



UNIVERSITETI I EVROPËS JUGLINDORE
УНИВЕРЗИТЕТ НА ЈУГОИСТОЧНА ЕВРОПА
SOUTH EAST EUROPEAN UNIVERSITY

Study program **Civil Society Development**

Faculty Contemporary Social Sciences

Study Cycle Second Cycle (Postgraduate)

ECTS 120

Description of the program

The second cycle study program *Civil Society Development* aims to cover the gap in the formal education of CSO workers, activists and volunteers and to upgrade and strengthen their knowledge and skills in order to empower the Civil Society to raise its voice in overcoming the obstacles in building effective democracy in Macedonia and the region of SEE. Moreover, this program will enhance and built upon the achievement in this field from the region and share the international experience in the path of reaching positive societal changes.

Qualification that the students will gain after completion of this program.

Master of Science in societal sciences in the area of Civil Society Development.

Career

The Civil Society and Development program gives highly qualified leaders with well developed leadership and management skills to face the challenges in the area of civil society development and offers highly qualified and professional leaders with contemporary approach towards management and a desire to promote the role and values of the civil society organizations in the development of democracy in modern societies.

Learning outcomes

Knowledge and understanding

- Will find a balance between solid intellectual preparation in the social sciences and hands-on professional training with experts in civil society development;
- Will demonstrate the capacity to take modules in English, and to conduct negotiations and debates in this language;
- Will take part in the broader regional community created by this program built between the SEE countries;

Applying knowledge and understanding

- Will acquire the necessary skills in cultural translation and conflict negotiation required to succeed in the different educational systems with distinct traditions and evaluative and teaching methods;
- Is able to lead survey of public opinion and implement methodological tools;
- Demonstrate the ability to lobby, mediate and negotiate multiple influential political actors in society;
- Ability to apply theoretical knowledge, develop research in solving social phenomena and pursue career in the academic field;

Making judgement

- Will manifest intellectual autonomy;
- Participate in contemporary culture;
- Demonstrate imagination and openness to new experiences, as well as the flexibility to think across disciplines and transfer skills between areas of expertise;
- Distinguish a variety of phenomena related to the political culture of respective society;
- Critically compare the political trends within the society and state and assesses their impact on euro-integration processes of the country;

Communication skills

- Able to participate in political debates, mediation, and negotiation while providing argumentative analysis of political discourse;
- Have coherent writing skills on societal developments;
- Demonstrate ability to professionally communicate with multiple actors in a team spirit and inclusive approach;
- Demonstrate both the willingness and the expertise to contribute fulsomely to civil society and intellectual life via participation in the extensive opportunities for debate, conference attendance, and cultural events;

Learning skills

- Take initiative to identify interests groups and state institutions within political processes;
- Abilities to perform lifelong learning and self-education in the field of Political Sciences;
- Ability to train citizens for political system and democratic society;
- Can determine and argue the role of civil society for the knowledge based society;

List of courses

Semester 1

- [6.0 ECTS] **Strategic Management and Change Management**
- [6.0 ECTS] **Civil Society and development policies**
- [6.0 ECTS] **Advanced Conflict Management, Communication and negotiation skills for CSOs**
- [6.0 ECTS] **Financial Management, accounting and Cost-effectiveness for Nonprofit Organizations**
- [6.0 ECTS] **Elective course 1**

Semester 2

- [6.0 ECTS] **Fundraising and Philanthropy for Nonprofits**
- [6.0 ECTS] **Public Policies, Advocacy and Lobbying**
- [6.0 ECTS] **Human Resource Development and Volunteer Management**
- [6.0 ECTS] **Free elective course 1**
- [6.0 ECTS] **Elective course 2**

Semester 3

- [6.0 ECTS] **Legal and Ethical Issues in Nonprofits**
- [6.0 ECTS] **Community development**
- [6.0 ECTS] **International organizations**
- [6.0 ECTS] **Free elective course 2**
- [6.0 ECTS] **Elective course 3**

