

HAGA 5070 – Managing Humanitarian organizations

Course summary:

NGO sector is in continuous evolution. The competition among different agencies is increasingly growing, especially in a moment of fund scarcity. In addition, new actors, such as military forces and contractors, are becoming competitors and are posing a serious risk to the future existence of NGOs.

In order to be successful NGOs need to improve their performance, by enhancing their management capacities and increase their professionalism.

Humanitarian agencies while remaining not-for-profit, nevertheless must be managed and administered on sound business principles. Senior field and headquarters managers of humanitarian agencies must have the knowledge to perform these functions. Students will obtain knowledge and understanding of the managerial methods and skills required to become senior managers and directors of humanitarian organizations. In these roles they will need to work with and manage skilled specialists in various fields.

Course texts:

- ✓ **NGO Management**
Edited by Michael Edwards and Alan Fowler
Earthscan Publications Ltd
- ✓ **Do no harm, How aid can support peace or war**
Mary B. Anderson
Lynne Rienner Publishers, Inc.
- ✓ **Inside NGO, Learning to manage conflicts between headquarters and field offices**
Naoki Suzuki
- ✓ **The power and limits of NGO**
Sarah E. Mandelson and John K. Gleen, Editors
Columbia University Press, New York
- ✓ **The Sphere Project Handbook: Humanitarian Charter and Minimum Standards in Disaster Response, 2009**
- ✓ **Safety First: a Field Security Handbook for NGO Staff**
Shaun Bickley

Suggested readings:

- ✓ **Managing Humanitarian Relief: An Operational Guide for NGOs**
Eric James
- ✓ **The management of non-governmental development organization**
David Lewis
Routledge Edition

Additional handouts will be provided to the students during the course.

Day 1:

Morning:

Introduction

Defining the NGO Mission, vision and values

Afternoon:

Different structures and types of NGOs: Different mandates and approaches; HQ structures, Field offices and sub-offices

Day 2:

Morning:

Human resources management

Afternoon:

Designing strategy and annual plan

Day 3:

Morning:

Project cycle management, PCM. An historic evolution, introduction to modules, definitions and approaches

Afternoon:

Students exercises on project cycle management. Examples from the field

Day 4:

The Sphere project: exercises and videos

Day 5:

Accountability: introduction of accountability towards donors but mainly towards beneficiaries.

ALNAP and HAC examples of accountability practices

Monitoring and evaluation Course reading: http://www.alnap.org/pool/files/eha_2006.pdf

Day 6:

Assessment and contextual analysis

Logical framework: theory and exercise.

Student group exercises and presentations

Day 7:

Proposal writing, from Logical framework to full proposals writing: Narrative description, budget, timeframe, and additional documents

Overview of different Donor requirements

Day 8:

Fundraising and Donor relations

Media relations

Day 9:

Coordination mechanisms: NGO coordination with other groups, coordination with the UN Agencies and participation in clusters

Day 10:

Security: how to increase field security and new threats for humanitarian workers

Hibernation plans

Evacuation plans