



International Association of Universities

Course Manual
Joint Master's Programme in
International Humanitarian Action

Putting Affected People at the Centre:
Transition issues and strategies

University College Dublin
Academic Year: 2016-2017, Semester 2



Issues and Strategies in Transition

10 ECTS

Module Code: (RDEV 40030)

Lecturers: Pat Gibbons

Room G03c

Agriculture and Food Science Centre

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Timeframe: Delivered in block over a five-week period - starting on week beginning March 27th and ending week beginning April 24th inclusive.

Module Overview

The purpose of this module is to equip students with the competences (knowledge and skills) to interrogate transition programmes that aim to put people affected by disasters at the centre of the humanitarian effort. This module will go beyond the rhetoric of labelling interventions as relief/ rehabilitation/ development to assess 'value' in terms of the potential to transform the lives of disaster affected people and extremely vulnerable peoples from 'victims' to 'actors' in shaping their own destiny. Based on the hypothesis that there are several *core concepts* common to all aid strategies that promote people-centred approaches/strategies, students will analyse these concepts to identify appropriate indicators to guide and measure their effectiveness.

The module **begins** by identifying and discussing key concepts deemed imperative to support affected people to shape their own destiny, namely:

- Empowerment;
- Capacity building;
- Accountability;
- Participation and partnership (engagement);
- Leadership;
- Coordination and trust

Students will be required to gain a thorough understanding of these **CONCEPTS** and the **ISSUES** they comprise. They will then consider both established and novel ways to understand these issues in disparate post-disaster contexts. Central to this consideration is identifying appropriate and relevant indicators to help guide practitioners to realise and measure these concepts in transition contexts.

Secondly, students will then be introduced to a range of real programmes/ projects from four aid organisations. In 2017 these strategies will include:

The organisations have agreed to submit their programmes for the 2017 session before March 10th

Students will be required to appraise the programme/ project documentation by applying the conceptual frameworks in part one of this module. Having identified potential 'gaps' in the

documentation, they will then be requested to proffer creative (and somehow realistic) ways to fill these gaps to enhance programmes/ projects that place 'affected people at the centre of the intervention'.

The broad overview of the module is presented in the table below.

Timeframe	Topic	Methods	Assessments
27 th March	Introduction		
Part 1 28 th March – 11 th April	Concepts: Six concepts reviewed; -	Online lectures; class discussion; Class presentations	MCQs; group project,
Part 2 12 th April – 27 th April	Approaches/ Strategies: Four programmes analysed -	Lectures; class discussions, Module Seminar, class presentations	Report on how to enhance the localisation/ people-centeredness of a live aid intervention
28 th April	Wrap-up	Discussion and evaluation	Exam

Learning Outcomes

On successful completion of the modules student will:

- Know and understand the key concepts deemed crucial to placing affected people at the heart of the post-disaster recovery process (empowerment, capacity building, engagement, ownership, leadership etc.);
- Have the capacity to apply these concepts to contemporary aid strategies taking disparate post-disaster contexts into consideration;
- Analyse real recovery/ post-disaster programmes and suggest imaginative ways to enhance the appropriateness and relevance of external intervention for affected peoples;
- Recommend ways to modify existing and contemporary policies and strategies to strengthen and value of affected people's capacities in the post-disaster recovery process.

Timetable:

Introduction to Module			
Date: March 27 th	Venue G.01	Time: 2.00 – 5.00	Lecturer: Pat Gibbons
<i>Expected learning outcome:</i> <ul style="list-style-type: none"> • To locate/ position the Issues and Strategies Module within UCD second semester programme; • To establish a sound rationale for the Module in the larger humanitarian action milieu; • To agree the Issues and Strategies Module that will consume you over the next five weeks 			
<i>Mode:</i> Lecture and discussion			
Readings:			

WHS Secretariat (2015), Restoring Humanity: Global voices calling for action, Synthesis of the Consultation Process for the World Humanitarian Summit, <http://synthesisreport.worldhumanitariansummit.org/>

Gibbons, P., R. McDermott, S. Maitra & J. Herman (2017) 'Building on the Capacities of Crisis-affected Populations: from Victims to Actors,' *Development Policy Review*

Gibbons, P., D. Roughneen & D. Crowley (in press) 'Putting Affected People at the Centre of Humanitarian Action: an argument for the Principle of Humanitarian Subsidiarity' *Journal for International Humanitarian Action*, Springer