Semester 4

- [30.0 ECTS] **Master theses**

Description of courses

Core courses

- **Strategic Management and Change Management**

This module examines management theory and practice through a framework involving strategic thinking and strategic planning. It covers a number of important management topics, including the context of strategy, leadership, managerial uses of structure and design, and performance. Case studies of managerial practice in the public and nonprofit sectors are used throughout the module. This module also includes practical module in: * Defining long-term vision and mission; * Analysis of external environment and actors; * Areas of overlapping with other stakeholders and not covered areas of intervention; * SWOT analysis; * Strategic Orientation – Analyzing possible strategies * Defining strategic goals and directions * Developing strategic action plans with detailed activity list * Developing Annual Plans for CSOs Furthermore, this module will include the basics of Change Management: * The philosophy of change-definitions, why change, challenges * Changes in organizational culture * Identification of the key actors in the change process * Resistance to change and factors of influence * Support to change * Phases in the change processes * Promoting change * Analyses of organizational processes * Techniques and methods for managing change

- **Civil Society and development policies**

This module is focused on discovering the theories of the development of the Civil Society, definition of its position in the society, the key stakeholders, interactions with other sectors in the society, methods of work, the role and the structure of the civil society sector, the main characteristics of the civil society in Macedonia and the region of SEE, possible sustainability strategies and methods and techniques for influencing the development of policies and the role of CSOs in the decision making processes. Within this module, the key development concepts, theories and approaches will be presented, as well as the key challenges related to the poverty and the limitations that are coming from the influential donor agencies, international aid agencies, foundations and think tanks.

- **Advanced Conflict Management, Communication and negotiation skills for CSOs**

1. Advanced Conflict Management, Communication and negotiation skills for CSOs The public/non-profit administrator, whether primarily concerned with management, policy or finance, is called upon to manage or becomes involved in a wide variety of conflicts. Conflict is ubiquitous - within and between organizations and agencies, between levels of government, between interest groups and government, between interest groups, between citizens and agencies, etc. The increasing complexity and interrelatedness of the issues that the public sector is called upon to address, and the increasing sophistication and engagement of groups representing both public and private interests, compounds the challenge. In this environment, it is essential for public and non-profit administrators to know how to manage conflict effectively. Effective conflict management involves analyzing a conflict, understanding the dynamics between the parties, and determining the appropriate method of conflict resolution. In the absence of confidence and skill in conflict management, most public officials resort, often counterproductively, to the use of power, manipulation, and control. Possessing confidence and skill, one can exercise other options.

- **Financial Management, accounting and Cost-effectiveness for Nonprofit Organizations**

The module is designed to expose students to the standards and practice of accounting for public and nonprofit organizations. The module includes use of fund accounting and other appropriate techniques to ensure proper execution of fiduciary responsibility. The students will learn the linkage between budget, financing and accounting in local governments and nonprofits, as well as establishing the utility of each. The module includes review and analysis of the technical aspects of accounting, posting journal entries and preparing various accounting reports. This module covers the fundamentals of financial accounting for for-profit, not-for-profit, and other institutions. It provides a look behind the financial statements used in all organizations and focuses on preparation of statements. Topics include journalizing transactions into debits and credits, double-entry accounting, creating general ledger accounts (T-accounts), and accounts receivable (including aging schedules). Students will also learn how and why accounting rules differ for for-profit and not-for-profit. Examples of both for-profit and not-for profit financial statements will be reviewed. Cost-effectiveness analysis (CEA) sits at the interface between principle and policy and provides a rational basis for resource allocation. This module is designed to introduce students to the methods and growing range of applications of CEA in the public policy context. Module lectures are divided equally between theory, case studies, and application, and are designed to be of equal interest to all students. The learning objectives of the module are: (1) to develop an understanding of the theoretical underpinnings of CEA; (2) to learn contemporary analytic methods and data acquisition strategies for conducting CEA; (3) to understand how CEA is carried out in practice and to critically examine case studies; and (4) to understand the range of perspectives involved in using CEA results as input for policy decisions. At the conclusion of the module, students will have the tools to apply CEA on their own, and understand the range of issues involved in translating their results to policy. Assuming that the student already have a

fundamental understanding of the financial statement concepts, the primary objective of this module is to familiarize them with financial statements (audited and unaudited) and to increase their comfort and facility in the analysis of the quantitative and qualitative data found in these statements. An additional key objective is to expand on the fundamentals learned using an applied framework approach by introducing you to various forms of financial statement analysis techniques utilized by finance professionals. A third objective is to enhance student's presentation skills (oral and written) of financial concepts through written and oral presentation. Understanding accounting and financial reporting practices of all companies (not-for-profits included) has increased the importance for managers and finance professionals to develop the necessary skill-set required to analyze these statements and get beneath the numbers. This module will assist the student's development of these skills. Finally, the students will learn to plan and manage finances and annual budgets in line with Strategic Plan, Balancing mission and finances, Preparation of annual budget and Classification of expenses. Moreover, the focus will be given to Financial planning of fundraising activities, Cash-flow management, Risk management and Control of finances as well as fulfillment of the indicators

