PADM-GP 2211

**Program Development and Management**

**for International Organizations**

**Fall 2024**

# Instructor Information

* Professors:
	+ Anna Levy will be the lead faculty for this course
	+ Dave Algoso will be co-faculty for this course, primarily sessions 4 & 5.
* Email: al4753@nyu.edu, dalgoso@nyu.edu
* Office hours: After class and by appointment

# Course Information

* Class Meetings: Seven Friday sessions 09:00 to 13:00 from 4 September to 18 October
* Class Location: 60 5th Ave in Room 165

# Course Description and Objectives

International public service organizations manage large parts of their work through programmatic and project frameworks. The structure, design, and management of these programs has implications for how success is defined and achieved, on power and equity in agenda setting and programmatic processes, and overall impacts on people and planet.

Programmatic leadership, ethics, design, and implementation vary by sector or issue of interest, operational context, and type of organization—with major differences across large UN agencies, international nonprofit service providers, private foundations, small advocacy nonprofits, transnational investigative journalism consortia, action research think tanks, or more distributed movements or networks that lack a formal “organization”. Similarly, the internal organizational structure, inter-departmental coordination, operational and financial decision-making processes across offices or teams in multiple geographies adds additional layers for considering how programs are designed, managed, and adapted over time.

Given the complexity of international work alongside active debates about how change happens, and on whose terms, this course prioritizes analytical and decision-making skills that managers and leaders will need to effectively navigate dynamics within their own organizations, across organizational partnerships, and with those whose well-being is at the center of programmatic work.

We will focus on cultivating technical, strategic, and tactical skills that balance the everyday operational demands of designing and managing programs with attention to broader systemic questions—from calls for decolonization and localization of international aid programs to managing abrupt operational transitions stemming from political or health crises.

Students will analyze case studies, hear practitioner perspectives from guest speakers, apply skills they are learning to scenarios from various contexts, and debate and discuss how various approaches may support or hinder organizational missions in practice. This course draws on and centers skills and perspectives students bring from professional and/or lived experience, as well as other courses taken at Wagner, from project and conflict management to accountability-related courses.

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# Course Learning Objectives

* Build skills to plan, lead, and manage within a range of international organizations
* Understand how different types of organizations collaborate to create change through programs, projects, and other structures when working around the world
* Understand the landscape of approaches and be confident navigating different scenarios they may encounter when designing and managing programs in international organizations.
* Be able to consider how organizational complexity at strategic, programmatic, and operational levels can support or hinder different goals
* Have a toolkit of approaches for navigating scenarios that may be faced when designing, managing, and leading programs
* Be equipped to analyze how discussions of participation, inclusion, feedback, accountability, equity, decolonization, which shape program design and management in international organizations
* Develop familiarity with how monitoring, evaluation, and learning (MEL) approaches can support effective adaptive management

# Course Sessions At-a-Glance

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| Date | Session title |
| Part I: Dynamics of IO System | Situating organizational and programmatic politics, planning, and roles  |
| 1 - Sept 6 | **Course Overview and introductory IO mapping | What Is/n’t an IO?** |
| 2 - Sept 13 | **Programmatic decision-making in context: Analysis & decision-making related to internal planning, capacities, constraints, and operations.** |
| 3 - Sept 20 | **Programmatic decision-making in context: Analysis & decision-making related to external organizational strategy, alliances, potential contributions and harms** |
| Part II: Planning and management in the face of complexity (aspirations vs. realities) |
| 4 - Sept 27 | **Connecting the internal-external dots: tools for navigating uncertainty | Adaptive management, MEL, and zooming in and out (Dave)** |
| 5 - Oct 4 | **Case planning deep dive 1: Funders & movements (Dave)** |
| 6 - Oct 11 | **Case planning deep dive 2: Municipal/local organizations & Transnational organizations** |
| Part III: Stewarding change between programs and systems |
| 7 - Oct 18 | **Changing the system of international organizations from within** |

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# Assignments

You’ll have three assignments for this course, including the completion of one brief pre-course survey. The two subsequent assignments will build on one another, representing different stages of organizational program planning and implementation, including–internal strategy, planning, and operationalization, in the context of sectoral politics, alliances, and changing agendas.

The pre-course survey and final assignment will be completed individually, while the second assignment will be completed in groups assigned by the instructor/s. All assignments, deadlines, and expectations are outlined below.

