

Course manual  
Joint Master's Programme in  
International Humanitarian Action

University of  
Warsaw

*October 2017*

**Establishment of a humanitarian  
organisation – administrative  
issues**  
Semester 3

**Module coordinator:**

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office hours: Thursday, 11.30.-12.30

**Credits awarded:** 3 ECTS, equivalent to 125 work hours (1 ECTS = 25 hours)

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

**Venue & hours:** Room 3.6, Lipowa 4, Monday 15.00 - 16.30 (9.10; 23.10; 30.10; 6.11; 27.11; 4.12; 11.12)

### 1. Introduction

The module is a prerequisite 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 and 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:

- Have 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.
- Have a good knowledge of the main institutions essential for the functioning of a humanitarian organisation.
- Have a good understanding of differences between humanitarian and development assistance and their legal implications, under both national and international regulations.
- Be able to establish a basic organisational framework of a humanitarian organisation according to Polish law, be able to fill basic registration documents.
- Be prepared to follow procedural steps in order to establish a humanitarian organisation, be aware of the necessity to update one's knowledge.

### 3. Course materials

- *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*, 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*
- Alicja Majdańska, *Taxation of non-profit organizations – Poland*, <http://eatlp.org/uploads/public/Reports%20Rotterdam/National%20Report%20Poland.pdf>
- Izabela Podobas, Piotr Swacha, *1% OF INCOME TAX FOR NON-PROFIT ORGANIZATIONS IN POLAND*, *Kultura i Edukacja 2011, No. 6 (85)*
- Gerry Salole, *Why Is the European Foundation Statute Needed?*, *The International Journal of Not-for-Profit Law Volume 11, Issue 1, November 2008*

#### 4. Teaching and learning methodology

The module will employ a combination of lectures and classroom-based group work with presentation of students' own work to achieve the learning outcomes indicated above.

#### 5. Programme and training activities

##### Week 1 - 9.10.2017

1. Introduction to the course
2. Nongovernmental Organizations - Definition
3. Why are the legal fundamentals of an NGO so important?
4. Public Benefit Status

Management of an NGO – practical aspects

5. What is crucial to prevent NGO risk?
6. Risk register
7. Security in NGOs and in their daily operation

Article to read: David Lewis, Nongovernmental Organizations, Definition and History

##### Week 2 – 16.10.2017

1. Different legal entities allowing for non-governmental operations
2. SWOT analysis of foundations and associations
3. Legal requirements to establish foundations and associations on the examples of Polish and UK Law

Please take a look at the Handbook on Civil society organisations registration and operation: comparative aspects.

### **Week 3 – 30.10.2017**

1. The charter of a non-governmental organisation – why it is important?
2. Analysis of charters of non-governmental organisations

Students will be drafting a charter of an NGO to discuss the different possible solutions.

### **Week 4 – 6. 11.2017**

1. Legal aspects of fundraising activity of an NGO
2. Government support to NGO activities
3. How to measure Impact
4. Management of an NGO –practical aspects
5. How to monitor the activities of an NGO?

Article to read: : *Izabela Podobas, Piotr Swacha, 1% OF INCOME TAX FOR NON-PROFIT ORGANIZATIONS IN POLAND, Kultura i Edukacja 2011, No. 6 (85)*

### **Week 5 - 27.11.2017**

1. Governance of an NGO – different models
  - a) The 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
2. Management of an NGO –practical aspects
3. How to recruit and assess the skills of candidates for the board or CEO?

Article to read: Richard P. Chait, William P. Ryan, Barbara E. Taylor, Governance as Leadership. Reframing the work of Nonprofit Boards

### **Week 6 – 4.12.2017**

1. NGO standards
  - NGO Charter
  - Sphere standard
2. Management of an NGO – practical aspects
3. How to measure accountability and impact?

### **Week 7 -11.12.2017**

Meeting with an NGO representative to discuss practicalities.

### **Exam week**

Submitting a charter of an NGO prepared by the student prior to the date of exam, deadline: 1 January 2018.

## **6. Workload**

The module will involve 15 hours of lectures in addition to presentations done by students.

Students are expected to also learn individually. As the module is relatively short and therefore quite intensive, attendance at each of the classes is highly recommended.

#### **7. Assessment methods**

The final grade is achieved by participating in an oral exam. The oral exam will comprise three questions, two of them related to the charter of an NGO prepared by the student in advance of the exam.

#### **8. Assessment criteria**

The exam will take place on 8 January 2018 and will assess the passive knowledge of the contents of the course and also the applicability of this knowledge in a practical situation.

#### **9. Appendices**

*[Any supporting documents to explain parts of the module more in detail.]*