- **Fundraising and Philanthropy for Nonprofits**

This module examines the history, principles, and practical application of resource development and capital campaigns; the ethical responsibilities of professional fundraising; and, the fundamental techniques of fundraising among individuals, corporations, foundations, and public donors. Students will have an opportunity to learn about fundraising, as well as, the topic of philanthropy more broadly i.e. individual and corporate philanthropy. This module will specifically help students develop fundraising strategies for a not-for profit; understand external issues which impact successful fundraising and participate in a role play for meeting with donors. Topics in the module will focus on board development, annual giving, major gifts, and foundation fundraising, building a successful development operation, designing campaigns and identifying multiple sources of funding. The importance of research and creating a donor focused culture within an organization will also be stressed. Furthermore, this training program complements the CSO Sustainability Plan and outlines different techniques for fundraising, organization of special events and basic principles of relations with donors * Mobilizing local resources: need and importance; * Overcoming barriers in looking for resources; * Methods for fundraising; * Planning and organizing special fundraising events; * Strategy for mobilizing local resources. * Creating CSO's ID; * Main steps in donor approach; * Presenting project ideas to donors (project proposal); * Tips and guidelines on the most important skills for communication and negotiation with donors * Implementation of projects and communication with donors. * Recognition of Donors

- **Public Policies, Advocacy and Lobbying**

This module examines how public policy has affected and continues to affect the behavior of nonprofit organizations. It also looks at how nonprofits seek to influence the public policy process. The interaction action includes the role of volunteerism, civic action, community activism. Students will discuss the role of civic leadership and advocacy and its impact on public policy decisions. This module is for those who could imagine working in national or local advocacy organizations that make change happen or anyone who wants to understand the art of issue advocacy as a method of social change. An advocacy campaign attempts to impact public policy, most often through changes in regulations and/or legislation. There are a wide range of roles campaign workers can play from research and policy analysis to education, public relations and organizing constituencies to reaching out to a wide range of influential, legislators and other government officials. At the same time, the skills of public advocacy– listening, finding areas of consensus and building on that consensus, finding ways to make change happen – are skills that can be applied to all professional and life settings. The module will provide an overview of and guidance in how to affect public policy through advocacy campaigns, legislative lobbying, issue branding, coalition building and community organizing. This includes exploring the different forms of policy issue advocacy and identifying its value base; exploring the strategies, tactics and activities of organizing and running such campaigns; and thinking about marketing, language and evaluation. It will direct an on-going social justice advocacy campaign which students will run – this is not simulation, but the real thing. The goal is to gain hands-on experience in taking on a social justice issue and make change happen. In addition to classroom activities, we will take our learning out into the community. The clinical part of the program will include training in the specific advocacy issue we will be working on and going out into the field to advocate for concrete change.

- **Human Resource Development and Volunteer Management**

Designed for public and non-profit managers rather than human resource professionals, this module gives a broad overview of HR dynamics and responsibilities. It will cover basic HR functions such as recruitment, career development, performance appraisal and rewards, providing feedback and job design. It will also explore current issues within HR management, which could include diversity and identity at work, the role of unions, or other topics. The module will include practical application through case discussions and reflection on students' work experiences. While it will focus on values-based organizations, it will compare HR practices in the public, non-profit and for-profit sectors. This module also presents the concept of strategic approach towards managing organizational human

resources. The students will gain knowledge and skills about their role and responsibility as managers and will learn how to plan, organize and control the work of their team according to organizational policy. More specifically, the module includes the following: * Introduction to HRM * Organizational structure/culture and development * Roles and positions of the manager * Strategic planning of all phases of HRM-from identifying needs to sustained organizational HR * Self management (knowing your-self) and time management * Basics of Communication skills * Team Manager – team skills and team player (setting team objectives, problem solving, leadership, delegation, motivation and team roles, change management, performance evaluation and corrective meetings) * Dealing with conflict situations, crises management * Organizational manager (recruitment and selection) On the other side, this module deals with volunteer management and it is focused on basic concepts of volunteerism and management of volunteers: * Introduction to voluntarism: definition, types of volunteers, why do people volunteer, why do CSOs engage volunteers and volunteerism in the world; * Recruitment and selection of volunteers; * Volunteer orientation and training; * Volunteer motivation; * Rights and responsibilities of volunteers; * Monitoring and evaluation of volunteer work; * Developing Volunteer Strategy