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| Due | Assignment | Weight | Description |
| Ongoing | **Participation** | 25% | Participation grades for this class consist of regular and timely attendance to class, active participation in class discussions, and equitable engagement in and contributions to team projects. While we do not survey teams regarding distributed roles in and contributions to group projects, we consider individual class attendance and participation as well as assignments in assessing shared effort toward group projects.  |
| 9/5 | **#1 | Pre-course survey**[Individual] | 10% | Please complete the brief survey shared on Brightspace by 9/5.  |
| 10/7 | **#2| Comparative design & planning** [Group] | 30% | In this group assignment, you’ll be asked to **compare the design, planning, and accountability approaches of two different organizations** (of your choosing) as they might respond to one of **three different scenarios.** You’ll draw on publicly available sources and apply the organizational analysis tools we’ve discussed in class, or other analytical frameworks of your choosing, to compare and contrast the two organizational approaches.**Scenario prompts and some guiding questions to help structure the analysis are in the ‘Assignments’ section on Brightspace.**Final submissions should be *~8-10 pages, Times New Roman, 1.5 spacing, 11 font.* *\*As a group, you should prepare to meet outside of class for working on this assignment though will also have some in-class time for discussing it as a team and with the instructors. You’ll be notified of your group by 9/13. For class on 9/20, please come prepared with your group’s organizational and scenario choices. please come prepared to discuss some preliminary comparative analysis your group has discussed as part of the assignment.*  |
| 11/4 | **#3 | Programmatic change plan**[Individual] | 35% | Your final individual assignment for this class is to **craft a programmatic change plan for a specific organization undergoing (or undertaking) a paradigmatic shift**—which may respond to calls for localization or decolonization, political or funding changes, among others. The first assignment prepared you to choose an organization, how to analyze internal operations, as well as how to identify tools that support planning for external and programmatic change. The core of this assignment is *to develop the* change *plan*, which will respond to a scenario that you choose. Framing and analysis of the scenario should be succinct, with the core of your submission organized as a clear, action-plan for stewarding programmatic change. It should be written from the perspective of a leader or team within the organization, with an imagined audience of your colleagues and/or partners. The format for this final assignment is a slide deck, presented as a pitch. *Decks should be 15-20 slides, along with a 3-4 page addendum (this can either be written as a policy brief or as a set of blog posts for relevant audiences).***Some guiding questions to help structure the analysis are in the ‘Assignments’ section on Brightspace.***\*\*We will have an open Q&A and mini-workshopping session to review and discuss individual proposals during our final class together on 10/18.*  |

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# The landscape we’ll cover

Throughout the course, we will refer back to a taxonomy for differentiating between and among different types of organizations, in order to have a more nuanced understanding of: how different types of organizations approach the same (or similar) issues; the widely varied impacts of their respective approaches; and how they collaborate (or not).

Because there are many ways to cluster organizations, and this taxonomy is just one example, we’ll generally aim to ground our conversations in examples of real organizations to avoid speaking too abstractly about the categories.

Some of the archetypes we’ll use are:

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| --- | --- |
| Archetype | Description / Examples |
| Private philanthropic foundations | Gates Foundation, Ford Foundation, Mackenzie Scott |
| Multilateral or bilateral development agency | UNICEF, World Bank, Norwegian Refugee Council, New Development Bank (BRICS Development Bank), JICA, African Development Bank, USAID  |
| Large international NGOs (working in many countries) | Development/aid groups, advocacy organizations, others: Mercy Corps, Outright International, Human Rights Watch, BRAC |
| Regional, national or subnational NGOs (working in one country or a few closely related countries) | Twaweza, RAICES, Ahmed Kathrada Foundation, Adeso, Shining Hope for Communities, PSAM, and thousands more |
| Transnational investigative or reporting entities | ICIJ, LittleSis, New Humanitarian, Chronicle on Philanthropy |
| Think tanks, action research institutions & consortia | ODI, Data & Society, Transparency and Accountability Initiative |
| Infomediaries and info architecture | Mapbox, Humanitarian Open Street Map  |
| Coalitions and membership-based associations | Federation of Somali Trade Unions, HEAL Food Alliance, *El Movimiento Agroecológico Latinoamericano y del Caribe*, (MAELA) |
| Distributed movements or networks | #Landback, #metoo, Decolonize Aid |
| Community-based organizations | Social service-focused, membership organizations |

# Overview of Course Arc & Sessions

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### **(Fri, 9/6) | Session 1: Course Overview and introductory IO mapping | What Is/n’t an IO?**

**What we’ll cover:** In this first session, we will introduce and review the syllabus as well as the overall structure, ethos, and goals of the course. Because small group activities, simulations, and assignments constitute a primary working modality for the course, we’ll take time for peer introductions. Finally, the thematic arc of the semester will be introduced through an in-class debate on what defines contemporary international organizations and why they matter.

