

**Course manual Joint Master's Programme  
in International Humanitarian Action**

University of Warsaw  
2024

**Advance management in humanitarian  
action**



**Module  
coordinator:**

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**Period:** Second semester, block 1.

**Venue & hours:****1. Introduction**

The module is a requirement for obtaining the NOHA Master's degree.  
The overall objective of the module is to introduce the students to key legal concepts of non-governmental organisations to enable them to apply this knowledge to practical cases.

**2. Learning outcomes**

In conformity with the learning outcomes set out by the NOHA network, students should achieve the following learning outcomes by the end of this module:

- Has a thorough knowledge of different legal forms in which humanitarian assistance can be provided, indicating main advantages and disadvantages of each solution, including issues of registration and taxation.
- Has a good knowledge of the main institutions essential for the functioning of humanitarian organisation.
- Has a good understanding of differences between humanitarian and development assistance and their legal implications, under both national and international regulations.
- Is able to establish a basic organisational framework of a humanitarian organisation according to Polish law and other European laws, is able to fill basic registration documents.
- Is prepared to follow procedural steps in order to establish a humanitarian organisation, is aware of necessity to update one's knowledge.
- Is aware in general of implications related to the functioning of the non-governmental organization and is able to justify preferential tax consequences of non-governmental activities.

**3. Course material**

- Gerard Clarke (2021) *The Credibility of International Non-Governmental Organizations (INGOs) and the Oxfam Scandal of 2018*, *Journal of Civil Society*, 17:3-4, 219-237, DOI: 10.1080/17448689.2021.1994200
- Margaret Gibelman, Sheldon R. Gelman, *Very Public Scandals: Nongovernmental Organizations in Trouble*, *International Journal of Voluntary and Nonprofit Organizations*, March 2001, Vol. 12, No. 1 (March 2001), pp. 49-66
- Terry Gibson, *Making Aid Agencies Work : Reconnecting INGOs with the People They Serve*
- *Handbook on civil society organizations registration and operations (comparative aspects)* <http://ecnl.org/wp-content/uploads/2016/04/Handbook-on-Civil-Society-Organizations-Registration-and-Operation-Comparative-Aspects.pdf>
- Gëzim Visoka, *National NGO, Gëzim Visoka in Roger Mac Ginty, Jenny H Peterson\_The Routledge Companion to Humanitarian Action (2015)*
  
- David Lewis, *Nongovernmental Organizations, Definition and History in Non-Governmental Organizations, Management and Development, 3rd edn*
- David Moore, Katerina Hadzi-Miceva, and Nilda Bullain, *A Comparative Overview of Public Benefit Status in Europe*, *The International Journal of Not-for-Profit Law*, Volume 11, Issue 1, November 2008
  
- Gerry Salole, *Why Is the European Foundation Statute Needed?*, *The International Journal of Not-for-Profit Law* Volume 11, Issue 1, November 2008
  
- Frans Vanistendael (ed.), *Taxation of charities 2012 EATLP Congress, Rotterdam 31 May - 2 June 2012*
  
- D. Gliksberg, "General Report: The Taxation of Non-Profit Organizations" in *"The Taxation of Non-Profit Organizations"* (IFA, KLUWER); available online: [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2042819](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2042819)

#### 4. Teaching and learning methodology

The module will employ a combination of lectures and group work with presentation of the work to achieve the learning outcomes mentioned above.

#### 5. Programme and training activities

##### Week 1

1. Introduction to the course

#### **Week 2**

1. NGO – scandals what we learn
2. What is crucial to prevent NGO risk?
3. Risk register - how to maintain it

#### **Week 3**

1. NGO – definitions in the international law
  2. Freedom of association
  3. European Convention on the Recognition of the Legal Personality of International Non-Governmental Organisations
- David Lewis ,Nongovernmental Organizations, Definition and History

#### **Week 4**

1. NGO – definitions in the national law
2. Why are the legal fundamentals of an NGO so important?
3. Different entities allowing the conduct nongovernmental operations
4. Legal requirements law to establish foundations and associations on the example of different law system

Article to be read:

- Handbook on Civil society organisations registration and operation: comparative aspects.

#### **Week 5**

SWOT analysis of foundations and associations

#### **Week 6**

1. Charter of non-governmental organisation – why it is important
2. Analysis of charters of non-governmental organisations
3. Governance of an NGO – different models
  - a) Board
    - role of the board (different approaches)
    - role of members of monitoring body
    - legal responsibilities of board members
  - b) CEO
    - role of the CEO
    - responsibility of the CEO

**Week 7**

1. Preparing the presentation of the chosen charters of non-governmental organisations

**Week 8**

Students will be presenting the charter of an NGO, to discuss the different solutions.

**Week 9**

1. Humanitarian NGO - standards
2. Spher standard
3. How to measure accountability and impact?
4. Management of NGO –practical aspect
5. How to monitor the activities of NGO?
6. Impact who to measure and how to proof it

**Week 10**

1. INGO charter
2. NGO standards - policies

**Week 11 & 12**

1. Preparing the charter of an NGO

**Week 13**

1. Case work-study

**Week 14**

Meeting with the guest.

**Week 15**

Exam

**6. Workload**

The module will involve 30 hours of lectures, presentations done by students, group works. Students are also expected to learn individually.

**7. Assessment methods**

The final grade is achieved by submitting the charter of a humanitarian NGO prepared by students in pairs ( 50%), the oral exam (25%) and the presentation of charter analysed by students (25%) .