- **Legal and Ethical Issues in Nonprofits**

This module is designed to examine in detail the legal issues confronting nonprofit corporations. The emphasis of this module is a review of the laws pertaining to nonprofit organizations, focusing on structure, management, behavior and accountability. The module is designed from the prospective of the board of trustees and its fiduciary responsibilities established by law and by the ethical expectations of the society for Board members to act on behalf of the public interest. More specifically, this module will include the following: * Introduction to legislative related to civil society organizations * Understanding the influence of the legislative on the work of civil society organizations * Introduction to the mechanisms of development and adoption of laws and all legal acts * Analysis of the existing legislative in comparison to the legislative in the region of SEE * Introduction to ethics and related issues, as well as self-regulation mechanism for civil society organizations

- **Community development**

The module is focused on organization, management and leadership in the community, especially with respect to the different groups of interest. Analyses and comparison of different concepts, philosophies and approaches in the community development, with various methods of solution of community problems will be analyzed within this module. The students will understand the importance of community development and its relation with the overall development in the country, through involvement of all stakeholders in the community and by providing different methodologies in solving diverse community development issues. More specifically, this module includes: * To enable the students to see the “big picture” through work on concrete examples from contemporary cases and societies from the EU, the region of SEE and Macedonia. * Enable the students to understand and analyze the community where they live and work, as well as to find efficient methods for increasing the level of contribution of all stakeholders in the development. * Better understanding among students for the concept of determining the important resources, evaluate their importance, evaluate the problems and priorities for the community * Approaches and methodologies of participative planning and prioritizing * Providing appropriate information to the community and its leaders.

- **International organizations**

This module covers the most important theoretical topics that are dealing with the international organizations, the historical development of international organizations, their role, functions and competencies as well as the role of the mayor players among the international institutions in resolving collective issues in the global politics. This module explores the importance of the international organizations, related to the peace and security, economic development, human rights, defense and protection of environment, especially analyzing the efforts for establishing international organizations, their successes, failures as well as future challenges. Special attention is dedicated to organizations of importance for the Civil Society Organizations such as NATO, OSCE, International Monetary Fund, World Bank, EU and important international CSOs. More specifically, this module includes: * International institutions: Origin and background, evolution, classification, roles and functions * Historical development and the need for establishing international organizations * International institutions and organizations in the world’s politics and UN specialized Agencies * International institutions for human rights * International organizations for security: NATO and OSCE * Intro to Breton woods institutions: the World Bank, IBRD, IDA, IFC, MIGA, IMF and the WTO * The future challenges of the international organizations * EU and important international CSOs

- **Master theses**

This module enables students to transfer their skills and knowledge to research and make more complex task of the master thesis. This module is designed to be fully practical and students to acquire the necessary knowledge and skills to approach writing the paper. The module has unique return result-to enable students to write the master thesis

with minimal difficulties, and with maximum efficiency. The course aims to improve research techniques and style of writing paper, taking account to stop illegal means, such as plagiarism and infringement of copyright, which are prohibited by the Statute of SEEU.

Elective courses

- **Research methodology for CSOs**

This module deals with the theoretical approach to the problem of research, definition of the research problem and its theoretical context i.e. the frame where it belongs. Furthermore, the module investigates the relevant goals and the character of a research in relation with the concrete tasks and use of different methodologies. * Learning the different research methodologies * Understanding the techniques and instruments that are used while conducting a research * How to determine the population for research, sample characteristics and size * To define what type of data are expected with the research and what statistical methods will be used for data analyses * Methods for describing the research results * Through practical work, the students will have the opportunity to use some of the research methodologies, as well as to be involved in the preparation of presentation of results