**Preparatory readings:** None or few, completing the pre-course survey by 9/5 is the only preparatory work for this session.

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**Part I: Organizational structure, strategic and programmatic processes**

In this segment of the course (sessions 2 & 3), we’ll complete a landscape overview of a wide range of organizations operating globally or transnationally, focused on understanding their organizational structures, theories of change, planning and decision-making approaches from the perspective of internal actors and planners, and dynamics of complexity within and across their operations.

### **(Fri, 9/13) | Session 2: Programmatic decision-making in context: Analysis & decision-making related to internal planning, capacities, constraints, and operations.**

**What we’ll cover:** In this session, we’ll look at organizational structures, leadership, governance, funding, strategies, capacities, constraints, and decision making practices—all of which shape the programmatic activities that organizations undertake. We will also introduce a toolkit of frameworks and analytical methods for conducting or analyzing internal decision-making dynamics, structural advantages and disadvantages, and modalities for internal change.

**Preparatory readings:** *Please take some time to review the components of these strategies and organizational charts which interact to produce internal programmatic plans, budgets, and capacities. Choose at least three, though you are welcomed and encouraged to explore all of them.*

***Strategies and organizational charts***

* “[NEAR Strategic Plan 2021-2023](https://static1.squarespace.com/static/5fc4fd249698b02c7f3acfe9/t/610ac88e48fa1121ea5ef72c/1628096671914/NEAR%2BStrategic%2BPlan%2B-%2Bfinal.pdf),” Network for Empowered Aid Response (NEAR), 2021.
* ActionAid/Oxfam | “[ActionAid 2022 Global Annual Report,](https://actionaid.org/sites/default/files/publications/annual_report_2022%20-%2016%20Jun%202023.pdf)“ ActionAid, 2022.
* “[Oxfam International Annual Report](https://drive.google.com/file/d/1zjjd0NCKG_pctMIoxk4drzshwp9wc79Z/view)” + “[Oxam International Trustee’s Report](https://drive.google.com/file/d/1zcGUbM1BxJsBY7yLgJxMzYHnpWI5upHr/view),” Oxfam International, 2021/22. // Oxfam. "[Program Standards at Oxfam: Working Towards an Agreed Set of Standards Across Oxfam](https://oi-files-d8-prod.s3.eu-west-2.amazonaws.com/s3fs-public/file_attachments/story/oxfam-program-standards_1.pdf)" | SMS TOOL KIT - MAY 2011 VERSION 2.1
* UNDP National - Secretariat | “[UNDP Turkey National Office Organizational Chart 2021](https://www.undp.org/turkiye/organisational-chart),” UNDP, 2021.
* IOM Intersectional Programs & Offices | “[Evaluation of IOM’s Institutional Response to Address Migration, Environment and Climate Change Nexus,](https://evaluation.iom.int/sites/g/files/tmzbdl151/files/docs/resources/Final%20Report_MECC%20Evaluation_May%202021_1.pdf)” May 2021. (pg 17-18 – Theory of Change; pgs 46-48 – Regional policy program; 52-64)
* Asian Development Bank: [Organizational Chart](https://www.adb.org/sites/default/files/page/532576/adb-organization-chart-functional.pdf) and [Policies, Strategies, and Partners](https://www.adb.org/who-we-are/about).

***Tools and frameworks***

* “[A List of program management templates for international development and aid professionals](https://tools4dev.org/blog/a-list-of-templates-for-international-development-and-aid-professionals/),” Tools4Dev, ongoing.
* [A Growing Map of Resources to Reimagine Global Philanthropy and Development](https://coggle.it/diagram/XWArb9cSHfQIGXMg/t/a-growing-map-global-development-gfc-blue_223x153). Global Fund for Children, 2024.
* David Mattingly. “[What is Flexible Funding](https://globalhumanrights.org/commentary/fund-101-what-is-flexible-funding/)?” Funder for Global Human Rights, March 10, 2022.

