

## CAS Quality Management of Humanitarian Projects

<b>Credits</b>	10 credits ECTS
<b>Dates</b>	10 January – 8 April 2022
<b>Format</b>	Online (combination of self-study and live sessions)
<b>Live sessions</b>	All live sessions are in group and mandatory - Usually from 13h00 to 15h30 (CEST) Depending on the module, there will be 2 to 5 live sessions per week
<b>Course directors</b>	Sandrine Delattre - <a href="mailto:sandrine@practical-intelligence.ch">sandrine@practical-intelligence.ch</a> Claire Barthélémy - <a href="mailto:claire.barthelemy@unige.ch">claire.barthelemy@unige.ch</a>

### CAS overview

#### Short description

*Situational intelligence at the service of quality*

This certificate addresses the dynamics and components that guarantee the quality management of adapted projects and cohesive teams. It integrates fundamental principles such as inclusion and diversity, do no harm, accountability and participation into processes, methods and tools of project and people management.

#### Objectives

At the end of the CAS, participants will be able to apply a qualitative framework in order to manage projects and teams in line with local and international prerogatives.

More specifically, following the Result-Based Management approach and taking into account ethical concerns, specificities of contexts and organisations' mandate, you will be able to:

- Manage people according to the key principles of leadership for diversity, inclusion and duty of care
- Design and implement inclusive and coordinated humanitarian projects
  - Analyse humanitarian contexts
  - Assess needs and capacities of local population
  - Plan and program responses
  - Monitor and evaluate progress and results
- Critically review existing projects and people management practices

## Structure of the CAS

<b>Structure</b>	<p>Around 250 hours of work including:</p> <ul style="list-style-type: none"> <li>• E-learning courses (self-study)</li> <li>• Live sessions</li> <li>• Individual and group work: readings, videos, pool-surveys, self-tests, case study, reflexive analysis, forum discussions, etc.</li> </ul>
<b>Workload</b>	<ul style="list-style-type: none"> <li>• 13.5 weeks</li> <li>• 20 hours workload per week</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>• <u>Module 1</u>: Humane leadership and People management (10 - 25 January 2022)</li> <li>• <u>Module 2</u>: Analysing humanitarian contexts: Vulnerability and resilience (26 January – 04 February)</li> <li>• <u>Module 3</u>: Safety and security: Piloting risks (07 – 11 February)</li> <li>• <i>Assignment 1: 14-16 February</i></li> <li>• <u>Module 4</u>: Assessing needs and capacities (17-25 February)</li> <li>• <u>Module 5</u>: Planning projects and their monitoring systems (28 February – 11 March)</li> <li>• <u>Module 6</u>: Programming resources and implementing interventions (14 - 23 March)</li> <li>• <i>Assignment 2: 24-25 March</i></li> <li>• <u>Module 7</u>: Monitoring and evaluation (28 – 31 March)</li> <li>• <i>Closure and Final assignment (01 – 08 April)</i></li> </ul>

## PROGRAMME

*The programme, speakers and timing of the live sessions are subjected to change*

<b>MODULE 1: HUMANE LEADERSHIP &amp; PEOPLE MANAGEMENT</b>				
<b>Mon, 10 January</b>	<b>Tue, 11 January</b>	<b>Wed, 12 January</b>	<b>Thu, 13 January</b>	<b>Fri, 14 January</b>
<p><b>SECTORIAL LEADERSHIP</b></p> <p><i>Claire Barthélémy</i></p>	<p><b>LEADERSHIP IN ORGANISATIONS</b></p> <p><i>Claire Barthélémy</i></p>	<p><b>PARTNERSHIP &amp; COLLABORATIVE LEADERSHIP</b></p> <p><i>Catherine Russ, Director Accredited Partnership Broker</i></p>	<p><b>THE LEADER</b></p> <p><i>Claire Barthélémy</i></p>	<p><b>THE LEADER</b></p> <p><i>Claire Barthélémy</i></p>
<b>Mon, 17 January</b>	<b>Tue, 18 January</b>	<b>Wed, 19 January</b>	<b>Thu, 20 January</b>	<b>Fri, 21 January</b>
<p><b>GOVERNANCE &amp; DECISION-MAKING</b></p> <p>Concepts, values and realities: the case study of gender and diversity</p> <p><i>Claire Barthélémy</i></p>	<p><b>PERSON MANAGEMENT: DUTY OF CARE</b></p> <p>From recruitment to career development and departure</p> <p><i>Claire Barthélémy</i></p>	<p><b>STRESS MANAGEMENT</b></p> <p>Prevention, mitigation and management</p> <p><i>Claire Barthélémy</i></p>	<p><b>TEAM MANAGEMENT</b></p> <p>Team dynamics, Conflict management, Remote management, Mediation</p> <p><i>Claire Barthélémy</i></p>	<p><b>TEAM MANAGEMENT</b></p> <p>Coaching approach</p> <p><i>Constance Martin, Coach</i></p>
<b>Mon, 24 January</b>	<b>Tue, 25 January</b>			
<p><b>PEER TO PEER EXERCISE</b></p> <p><i>Claire Barthélémy and Constance Martin</i></p>	<p><b>PEER TO PEER EXERCISE</b></p> <p><i>Claire Barthélémy and Constance Martin</i></p>			

