Course Title: Managing Humanitarian Challenges: Delivery and Logistics

Course Number: PADM-GP. 4212

Meeting Dates: January 25, February 1, February 8, February 15, February 22, March 1, March 8

Meeting Time: 6:45 PM - 8:25 PM

Location: Bldg:12WV Room:L114; Washington Square

Instructor: Kellie Leeson

Office Hours: Tuesdays 11 – 12 also available by appointment

Columbia Email Address: kcl390@nyu.edu

Credits: 1.5 credits

Prerequisites: CORE-GP.1020

Course Overview:

In 2016, the United Nations Secretary General noted in the World Humanitarian Summit Outcome Report that, "Armed conflicts and other violent situations, disasters caused by natural hazards and the impacts of climate change, health threats, soaring inequality and increased fragility marked by extreme poverty and weak institutions are among the factors contributing to the unprecedented spike in humanitarian needs." In 2020, the world was further destabilized by the Covid-19 global pandemic leaving the humanitarian sector further extended and in desperate need of a radical rethink.

This course will examine this evolving landscape and its implications for aid delivery including how it is planned, financed and executed to meet the changing needs of the people in need of assistance. Students will be introduced to the global systems that guide the sector, the organizations typically involved and how their power dynamics and agendas shape humanitarian response priorities and delivery.

This course will provide a response-centered perspective on humanitarian operations, informed by case studies, lectures, and exercises. Experts in the field may guest facilitate portions of course sessions.

Grading:

Weekly reading and participation: 20%

Reflection Paper: 30%

Expectations: Students can choose one of three topics to argue for or against their position backing their position with data, research and reporting. Response should be no more than four-pages (single-spaced, 12-point font, 1-inch margins).

Humanitarian Principles: For or Against

Cluster System: For or Against

Should UNHCR maintain the IDP mandate: For or Against

Deadline: February 8th

Presentation & White paper: 50%

- **White Paper Outline: 10%**

  Expectations: Student groups to provide an outline for their process, white paper and presentation. Format can be chosen by the student groups.

  Deadline: February 15th

- **Presentation and Discussion: 20%**

  Deadline: March 1st

- **White Paper: 20%**

  Deadline: March 8th

Expectations: Students should explore the pros and cons of a global practice issue. Students are to provide a comparative analysis of the issue, explaining what it is, how it presents within a specific humanitarian context and the practice and policy solutions explored or operationalized. Students should explain proposed solutions, why they have or have not worked and why, and what else remains to be done, if anything.

Teams will present their analysis, facilitate a class discussion (20 minutes), and submit a three-page white paper (single-spaced, 12-point font, 1-inch margins).

- Aid Localization
- Accountability to Affected People
- Prevention of Sexual Abuse of and by Aid Workers
- Risks
- Safety and Security

- Access

Class 1 (Jan 25th): The Humanitarian System Infrastructure

Reading:

- [Sustainable Development Goals](#)
- [IFRC Types of Disasters](#)
- [UN OCHA – What are Humanitarian Principles](#)
- [UNOCHA - What is the Cluster Approach](#)
- [Inter-Agency Standing Committee](#)
- [IASC Terms of Reference](#)
- [ODI - Cluster Approach Evaluation (](#)executive summary)
- [Report of the Secretary General for the World Humanitarian Summit - One Humanity: Shared Responsibility,](#)
- https://sohs.alnap.org/help-library/the-state-of-the-humanitarian-system-2018-full-report (pp. 16 – 24).
- Somalia: Hope Springs: http://newsweekme.com/somalia-hope-springs/
- [ALNAP - Learning from disaster](#)

Watch/Listen:
- [ODI - Humanitarian action in 2021: tensions, trade-offs and dilemmas](#)

Class 2 (Feb 1st): History of the humanitarian system and decolonizing aid

Reading:
- [ODI: A History of the Humanitarian System](#)
- [CDA Collaborative: Time to Listen: Hearing People on the Receiving End of International Aid](#) (pages 1-7; 33-51; 135-147)
- [Global Policy Journal: Why the DFID-FCO Merger Will Make Aid's Most Transformative Work Impossible and the Battles Ahead, 2020](#)
- [Seman Rejali, ICRC Law and Policy Blog: Race, Equality and Neo-Colonial Legacies](#)
- [Hugo Slim, ICRC Law and Policy blogs: Impartiality and Intersectionality](#)

Watch/Listen:
- [Rethinking Humanitarianism Podcast: Decolonizing Aid](#)

Class 3 (Feb 8th): Responding to a crisis

Read/Explore:
[UN OCHA: Humanitarian Assessment](#) (skim site and review at least 3 assessment reports)
[INEE: Assessments](#) (skim the assessment resources)
[UNHCR: Needs Assessment Handbook](#) (pp 41-46; 54-56)
[Unicef: Data for Children Strategy](#)
[The Humanitarian Data Exchange](#) (explore the site)
[SEEP Network list of tools](#)

Watch/Listen:

[Sphere Standards: Humanitarian Standards](#) (also take some time to look around the Sphere website)
[FAO: Conflict Sensitive Programming](#)

Class 4 (Feb 15th): Funding the humanitarian system

Reading:
[Grand Bargain Website](#)
[GHD: Good Humanitarian Donorship Principles](#)
[HPG: Reducing the humanitarian financing gap: review of progress since the report of the High-Level Panel on Humanitarian Financing.](#)
[InterAction Blog: New InterAction Research Confirms Global Counter-Terror Efforts Harm and Curtail the Delivery of Hum& Panitarian Aid](#)
[OCHA: 2019 OCHA Evaluation of CBPFs](#) (Executive Summary)
[Philanthropy Circuit: Pathways to Effectively Operationalize the Localization Agenda](#)

Listen:
[Rethink Humanitarianism Podcast: Inside the Donor Mindset](#)

Class 5 (February 22th): How do services get to the people that need them?
Reading:
[Case Study Research in Humanitarian Logistics: Challenges and Recommendations for Action](#)
[Coordination in humanitarian relief chains: Practices, challenges and opportunities](#)
[Logistics Operational Guide](#) (explore the website)
[Logistics Assessment & Planning](#)
[Improving the Supply chain in humanitarian logistics](#)
[Managing Risk in International and Local NGO Partnerships](#)

Watch:
PHAP: [Complaints and feedback mechanisms: Making much-needed changes](#)

Class 6 (March 1st): Presentations

Class 7 (March 8th): Where do we go from here?

Reading:
[The New Humanitarian: The Global Humanitarian Trends of 2022](#)
[ODI: Time to let go](#)
[CGD: Refugee Compacts: Addressing the Crisis of Protracted Displacement](#)
[Refuge: Power in the Global Refugee Regime: Understanding Expressions and Experiences of Power in Global and Local Contexts](#)

Watch:
[European Commission: The Humanitarian Impact of Combined Climate, and Environmental Risks](#)