### **(Fri, 9/20) | Programmatic decision-making in context: Analysis & decision-making related to external organizational strategy, alliances, potential contributions and harms**

**What we’ll cover:** In this class, we’ll deep dive into the practical realities of rapid analysis and decision-making in the context of complexity, competing incentives & priorities. The session will focus on navigating divergent or competing organizational incentives, constraints, pressures, budgets and resource flows–and their implications for/on external programmatic work or goals. We will additionally consider the contexts of rapidly changing circumstances affecting program or mission delivery, information needs and asymmetries, donor and constituency pressures, among others. Through a context-relevant simulation, the class will explore these dynamics, how they form and how internal stakeholders’ decisions and agency are shaped by them. We will continue reviewing the rapid analysis toolkit started in the previous session, examining different tools’ relevance for various scenarios, decisions, and needs represented in the simulation.

**Preparatory readings:**

* Kerrie Holloway, Reem Al Masri and Afnan Abu Yahia. “[Digital identity, biometrics and inclusion in humanitarian responses to refugee crises](https://cdn.odi.org/media/documents/Digital_IP_Biometrics_case_study_web.pdf),” HPG working paper, ODI, Oct 2021 (read 1-38.)
* Pierre Romera Zhang and Cecile S. Gallego. "[How ICIJ deals with massive data leaks like the Panama Papers and Paradise Papers](https://www.icij.org/inside-icij/2018/07/how-icij-deals-with-massive-data-leaks-like-the-panama-papers-and-paradise-papers/)," ICIJ. July 3, 201
* Nonso Jideofor. “[Localizing Humanitarian Action](https://www.unhcr.org/innovation/wp-content/uploads/2021/10/Localizing-Humanitarian-Action_web.pdf),” UNHCR Innovation Service, 2021.
* “[Lebanon Crisis Response Plan](https://www.3rpsyriacrisis.org/wp-content/uploads/2023/05/Lebanon-Crisis-Response-Plan-2023.pdf)  2023,” 3RP Syria Crisis Response *(pgs 1-34)* and Part II: *Operational Response Plans, please read sections on Basic Assistance, Livelihoods, and Social Stability.*
* [Zainab Chamoun](https://www.thenewhumanitarian.org/authors/zainab-chamoun), Annie Slemrod. “[Whatsapp, Lebanon?](https://interactive.thenewhumanitarian.org/stories/2022/07/28/whatsapp-lebanon/)” The New Humanitarian, 28 July 2022.

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## **Part II: Planning and management in the face of complexity and power dynamics (aspirations vs. realities)**

In this segment of the course (sessions 4, 5 & 6), we will apply analysis, planning, and decision-making techniques to specific organizational types and their internal operating dynamics, as well as in response to external pressures, conversations, current events, and unforeseen opportunities and challenges. Some themes that will be covered from practical programmatic perspectives will include: participation, equity, budgets, donors, and theories of change.

Sessions #5 & #6 involve focused, participatory program development and planning from four specific organizational perspectives: private funders, movements, municipal organizations, and transnational organizations.

### **(Fri, 9/27) | Session 4: Connecting the internal-external dots: tools for navigating uncertainty | Adaptive management, MEL, and zooming in and out**

**[Professor Algoso teaching]**

**What we’ll cover:** Now that we’ve explored how programs are designed and planned (covered in the prior two sessions)—what next? This session will teach students how to learn, adapt, and navigate complexity as they manage international programs. We’ll consider how regular monitoring and evaluation can feed into program learning and adaptation. We’ll also look at sudden shocks (like pandemics or elections) and slow shifts (like evolving digital/information landscapes) that change a program’s context. Finally we’ll consider how organizational dynamics can enable or hinder learning and adaptation.