- **Strategic leadership, Management and Governance in Nonprofit Organizations**

This is an advanced module designed to equip students with the tools, perspective, and frameworks for executing high-impact strategy within mission-driven organizations. Topics include conceptual frameworks for understanding high impact organizations and the role of strategic leadership, analytical tools for developing and assessing strategy, approaches to working with stakeholders to mobilize commitment, and methods for leading change and achieving scale. The purpose of this module is to develop in the students an understanding of and an enhanced capacity to enact the roles and tasks of strategic leadership in the service of building a mission-driven organization with deep and lasting impact. Furthermore, this is a multi-disciplinary module examining the historical, political, legal, ethical and societal environments in which nonprofit organizations operate. The module is a survey of some of the major contemporary public policy issues facing nonprofit organizations. The focus is on those nonprofit institutions that are dedicated to serving the public at large and to member-serving institutions. Students will learn what governance entails legally, what the conventional roles and responsibilities of boards have been, and how governance is changing. While steeped in theory, the module is designed to provide practical techniques that can readily be applied by both professional and lay leadership. It includes Strategic thinking, recruitment, accountability, utilizing technology and alternative board structures. This module is intended for students interested in learning about the strategic governance of non-profit organizations. At the end of the module, learners will understand: * The relation between the Leadership skills and CSO management * Leadership styles * Group dynamics * What are the most important skills of leader for success of the organization * How to assess individual leadership skills * Description of different skills and levels of usage of the skills (low, moderate, overused) * Prioritizing of individual skills that need to be developed * Remedies for improvement of the skills * Development of Personal Leadership Development Action Plan * Intro to Communication and information management * Decision making processes * Board structure, functions and composition * The impact of the board on organizational/CEO performance * Fiduciary, strategic, and generative governance * Common problems and issues in non-profit governance * How to assess interventions to improve board performance.

- **Rhetoric**

During its long history of 2,500 years, rhetoric was used to indicate many different things; but rhetoric nowadays is considered as the art of persuasion through language. Rhetoric marks the way that an individual is linked to a particular theme or idea in order to convince the others. Rhetoric is characterized by several distinguishing features.

- **Multilingualism and Multiculturalism**

The purpose of this subject will be multilingualism in multicultural societies as a social phenomenon. This phenomenon is massive in the world. During the lectures, more precise terms such as monoculturalism and multiculturalism will be considered. The term 'linguistic nationalism' has at least two forms of this nationalism, which collide with each other: for the leaders of the most powerful countries nationalism means expansion, and for minorities it takes the form of defiance and struggle for the affirmation of identity, despite such pressure. The emphasis during the program will be multiculturalism in education. In the schools curricula consists of contents from different cultures.

- **Selected Chapters of Advanced Topics in IT Applications for Preparing a Scientific Paper**

The aim of this subject is: - To display the technical elements, the structure of the text and design of a scientific research. - To enable students to acquire advanced knowledge and skills from selected advanced chapters of IT

applications that will be needed in preparation of the scientific and research paper. - Practical application of these objectives in preparing student's individual research paper.

- **Selected Chapters of Advanced Applications for Statistical Data Processing**

The aim of this subject is: - To display the technical elements in the field of statistics: organizing, processing, comparing through analysis and publication of data. - To enable students to acquire advanced knowledge and skills from selected advanced chapters of the applications for statistical data processing. - Practical application of these objectives in statistical processing of data obtained from questionnaires, reports, scientific studies and other documents.

- **Professional Communication**

The course is focused on the development of those communication skills that are essential for effective functioning in the professional world. Students will study the process for analysis of different communication situations, and will accordingly comprehend them. Among the themes that will be covered are communication in organization, interpersonal and group communication, oral presentations, interviews for employment, professional business letters and interpersonal skills including group dynamics and teamwork.

- **Methodology of Teaching**

The aim of the course is to introduce the students to the basic teaching approaches and methods. They are expected to gain knowledge and skills in order to be able to apply the active educational tools. The course also offers development, learning and teaching as concepts and basic practices that allow teachers to teach about the development of thinking. Throughout this course, students will gain both theoretical background and entirety of strategies that will enable them to reflect and develop both their own and their students' critical thinking.

- **Project Management and Grant writing for Nonprofits**

Effective development, planning, execution and communication of special projects are critical to all types of public service organizations. Civil Society Organizations, and other institutions constantly pursue new initiatives – offering new services, developing creative approaches to service delivery, beginning new program components, opening new facilities, introducing new technologies – to address the demands of their constantly changing environment. Non-profit and government organizations face similar pressures are also rely on special projects to address them. This module offers an introduction to the basic concepts and methods for directing projects and provides students with tools that prepare them for success as a project manager. Practical considerations in obtaining funds for delivery of services to client groups, covering local, national, foundation, corporate and state funding environments. Emphasis will be on social, human, and justice services. Coverage includes need analysis, program planning, budgeting, program evaluation, primary and secondary data, and other technical tools; and issues of politics, partnering, persuasion and presentation. More specifically, this module will include the following: * Elements of the project cycle; * Problem tree analysis/Goals tree analysis; * Logical Framework approach; The characteristics of Result Based Management and Objective Oriented Planning; * Financial part of the project – developing budget; * Resource development and activity scheduling * Monitoring, evaluation and reporting (Developing objectively verifiable indicators; Using indicators as management tool and Developing monitoring system)

