabilities, (2) Accountability in Humanitarian Response, and (3) Innovations in Humanitarian Response. The aim of the course is to examine how the international community forms consensus regarding best practices, and how this, in turn, informs humanitarian practice.

### 1.1.5. Learning outcomes

By the end of the course, students will be able to:

- 1) Recognize the fluidity of humanitarian settings and identify common characteristics across complex emergencies and natural disasters;
- 2) Assess the discourse around accountability in humanitarian response and analyze the principles and methodologies used for different stakeholders;
- 3) Identify the benefits and limitations of innovations within humanitarian response and critique their impact on aid delivery.

### 1.1.6. Assessment methods and criteria

Students will complete three (3) analytical response papers (one per module). They will be assessed according to the rubric traits and indicators listed below and assignments will align with course objectives as follows:

- 1) Paper 1 (Threats and Vulnerabilities)
- 2) Paper 2 (Accountability in Humanitarian Response)
- 3) Paper 3 (Innovations in Humanitarian Response)

Students will also complete a case study, culminating in a final group presentation at the end of the semester that identifies vulnerabilities (for beneficiaries and aid actors), assesses accountability systems, and evaluates opportunities for innovation within a humanitarian crisis. Students will be expected to synthesize knowledge gained from all three modules in the course. The instructor will assess the presentations based on the rubric traits and indicators for objectives 1-3.



## 5.3 Information Management

**Module coordinator:** Name: Brendan Cahill

**Venue & hours:** On-Campus

**Type:**

### 1.1.7. General course description

This course will introduce students to the principles and strategies behind the effective flow of information in a humanitarian setting. Gathering and managing information is crucial in order to understand the cause of the emergency, identify impacted populations, and determine crisis-afflicted geographical locations. The aim of this course is for students to understand the components of a successful information management network within a humanitarian intervention and identify how information can contribute to future preparedness.

### 1.1.8. Learning outcomes

By the end of the course, students will be able to:

- 1) Identify key components of a strong information management network;
- 2) Determine the appropriate use of various information management tools;
- 3) Evaluate the use of new technology to gather and disseminate information within a humanitarian setting.

### 1.1.9. Assessment methods and criteria

Students will complete two mid-term exams, one news reports with analysis, and one final group project. They will be assessed according to the rubric traits and indicators listed below and assignments will align with course objectives as follows:

- 1) Mid-term exams 1
- 2) Midterm exam 2
- 3) News reports & analysis
- 4) Final group project on developing a strategy for information management in a humanitarian setting

## 5.4 Humanitarian Resource Management & Administration

**Module coordinator:** Name: Brendan Cahill

**Venue & hours:** On-Campus

**Type:**

### 1.1.10. General course description

This course will introduce students to the operational aspects of humanitarian response and focus primarily on the role of human resources (HR) and financial management. In response to the continuing professionalization of the humanitarian sector, this course will provide students with a common understanding of hiring practices, budget management, and donor relations in a humanitarian intervention.

### 1.1.11. Learning outcomes

By the end of the course, students will be able to:

- 1) Understand how human resources and financial management impact aid delivery, especially in the first stages of an emergency;
- 2) Identify the HR and financial management challenges within a humanitarian setting;
- 3) Develop simple project budgets and systems for recording and monitoring financial flows.

### 1.1.12. Assessment methods and criteria

Students will complete two mid-term exams and one final group project. They will be assessed according to the rubric traits and indicators listed below and assignments will align with course objectives as follows:

- 1) Mid-term exams 1
- 2) Midterm exam 2
- 3) Final group project on developing a strategy for resource management and administration in a humanitarian setting

## 5.5 Monitoring & Evaluation in Humanitarian Response

**Module coordinator:** Name: Brendan Cahill

**Venue & hours:** On-Campus

**Type:**

### 1.1.13. General course description

This course will introduce students to the principles and theoretical frameworks behind data collection and analysis in the context of humanitarian response. It will cover qualitative and quantitative research methods used in humanitarian program monitoring and evaluation (M&E). The aim is to give students an overview of basic methodologies utilized in the field as well as the tools to determine appropriate M&E strategies in various humanitarian settings.

### 1.1.14. Learning outcomes

By the end of the course, students will be able to:

- 1) Evaluate the efficacy of different M&E strategies within and across crises;
- 2) Design basic research tools, identify sources for data collection, and perform simple analysis;
- 3) Assess the opportunities and limitations for meaningful data analysis using new digital technologies.