**Preparatory readings:**

* “[MEAL vs. M&E: What Is the Difference and Why Does It Matter?](https://www.evalcommunity.com/career-center/meal-vs-me/)” and “[Monitoring, Evaluation, Accountability, and Learning (MEAL)](https://www.evalcommunity.com/career-center/meal/),” EvalCommunity.com, 2023.
* “[ADAPTing Aid: Lessons from Six Case Studies](https://www.mercycorps.org/research-resources/adaptive-management-case-studies),” Mercy Corps / IRC, 2016. Read the overview sections (pages 1-11) and select two of the case studies to read..
* “[Discussion Note: Adaptive Management](https://usaidlearninglab.org/sites/default/files/resource/files/dn_adaptive_management_final2021.pdf),” USAID, 2021.
* [“Learning by Doing,”](https://twaweza.org/learning-by-doing/culture-of-learning/) Twaweza website, accessed 2023.
* Neil Dillon, “[Breaking the Mould: Alternative approaches to monitoring and evaluation](https://www.alnap.org/system/files/content/resource/files/main/ALNAP%20Breaking%20the%20Mould_paper.pdf),” ALNAP, 2019.
* Debra Ladner, “[Strategy Testing: An Innovative Approach to Monitoring Highly Flexible Aid Programs](https://asiafoundation.org/publication/strategy-testing-an-innovative-approach-to-monitoring-highly-flexible-aid-programs/)”, The Asia Foundation, 2015.

**Bonus readings:**

* “[Discussion Note: Complexity-Aware Monitoring](https://usaidlearninglab.org/sites/default/files/resource/files/dn_-_complexity-aware_monitoring_final2021_1.pdf),” USAID, 2021.
* Michael O’Donnell, “[Adaptive management: What it means for CSOs](https://www.bond.org.uk/wp-content/uploads/2022/03/adaptive_management_-_what_it_means_for_csos_0.pdf),” Bond, 2016.
* Mary Kay Gugerty and Dean Karlan, “[Ten Reasons Not to Measure Impact—and What to Do Instead](https://ssir.org/articles/entry/ten_reasons_not_to_measure_impact_and_what_to_do_instead),” *Stanford Social Innovation Review*, Summer 2018.
* Dave Algoso, “[Adaptive Archetypes—or, 50 Ways to CLA](https://usaidlearninglab.org/community/blog/adaptive-archetypes-or-50-ways-cla),” USAID Learning Lab, 2018.

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### **(Fri, 10/4) | Session 5: Planning Deep Dive 1: Private Funders & Movements**

**[Professor Algoso teaching]**

**What we’ll cover:** In this session, we’ll closely examine and compare the programmatic design, action, and decision-making norms of funders (including philanthropic foundations and state donors) as well as social movements—through close analysis of a “request for proposals” (RFP).

**Preparatory readings:**

* Rittel, H.W.J., Webber, M.M. Dilemmas in a general theory of planning. *Policy Sci* **4**, 155–169 (1973). (Available in online libraries)
* [El Exituto](https://www.extituto.com/) | Please read their theory of change, and four project areas/toolkits in depth.
* Darren Walker & Hillary Pennington. “[Building on Feedback: Results from our Grantee Perception Survey,](https://www.fordfoundation.org/work/learning/learning-reflections/building-on-feedback-results-from-our-grantee-perception-survey/)” Ford Foundation, 2023.
* Vu Le, [“Subtle ways power dynamics manifest between nonprofits and funders,”](https://nonprofitaf.com/2022/05/subtle-ways-power-dynamics-manifest-between-nonprofits-and-funders/) *NonprofitAF*, May 2022.
* “[Transparency and Accountability Initiative 12-month work plan | April 2023-March 2024,](https://www.transparency-initiative.org/transparency-and-accountability-initiative-12-month-work-plan)” Transparency and Accountability Initiative, 2023.
* Sabina Robillard, Teddy Atim, and Daniel Maxwe, “‘[Localization: A “Landscape” Report](https://fic.tufts.edu/assets/Localization-FINAL-12.30.21.pdf).’” Feinstein International Center, 2021.

### **(Fri, 10/11) | Session 6: Planning Deep Dive 2: Municipal/Local Organizations & Transnational Organizations**

**What we’ll cover:** This session continues the deep dive into specific organizational lenses on program planning and development. In this session, we’ll closely examine and compare the programmatic design, action, and decision-making considerations of municipal/local organizations as well as large, complex, transnational organizations.