MODULE 2: ANALYSING HUMANITARIAN CONTEXTS: VULNERABILITY AND RESILIENCE				
		Wed, 26 January	Thu, 27 January	Fri, 28 January
		<p><b>INTRODUCTION OF CONCEPTS</b> Vulnerability, capacity and resilience <b>&amp;</b> <b>CASE STUDY INTRODUCTION</b> Case + SWOT <i>Claire Barthélémy</i></p>	<p><b>DATA ANALYSIS</b> Methodology overview <i>Patrice Chataigner, Director Okular Analysis</i></p>	<p><b>DATA ANALYSIS</b> (continued) <i>Patrice Chataigner</i></p>
Mon, 31 January	Tue, 01 February	Wed, 02 February	Thu, 03 February	Fri, 04 February
<p><b>MAKING DATA SPEAK</b> Struggles of humanitarians <i>Claire Barthélémy and Gustavo Fernandez, Director Bridge</i></p>	<p><b>ANALYSING HUMANITARIAN AND GLOBAL TRENDS</b> <i>Claire Barthélémy</i></p>	<p><b>ANALYSING HUMANITARIAN AND GLOBAL TRENDS</b> (continued) <i>Claire Barthélémy</i></p>	<p><b>GROUP WORK ON CASE STUDY</b> (continued – SWOT)</p>	<p><b>FEEDBACK ON CASE STUDY</b> <i>Claire Barthélémy &amp; Patrice Chataigner</i></p>

MODULE 3: SAFETY AND SECURITY MANAGEMENT – PILOTING RISKS				
Mon, 07 February	Tue, 08 February	Wed, 09 February	Thu, 10 February	Fri, 11 February
<p><b>RISK, SECURITY AND SAFETY</b> Concepts and Environment</p> <p><i>Claire Barthélémy</i></p>	<p><b>RISK &amp; SECURITY MANAGEMENT</b> Institutional, operational and individual levels</p> <p><i>Virgile Debu, Head of Security, Terre des Hommes</i></p>	<p><b>CASE STUDY</b></p>	<p><b>TEMOIGNAGE</b> Case discussions: Palestine, Irak, UNMISS, MONUSCO, DPKO, MINUSCA</p> <p><i>Baptiste Martin, Senior protection adviser and programme coordinator</i></p>	<p><b>CASE STUDY</b> Oral presentation</p> <p><i>Virgile Debu, Baptiste Martin, Claire Barthélémy</i></p>

ASSIGNMENT 1		
Mon, 14 February	Tue, 15 February	Wed, 16 February
<p><b>WRITING ASSIGNMENT 1</b></p>	<p><b>WRITING ASSIGNMENT 1</b></p>	<p><b>WRITING ASSIGNMENT 1</b></p>

MODULE 4: ASSESSING NEEDS AND CAPACITIES				
			Thu, 17 February	Fri, 18 February
			<b>Do No HARM FRAMEWORK</b>  <i>Claire Barthélémy</i>	<b>PARTICIPATION</b>  <i>Bonaventure Sopko &amp; Sandrine Delattre</i>
Mon, 21 February	Tue, 22 February	Wed, 23 February	Thu, 24 February	Fri, 25 February
<b>PROJECT CYCLE MANAGEMENT</b> Introduction  <b>ASSESSMENT PHASE</b> Aim and process  <i>Sandrine Delattre</i>	<b>CASE STUDY</b> Problem tree  <b>ASSESSMENT PHASE</b> (continued)  <i>Sandrine Delattre</i>	<b>CASE STUDY</b> Problem tree	<b>COORDINATED NEEDS ASSESSMENT</b> Introduction  <i>Patrice Chataigner</i>	<b>MODULE CLOSURE</b> Key learnings and feedback on the case study  <i>Sandrine Delattre</i>

