Overall course objectives

The training course will:
- provide a safe learning environment that encourages mutual openness and an active approach in dealing with mistakes
- be practically oriented, enabling participants to learn from extensive experience and from case studies
- be characterized by a strong culture of feedback, both for quality assurance and to set an example for participants’ daily project work
- help minimize the gap between a higher academic education and the practical experience of young talents

The participants will be enabled to:
- build sustainable networks of international cooperation practitioners
- contribute sustainably to current reflections on the future of humanitarian aid
- feedback knowledge to humanitarian organizations and their networks
### Cross-cutting themes

<table>
<thead>
<tr>
<th>1) Meaningful participation</th>
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<td>“People affected by crisis make decisions every day about how to best use their capacities and the resources (……), but when it comes to the aid that is meant to support them in doing so, they continue to report that they feel unable to participate in decisions that affect them.” (IARAN; from voices to choices, 2018)</td>
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<td>In the course, we will look at the influence that crisis-affected people have over aid decisions. What is holding them back, and what may increase their ability to have a say? We explore the challenges and good practices shared by lecturers, participants, and invited humanitarian organizations on how to achieve meaningful participation.</td>
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<th>2) Humanitarian – development nexus</th>
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<td>“The volume, cost and length of humanitarian assistance over the past 10 years has grown dramatically, mainly due to the protracted nature of crises. (……). This trend has given new urgency to the long-standing discussion around better connectivity between humanitarian and development efforts.” (UN-OCHA, 2019). Using concrete examples, we will work out where one sector can benefit from another.</td>
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<th>3) Innovation and technology</th>
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<td>Technological innovation like block chain, drones, access to digital tools, or artificial intelligence has a huge potential to transform the humanitarian sector, offering new opportunities for more efficient, transparent, and accountable humanitarian aid. But applying them to the sector also bears several challenges and risks. Here too we will use concrete examples to reflect on current debates on this topic.</td>
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**1st block week: 30 March – 4 April 2020**

**Module 1: Cooperation with Local Partners, Monday 30 March – Wednesday 1 April 2020**

- Overview of current initiatives on localisation and partnerships
- Review partnership principles and approaches
- How to consider system-wide factors in the establishment of successful partnerships
- How to identify challenges and barriers preventing successful partnership, and propose solutions to overcome them
- How to identify and use the most suitable and good practice partner assessment tools
- How NGOs can develop a new understanding of their own role and find new business models for their organisations

Collaboration and partnerships are key to effective humanitarian and development programmes. Therefore, it is essential to explore how to ensure effective partnerships that reinforce capacities of local and national responders. It is important to understand the partnership principles and the different dimension that are necessary to develop an equitable partnership.

Over three days, participants will get a chance to explore the challenges and opportunities of working in partnership and use the frameworks, tools and indicators to outline appropriate measures to ensure progress in meaningful partnership. Participants will share their own experiences, use case studies and review tools and frameworks to explore the above issues. Interactive group exercises will be used to explore good practices.

Facilitated by Smruti Patel, a recognized international specialist in humanitarian aid, with extensive experience working with International, national, and local NGOs. She is the founder of Global Mentoring Initiative and also the co-developer and author of the “Seven dimensions of localization framework”, a widely recognized tool on which her class will be based. She is also the founding member and coordinator of Alliance for Empowering Partnerships (A4EP), an advocacy platform for localization.

Evening session with Tanya Wood, Executive Director, CHS Alliance (The Core Humanitarian Standard on Quality and Accountability (CHS)).
### Module 2: Needs Assessment and Analysis, Thursday 2 April – Saturday 4 April 2020

- How to analyse complexity and conduct a four steps analysis for post-emergency and rehabilitation phases
- How to use specific tools in strategic foresight analysis like the System Architecture, the Game of Actors analysis and the Robustness tests
- How to identify and define a “fit for the future” strategy

Many humanitarian actors, including NGOs, at the local, national and international level, private sector actors and national governments are seeking the best ways to meet immediate needs while also contributing towards achieving long-term goals such as the SDGs, which have a timespan of over ten years. Traditional short-term, single-agency programming with mandates that stop at the country level will not be enough to make significant contributions to long-term goals within the context of transnational humanitarian crises. In complex crisis ecosystems, there is urgently need of foresight analysis concept and tools accessible to planners and decision-makers on the ground – lifting them out of the perpetual present and training them on how to use analysis to plan strategically and adaptively in post-emergency and rehabilitation phases.

The objective of this course is to enable participants to empower existing project cycle management approaches for needs assessment with specific tools used in strategic foresight analysis like the System Architecture, the Game of Actors analysis and the Robustness tests.

Participants will learn how to design a fit for the future strategy and they will exercise in groups to use specific tools starting from a real case study.

Facilitated by Michel Maietta, Director of Research at IRIS, the French Institute for International and Strategic Affairs, and Initiator and Facilitator of IARAN, an Inter-Agency Research and Analysis Network ("Future of Aid"; "From voices to choices"; "Future of Financial Assistance"). He is also lecturer at Federico II University in Naples and Course Director for the Humanitarian Manager Master Course at IRIS Sup'.