**Preparatory readings:**

* Sulfikar Amir, Rifda Marwa Ufaira, Dani Mohammad Ramadhan, Anindrya Nastiti. “[Cool Infrastructures City Profile: Jakarta,](https://era.ed.ac.uk/bitstream/handle/1842/38971/UNI-ED%20Resilient%20cities%20JAKARTA.pdf?sequence=1&isAllowed=y)” University of Edinburgh, 2020-21.
* “[Taking Steps Together on Equity and Climate Change: Report on New Orleans climate equity plan/assessment](https://fluxconsole.com/files/item/211/109413/ClimateActionEquityReport.pdf),” Deep South Center for Environmental Justice, City of New Orleans, Greater New Orleans Foundation, 2019.
* Liza Rose Cirolia, Lauren Hermanus, Anna Taylor, Warren Smit, Alice McClure, “[Climate Infrastructure & City Governments: A Strategic Framework for African City-Labs,](https://www.africancentreforcities.net/strategic-paper-climate-infrastructure-city-governments-a-strategic-framework-for-african-city-labs/)” African Centre for Cities, July 2023.
* Nick Robins, Vonda Brunsting and David Wood. “[Climate change and the just transition: A guide for investor action](https://sustainabledevelopment.un.org/content/documents/22101ijtguidanceforinvestors23november1118_541095.pdf),” Grantham Research Institute on Climate Change and the Environment, December, 2018.
* Just Transition Policy Brief: “[Human mobility and labour migration related to climate change in a just transition towards environmentally sustainable economies and societies for all](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/publication/wcms_860606.pdf),” International Labor Organization, October 2022.

**Optional/Suggested reading:**

* Sara McTarnaghan, Jorge Morales-Burnett, and Rebecca Marx, et al, [“Urban Resilience: From Global Vision to Local Practice: Final Outcome Evaluation of the 100 Resilient Cities Program](https://www.urban.org/sites/default/files/2022-09/Urban%20Resilience%20-%20From%20Global%20Vision%20to%20Local%20Practice_1.pdf),” Urban Institute, Sept 2022.
* “[Framework for Dignity in the Build Environment](https://www.ihrb.org/focus-areas/built-environment/framework-for-dignity-built-environment),” Institute for Human Rights and Business, 1 Nov 2020.

## **Part III: Stewarding change**

Any issue that affects the well-being of large populations, that touches on justice or grievance redress for historical inequalities, or that requires large, coordinated shifts in institutional or political practices is going to be layered, long-term, and messy. Programmatic planning is one process contributing to multiple avenues for change. This final segment of the course will build on the program planning, decision-making, and organizational leadership skills discussed throughout the course to date—preparing students for engaging broader conversations, shifts, and anticipatory planning alongside more organizationally fixed approaches, resources, and operations.

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### **(Fri, 10/18) | Session 7: Changing the System of International Organizations from Within**

**What we’ll cover:** With a focus on systemic advocacy while managing or running programs within existing organizations, this final session will zoom back out to contextualize programmatic and operational leadership in terms of broader public advocacy and systems change. This final session will uplift skills for balancing mission-aligned program management with stewardship of organizational change.

**Preparatory readings:**

* Tom Aston, “[(Re)making the case for adaptive management](https://thomasmtaston.medium.com/re-making-the-case-for-adaptive-management-d23541954604)”, *Medium*, 2022.
* Rob Ricigliano, [“Building emergent organizations”](https://blog.kumu.io/building-emergent-organizations-80414fe33537), *Medium*, 2020.
* [Localisation Performance Measurement Framework (LPMF)](https://www.near.ngo/lpmf), NEAR. Read the introduction and skim the framework itself.
* Vu Le, “[Join the movement to end Crappy Funding Practices!](https://nonprofitaf.com/2023/05/join-the-movement-to-end-crappy-funding-practices/)”, *NonprofitAF*, 2023.
* Kendra Nicolai, “[Getting out of the way: Practicing Decolonized Thinking](https://communitycentricfundraising.org/2023/05/03/getting-out-of-the-way-practicing-decolonized-thinking/)”, Community-Centric Fundraising, 2023.
* “[Fostering Equitable North-South Civil Society Partnerships](https://rightscolab.org/ringo-projects-first-research-report-voices-from-the-south/)”, Re-imagining INGO (RINGO) Initiative, March 2021.
* Nathan J. Robinson interviewing Linsey McGoey, “[How Bill Gates Makes the World Worse Off](https://www.currentaffairs.org/2022/07/how-bill-gates-makes-the-world-worse-off)”, *Current Affairs*, 2022.
* Stopping As Success:
	+ Watch the “[Stopping As Success+ Introductory Video](https://www.stoppingassuccess.org/resources/stopping-as-success-introductory-video/)”
	+ Hasi Edema, “[The humanitarian sector is far behind its ‘localization’ aims](https://www.stoppingassuccess.org/resources/the-humanitarian-sector-is-far-behind-its-localization-aims/)”, Stopping As Success / CDA Collaborative, 2023.
	+ Browse other “[Stopping As Success](https://www.stoppingassuccess.org/resources/)” case studies and resources
* “[Start Network Anti-Racist and Decolonial Framework](https://startnetwork.org/learn-change/resources/library/anti-racist-and-decolonial-framework)”, Start Network, June 2022.
* “[Case Study: Ford and Twaweza](https://www.fundingforrealchange.com/case-study-ford-twaweza)”, Funding for Real Change, Accessed 2023.