## MODULE 5: PLANNING PROJECTS AND THEIR MONITORING SYSTEM

Mon, 28 February	Tue, 01 March	Wed, 02 March	Thu, 03 March	Fri, 04 March
<p><b>PLANNING</b> Logical framework (output driven approach)</p>	<p><b>PLANNING</b> Logical Framework (RBM approach)  <i>Sandrine Delattre</i></p>	<p><b>PLANNING (CONTINUED)</b> Logical Framework (RBM approach)  <i>Sandrine Delattre</i></p>	<p><b>CASE STUDY</b> Logframe</p>	<p><b>CASE STUDY</b> Logframe</p>
Mon, 07 March	Tue, 08 March	Wed, 09 March	Thu, 10 March	Fri, 11 March
<p><b>EXIT STRATEGY</b>  <i>Claire Barthélémy</i></p>	<p><b>ACCOUNTABILITY FRAMEWORK</b> Feedback mechanisms, standards and verification processes  <i>Sandrine Delattre</i></p>	<p><b>ACCOUNTABILITY FRAMEWORK</b> (continued)  <i>Sphere, CHS and HQAI, Sandrine Delattre</i></p>	<p><b>MODULE CLOSURE</b> Key learnings and feedback on the case study  <i>Sandrine Delattre</i></p>	<p><b>MODULE CLOSURE</b> Key learnings and feedback on the case study  <i>Sandrine Delattre</i></p>

MODULE 6: PROGRAMMING RESOURCES AND IMPLEMENTING INTERVENTIONS				
Mon, 14 March	Tue, 15 March	Wed, 16 March	Thu, 17 March	Fri, 18 March
<p><b>PROGRAMMING</b> Workplan and other key plans</p> <p><b>EXERCISE</b> <i>Sandrine Delattre</i></p>	<p><b>PROGRAMMING</b> (continued) <i>Sandrine Delattre</i></p>	<p><b>PRESENTATION OF SAME SKIES ORGANISATION</b> &amp; of the case study <i>Julia Frei, Same Skies Sandrine Delattre &amp; Claire Barthélémy</i></p>	<p><b>FUNDING MANAGEMENT</b> <i>Claire Barthélémy</i></p>	<p><b>FINANCE MANAGEMENT</b> <i>Claire Barthélémy</i></p>
Mon, 21 March	Tue, 22 March	Wed, 23 March	Thu, 24 March	Fri, 25 March
<p><b>REPRESENTATION AND INFORMATION MANAGEMENT</b> <i>Claire Barthélémy</i></p>	<p><b>HR MANAGEMENT</b> <i>Philippe Ruscassier, MSF</i></p>	<p><b>LOGISTICS AND SUPPLY MANAGEMENT</b> <i>Philippe Ruscassier, MSF</i></p>	<p><b>ASSIGNMENT 2 CASE STUDY</b> Group work</p>	<p><b>ASSIGNMENT 2 CASE STUDY</b> Oral presentation <i>Sandrine Delattre, Claire Barthélémy</i></p>



MODULE 7: MONITORING AND EVALUATION				
Mon, 28 March	Tue, 29 March	Wed, 30 March	Thu, 31 March	Fri, 01 April
<p><b>MONITORING</b></p> <p>What, when, who, what</p> <p><i>Sandrine Delattre</i></p>	<p><b>EXERCISE</b></p> <p>Peer work</p> <p><i>Sandrine Delattre</i></p>	<p><b>INTRODUCTION TO EVALUATION</b></p> <p>Types of evaluation and process</p> <p><i>Sandrine Delattre</i></p>	<p><b>INTRODUCTION TO EVALUATION</b></p> <p>Types of evaluation and process</p> <p><i>Sandrine Delattre</i></p>	<p><b>CAS PAPER WRITING</b></p> <p><i>Sandrine Delattre</i> <i>Claire Barthelemy</i></p>

CAS PAPER WRITING				
Mon, 04 April	Tue, 05 April	Wed, 06 April	Thu, 07 April	Fri, 08 April
<p><b>CAS PAPER WRITING</b></p> <p>Individual work</p>	<p><b>CAS PAPER WRITING</b></p> <p>Individual work</p>	<p><b>CAS PAPER WRITING</b></p> <p>Individual work</p>	<p><b>CAS PAPER WRITING</b></p> <p>Individual work</p>	<p><b>CAS CLOSURE</b></p> <p><i>Sandrine Delattre +</i> <i>Claire Barthélemy</i></p>