Evening session with a representative from ACAPS, an independent information provider with specialists in humanitarian needs analysis and assessment, based in Geneva.
### 2nd block week: 15 – 20 June 2020

#### Module 3: Accountability to Affected Communities, Monday 15 June – Wednesday 17 June

- How to apply different Quality + Accountability (Q+A) standards and tools
- How to use verification tools in order to assess accountable programming
- How to set up and contextualize feedback and complaints mechanisms
- How to include and handle safeguarding complaints

In this module, participants will learn about the different elements of accountability, and explore how to use different standards and tools to verify these elements in an independent manner, taking into consideration the involvement of local partners and communities.

It is about giving right holders more voice and decision making power, especially in designing and adapting programmes, and in selection and communication processes. The most vulnerable people in communities need to be involved, from design to implementation and evaluation. Participants will also get an introduction into setting up safe complaints handling systems and how to handle safeguarding complaints.

Facilitated by Ester Dross and Peter Zihlmann (Director of ebaix), both experienced humanitarian practitioners and lecturers with a strong background in humanitarian quality and accountability mechanisms. The participants will benefit from films who illustrate concrete case studies, and from good practices presented by a representative from a Swedish NGO.

Evening session with Ambassador Manuel Bessler, Head of Humanitarian Aid Department and of the Swiss Humanitarian Aid Unit (SHA), Swiss Development cooperation (SDC).
Module 4: Impact evaluations, Thursday 18 June – Saturday 20 June

- What is impact and why are impact evaluations important?
- What are the opportunities and challenges of impact evaluations in humanitarian contexts?
- When and how should an impact evaluation be planned and set up?
- How can humanitarian actors learn from impact evaluations?

Impact evaluations are a key tool for evidence informed decision making, with the objective to increase the effectiveness of projects, policies and organizations to improve people’s life. It is more challenging to apply and learn from impact evaluations in humanitarian aid than in development cooperation, but there are still opportunities.

The objective of this course is to enable participants to use existing impact evaluations for strategic and operational decisions and to understand when and how to commission impact evaluations for their organizations.

Participants will discuss and learn from existing impact evaluations within the field of development cooperation and humanitarian aid.

Facilitated by Prof. Dr. Isabel Günther and Dr. Adina Rom, both active at the NADEL Center for Development and Cooperation at ETH Zürich. They are both experienced researchers and lecturers, including in the domain of impact evaluations.

Evening session with Prof. Dr. Thomas Breu, Director of CDE.
3rd block week: 5 – 10 October 2020

Module 5: Cash and Voucher Assistance (CVA), Monday 5 October – Wednesday 7 October

- How to assess the feasibility of CVA, identify key challenges and risks
- Analyse trends around CVA, new technologies, innovative approaches, and links to social safety nets
- Discuss current policy debates around CVA, challenges around localization and the impact of CVA on the aid sector

Cash and Voucher Assistance (CVA) refers to all programs where cash transfers or vouchers for goods or services are directly provided to recipients in order for them to meet their varied needs on the local market.

CVA make the recipients prime responsible for their recovery, with the flexibility to make the best choices according to their needs, without having to resort to negative coping mechanisms like selling assets or worse. CVA stimulates the local economy with a multiplier effect on the market and can promote financial inclusion, while allowing for economies of scale for donors.

In a world where needs keep increasing while resources are shrinking, and where humanitarians seek to adequately assist affected populations, CVA can help bring more effectiveness and efficiency in humanitarian responses. However, CVA is not only a tool; it is also a change agent because the modality does not fit neatly into the current humanitarian coordination architecture. CVA puts people at the centre and forces organizations to re-think their approach to humanitarian assistance.

Participants will learn how to assess the feasibility of CVA, and identify key challenges and risks. They will look at current trends around CVA, new technologies, innovative approaches and links to social safety nets. They will discuss current policy debates around CVA, challenges around localization and the modality’s impact on the aid sector.

Facilitated by Stefan Bumbacher. He is Programme Officer for Cash and Voucher Assistance at Swiss Agency for Development and Cooperation (SDC) Humanitarian Aid. He previously worked as a Senior Technical Officer for the Cash Learning Partnership (CaLP) based in Geneva and as a Programme Policy Officer for CVA for WFP Syria. Guest lecturer from an INGO.
Module 6: Safety and Security Risk Management (SSRM), Thursday 8 October – Saturday 10 October

- The importance of SSRM in humanitarian operations
- Elements of SSRM
- How to integrate SSRM into management processes
- How to support local partner organizations in their SSRM

Safety and Security Risk Management (SSRM) is an important part of any humanitarian operation (as well as development cooperation and civil peacebuilding) and the duty of care of any organization. Therefore, it is interesting to discuss where, when and how SSRM should be integrated into the project management circle, hiring new staff, budgeting etc. Base for that is to understand the different elements of SSRM like context and risk assessments to be able to adequately respond to the challenges on the ground and outline the appropriate measures and plans for access and operations.

Participants get the chance to explore the challenges of remote management when access is limited access and how SSRM can be designed to support the local partner organizations in their daily operations.

Facilitated by Franziska Heizmann, freelance consultant since January 2007. She has worked in many challenging contexts; and she is an experienced lecturer and advisor to major humanitarian organizations in SSRM. The participants will additionally benefit from concrete case studies presented by a representative from a local NGO.