### 1.1.15. Assessment methods and criteria

Students will complete two mid-term exams and one final group project. They will be

assessed according to the rubric traits and indicators listed below and assignments will align with course objectives as follows:

- 1) Mid-term exams 1
- 2) Midterm exam 2
- 3) Final group project on developing and implementing an M&E strategy for a pilot project in a humanitarian setting

## **6. Detailed elective courses descriptions**

### **Protection for Vulnerable Populations**

This course will provide students with a comprehensive introduction to international practices and norms concerning the protection of vulnerable populations in humanitarian emergencies. The past 20 years of international humanitarian interventions has given rise to standardization of humanitarian activities, with a particular emphasis on protection practices. You will gain an understanding of the landscape of organizations and entities involved in designing these frameworks (e.g. Sphere Standards; Responsibility to Protect) and assess their efficacy and continued relevance to protecting vulnerable groups.

### **Access to Education During Crisis and Conflict**

This course will provide students with an introduction to the growing field of education in emergencies. With as many as 40 million children living in countries affected by crisis and conflict it has become increasingly important for humanitarian practitioners to understand the complexities of planning and implementing educational programming in these settings. Building on the theoretical frameworks covered in the core courses, students will evaluate the relationships between education, international development and humanitarian aid through the use of theoretic texts and case studies from around the world.

### **Disaster Risk Reduction**

This course will provide students with a comprehensive overview of the phases of humanitarian action in order to understand strategies for disaster risk reduction (DRR). Emphasis will be placed on the multifaceted nature of disasters and complex emergencies and the need for community participation as well as local, regional and international coordination. You will be introduced and encouraged to critique DRR guidelines as well as recognize the sources of recognized best practices.

### **Gender Integration in Humanitarian Action**

This course will introduce students to the myriad ways in which gender impacts the experience of both the humanitarian crisis and subsequent intervention. You will explore the legal, political, cultural and economic frameworks that contribute to gender inequality as well as those that provide support for vulnerable groups. Emphasis will be placed on the tension between international guidelines/norms, program implementation, and unanticipated consequences of gender programming.

### **Urban Disasters and Displacement**

This course will provide an overview of global urbanization trends and explore the challenges created by urban disasters, particularly in areas with a high number of displaced and unregistered populations. The course will analyze the current humanitarian response within these urban settings, while discussing existing best practices and potential opportunities to increase the resilience and sustainability of affected communities in both formal and informal urban settlements.

### **International Responses to Migration**

This course provides you with an enhanced awareness and understanding of the complex interaction between migration and humanitarian interventions from the point of view of migrant communities, national authorities, and international humanitarian agencies. As the forced migration phenomena continues to accelerate, the motivations and determinants of action that shape local and global responses will be examined. You will be encouraged to critique the influence and motivations of mass and social media on the understanding of the economic, political, legal, and cultural factors of migration.

## **7. Academic Facilities**

- [Fordham Libraries](#)
- [Career Services](#)
- [Resources at Fordham](#)

## **8. Practical information**

### **8.1 Accommodation**

The students will be responsible for securing and paying for their accommodation for the duration of their stay in New York. It is important to note, however, that some neighborhoods may be more convenient to the Bronx campus and safety is taken seriously. Students should be in direct contact with the Executive Director of the Institute for advice on this matter at [brcahill@fordham.edu](mailto:brcahill@fordham.edu).

### **8.2 Living costs**

The students will be responsible for covering their own living costs for the duration of their stay in New York. Living costs in New York will vary, please contact [iihagradasst@fordham.edu](mailto:iihagradasst@fordham.edu) for more information.

### **8.3 IIHA**

The Institute considers their NOHA students as part of their own program, and we encourage all students to use the Institute as their base while in New York.

### **8.4 Visas**

Students are responsible for securing visas for their stay in the United States. For visa-related information, please contact Fordham's Office of International Students at [oisnewstudent@fordham.edu](mailto:oisnewstudent@fordham.edu) and visit their [website](#).

### **8.5 Useful Links**

- [Institute of International Humanitarian Affairs](#)
- [Center for International Humanitarian Cooperation](#)
- [Office of International Services](#)
- [The Humanitarian Pulse](#)
- [Humanitarian Studies Research Guide](#)
- [Blockchain for Humanity Initiative](#)
- [Design for Humanity Initiative](#)

### **8.6 ACADEMIC CALENDAR**

The academic year is divided into two semesters and for some courses, a summer session.

GSAS **2018-2019** Academic Calendar:

New Student Orientation: August 24th

Fall Semester: August 29th- December 17th

Spring Semester: January 14th -May 13th

[Graduate School of Arts and Sciences Academic Calendar](#)

### **8.7 Fees**

For incoming NOHA students, payment of the GSAS fee of \$464 will apply (technology fee, general fee, health insurance fee, and international services fee)