- **Marketing and Brand Management for CSOs**

This module is a practical, in-depth examination of successful marketing for nonprofit organizations. Moreover, it includes thorough coverage of the tools of marketing, their applications, and results. Provides an understanding of and practical uses for positioning an organization within its marketplace; developing a marketing plan and creative strategy; managing a board of directors and developing a long-range plan; fund raising in the private sector; and ancillary income. Furthermore, this module is a reference for staff and members of CSOs who need to understand the philosophy of, necessity for and process of Brand Management. The accompanying Brand Management Tool Kit is a resource for those who need to undertake specific brand management activities. More specifically, the module includes the following: * The basics of marketing for nonprofit / civil society organizations * How to define marketing goals for nonprofit / civil society organizations * Organizational behavior related to successful marketing, as well as involvement of all interested stakeholders in the process * Understanding of the philosophy and the necessity of brand management for civil society organizations * Different methods for successful branding, as well as how to sustain the organizational brand * Use of ICT and social media in achieving organizational mission and strategic goals

- **Effective donor practices**

This module is focused on analyses of all development phases of a donor organization (foundation, grant programs of international organizations etc.), from the decision for establishment, planning phase, governance, functioning / management and all the way to ensuring transparency and accountability in providing grants, as well as the

evaluation of its effectiveness, efficiency and influence of its support programs. With this module, the students will learn the methods for analyses of donor organization's identity, the factors that influence its work, its current and future perspectives. The link and tensions that appear among donor organizations will be analyzed, as well as their relations with the founders and supporters that in many occasions have different perspectives and goals. Furthermore, the students will discover the importance of good relations with government institutions and other stakeholders and the various modalities of grant programs and donor organizations (corporate foundations, community foundations, public foundations, family foundations etc.) , as well as different methods of support (grant giving, institutional development, advocacy, community development etc.). Finally, this modules will explore, the principles of efficiency of official development aid of developed countries, efforts for aid coordination (Paris Declaration from 2005), ACRA (2008), as well as the obligations of Macedonia and the countries from the region for development of aid programs in the of EU integration process.

- **International humanitarian law**

This course is designed to help students understand the complexities of international humanitarian law through lectures, case studies and exercises. The subject aims to raise awareness among students regarding the rules of IHL, the role of the International Red Cross during armed conflicts and duties of the warring sides in the conflict. Through group activities and discussions in the classes, students will highlight their beliefs, opinions, perceptions of human rights in the cases of armed conflict. The subject includes an analysis of the basic principles of IHL, with particular focus on modern armed conflicts. The main goal of this course is to contribute to raising the knowledge and skills of the students for appropriate analysis and critical approach, as well as the implementation of IHL.

- **International European law**

This course is designed to familiarize students with the basic concepts and issues of International and European law. Through this course students will gain knowledge in International and European law and their relationship with domestic or national law. By the end of this module students will be able to demonstrate a clear knowledge and understanding of: - The nature of the legal acts and the relationship between international and national law; - Implementation of international norms in national legal system; - Strengths and weaknesses of European law and the role of directives, decrees and other acts of the EU institutions.

- **System of United Nations**

The first half of this course involves an overview of various theoretical perspectives on international relations generally and on the role of international organizations and international law more specifically. Arguments from the institutionalist, realist and constructivist traditions are examined. In the second half, we use this theoretical knowledge to examine the historical evolution of the United Nations system and its precursors and to discuss the UN's structure and governance role in international peace and security, human rights, development, and the environment. We use our insights to make assessments of the weaknesses and strengths of the UN and its agencies. Finally, in the last two weeks, students present their research findings with regard to the history, governance and issue area stances of other contemporary international organizations in the United Nations system.

- **Program evaluation**

The purpose of this course is to familiarize students with techniques for analyzing the effectiveness of organizations. Students will gain skills in formulating evaluation questions, sampling, planning and collecting data, analyzing the results of the evaluation, designing a budget for evaluation, reporting and communicating evaluation results to various stakeholders, development of competencies related to ethical and political issues regarding evaluation.