Part 1: Concepts and Associated Issues			
Date: March 28 th – April 5 th	Venue G 01	Time: Schedule below	Lecturer: Pat Gibbons
<p>Expected learning outcomes:</p> <ul style="list-style-type: none"> To critically analyse relatively abstract concepts that promote people-centred humanitarian action; Design a conceptual framework to promote people-centred humanitarian action; Suggest and justify creative ways to encourage people-centred humanitarian action. 			
<p>Mode: <i>Students will be provided with an on-line lecture each morning at 9.30 am; The lecture will introduce a concept and discuss the relevance of the concept to Humanitarian Action; The lecture will conclude with a series of questions to direct students reading; In the afternoon, students will discuss the concept of that day and consider the current and future importance of this concept to humanitarian action; and Discussions will include with a polls/ MCQS/ case studies to challenge both student and lecturer.</i></p>			
<p>Readings: A reading is prescribed for each concept to initiate the conceptual analysis process. The reading is chosen based on terminological analysis. Further readings will be prescribed during the lectures and discussions. <i>Capacity Building:</i> - Eade, D. (2007) 'Capacity building: Who builds whose capacity?', <i>Development in Practice</i>, 17(4-5), pp. 630–639. doi: 10.1080/09614520701469807. <i>Engagement:</i> - Brown, D. and Donini, A. (2014) Rhetoric or reality? Putting affected people at the centre of humanitarian action. ALNAP Study. London: ALNAP/ODI <i>Empowerment:</i> - Hennink, M., Kiiti, N., Pillinger, M. and Jayakaran, R. (2012) 'Defining empowerment: Perspectives from international development organisations', <i>Development in Practice</i>, 22(2), pp. 202–215. <i>Accountability:</i> - Davis, A. (2007) Concerning Accountability of Humanitarian Action, ALNAP Study. London: ALNAP/ODI <i>Coordination:</i> - Stephenson, M., Jr. (2005) "Making Humanitarian Relief Networks More Effective: Operational Coordination, Trust and Sense Making." <i>Disasters</i>, 29 (4), 337–350. <i>Leadership:</i> - Buchanan-Smith, M. & Scriven, K. 2011. Leadership in Action: Leading Effectively in Humanitarian Operations. ALNAP Study. London: ALNAP</p>			

Part 2 Approaches and Strategies			
Date: 12 th Apr – 27 th April	Venue G01	Time: Schedule Below	Lecturer: Pat Gibbons
<p>Expected learning outcome:</p> <ul style="list-style-type: none"> To understand and apply 'theory of change' to people-centred programming To critically analyse aid interventions (real programmes/ projects) to identify possible gaps in place local people at the centre of the aid initiative; and Suggest creative way to enhance the 'people-centeredness' of the intervention. 			
Mode			

This part of the programme will begin with an **introductory lecture** and **several class discussions**. Students will be introduced to some of the more common transition strategies and the concept of 'theory of change'. Then students will be given programme materials from four live programmes for analysis. Students, in groups, will be asked to analyse the documents to assess the people centeredness of each programme. This process will begin with a **review of secondary data** and this will be followed by a **seminar day** when the NGO representatives will engage with the students to answer any questions they may have about the projects under review. Finally, the students will be requested to **write a report** providing options on how the programme might be improved in the interest of local people – this report will be shared with the participating NGOs.

Module Assessment:

There are two assignments and an exam required for the successful completion of this module. In addition, there will be a number of multiple choice quizzes throughout the module.

Assignments 1 (33%): This is a group assignment. The class will be divided into 5 groups. Each group will be requested to develop a framework on a concept under review in the module. The output will be a paper and a 30-minute lecture – to be presented on April 11th. Further details on both the paper and the lecture will be provided in class. in line with the issues listed above.

Assignment 2 (33%): Students will again work in groups, bringing a competence in one of the concepts to a complete new group of students. Each group will be allocated real project/ intervention relevant to transition societies. Students will critically analyse their projects to identify the strengths and weaknesses of the intervention and offer creative alternative to enhance the programme. They will be requested to prepare a report that will be assessed as part of their grade and shared with the NGO that 'owns' the programme. The report will be delivered before April 28th.

Exam (34%): Details of the exam will be discussed in class

DRAFT Schedule of 'in-class' activities:

Date	Time	Lecture	Lecturer
27 th Mar	2.30 – 4.30 pm	Introduction to module	Pat Gibbons
28 th Mar	2.30 – 4.30 pm	Capacity Building	Pat Gibbons
29 th Mar	2.30 – 4.30 pm	Accountability;	Pat Gibbons
30 th Mar	2.30 – 4.30 pm	Engagement;	Pat Gibbons
31 st Mar	2.30 – 4.30 pm	Empowerment;	Pat Gibbons
3 rd Apr	2.30 – 4.30 pm	Fostering Leadership	Pat Gibbons
4 th Apr	2.30 – 4.30 pm	Building Trust	Pat Gibbons
5 th Apr	2.30 – 4.30 pm	Tutorial	Pat Gibbons
6 th Apr	2.30 – 4.30 pm	Tutorial	Pat Gibbons
7 th Apr	2.30 – 4.30 pm	Tutorial	Pat Gibbons
11 th Apr	2.00 – 5.00 pm	Presentation of Cases	Students

12 th April	2.30 – 4.30 pm	Introduction to projects/ programmes	Pat Gibbons
13 th April	2.30 – 4.30 pm	Theories of Change	Pat Gibbons
EASTER BREAK – NO IN-CLASS ACTIVITIES FROM 14th – 17th INCLUSIVE			
18 th Apr	2.30 – 4.30	Tutorial	Pat Gibbons
19 th April	9.30 – 5.00	NGO Representatives present projects	NGOs
20 th April	2.30 – 4.30	Tutorials	Pat Gibbons
21 st April	2.30 – 4.30	Tutorials	Pat Gibbons
24 th April	2.30 – 4.30	Student Presentations	Students
24 th – 27 th – group meetings – to be scheduled			
28 th April		Exam	