**Extra:**

* See other resources on [Ford’s BUILD program](https://www.fordfoundation.org/work/our-grants/building-institutions-and-networks/) (discussed in the Funding for Real Change case study)
* Anna Levy, “[Do no structural harm? Dissent in international and non-governmental organizations](https://whistleblower.org/resources/reports-and-publications/do-no-structural-harm-dissent-in-international-and-non-governmental-organizations-ios-and-ngos/)”, Government Accountability Project, 2018.
* Rob Ricigliano, “[The Evolving Operating System of Philanthropy](https://medium.com/in-too-deep/the-evolving-operating-system-of-philanthropy-f6ce290359b6)”, *Medium*, 2018.

# Class policies

**Academic Integrity**

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by Wagner’s Academic Code. All Wagner students have already read and signed the Wagner Academic Oath. Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with us.

**Use of ChatGPT and other AI tools**

Use of ChatGPT and related tools is allowed in this class, but a few caveats apply.

* First, the assignments have been designed around tasks the tools do not perform well, and your work will be graded down, perhaps substantially, if it fails to meet expectations.
* Second, the final text included in your assignments must always be your own writing; using text from another source without citation (regardless of whether that source is ChatGPT, a book, or a blog) is always plagiarism.
* As with all assignments, learning from the work is your responsibility. You must use the tools in a way that involves effort you learn from. Therefore, for every assignment, you should also turn in a description of which tools and techniques you used, and which parts of the assignment you used them for.
* Be prepared to discuss your work in class, or in conversation with us.

**Henry and Lucy Moses Center for Students with Disabilities at NYU**

Academic accommodations are available for students with disabilities. Please visit the Moses Center for Students with Disabilities (CSD) website and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

**NYU’s Calendar Policy on Religious Holidays**

NYU’s Calendar Policy on Religious Holidays states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify us in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

**Missing classes for sickness or other emergencies**

We understand that sickness and other emergencies may cause students to occasionally miss class. When this happens, please notify us as soon as possible so we can plan accordingly. While we understood it would be ideal to join virtually or watch recorded versions of classes missed, it is unfortunately not practical for the highly interactive and experiential nature of the sessions. When students must miss sessions, we will do our best to find a shared time with you to discuss and review core material missed. We also invite you to share notes and review with your classmates in the event of missed classes.

**Parents and Guardians**

You may find yourself in situations where your child care falls through or some other event that you need to bring your infant or child to class. This class is happy to make accommodations necessary for you to balance your student and childcare roles.

* All breastfeeding and bottle-fed babies are welcome in class as often as is necessary to support the relationship. Because not all women can pump sufficient milk, and not all babies will take a bottle reliably, we never want students to feel like they have to choose between feeding their baby and continuing their education. You and your nursing baby (breast or bottle) are welcome in class anytime.
* For older children and babies, we understand that minor illnesses and unforeseen disruptions in childcare often put parents and guardians in the position of having to choose between missing class to stay home with a child and leaving them with someone you or the child does not feel comfortable with. While this is not meant to be a long-term childcare solution, occasionally bringing a child to class in order to cover gaps in care is perfectly acceptable.
* We ask that all students work to create a welcoming environment that is respectful of all forms of diversity, including diversity in parenting status.
* In all cases where babies and children come to class, we ask that you sit close to the door so that if your little one needs special attention and is disrupting learning for other students, you may step outside until their need has been met. Non-parents in the class, please reserve seats near the door for your parenting classmates.
* If a child care gap will mean you need to miss a session entirely, please let us know as soon as possible and we will work to make other arrangements, as described above (see “Missing classes for sickness or other emergencies”).