

**UF in Belize: NGOs, Sustainability & Development**  
**FYC 4427 NON-GOVERNMENTAL ORGANIZATIONS (NGOs) <sup>1</sup>**  
(3 Credits) Summer A, 2025

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**SYLLABUS**

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*In Belize: May 22 - June 15*  
*On Zoom: May 12 – 21 & June 16 – 20*

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**Course Description:** This course explores the nature, roles, operations, and impacts of Non-Governmental Organizations and INGOs across the globe. The course will provide the student with a foundation in understanding NGOs within the geographical, social, political and economic realities under which they operate. The course relies heavily on class lectures, readings, assignments, student presentations on NGO/INGO operations, and class discussions.

**Course Goals:** The goals of this course are to:

1. Provide the student with basic knowledge on the status and operation of NGOs and INGOs around the world.
2. Improve the student's capacity to analyze the roles and impacts of NGOs based on their missions and client needs.
3. Facilitate the student's understanding of the operations of selected NGOs through case studies.

**Course Objectives:** After completing this course students will be able to:

- Understand the variety and size of NGO sectors in various continents and countries.
- Understand the mission, clients, roles and responsibilities of NGOs and INGOs.
- Understand the governance and management practices of NGOs.
- Understand the process of developing and assessing NGO programs & services
- Identify the linkages between NGOs and the public (government) sectors.
- Understand the availability and mobilization of resources for NGOs.
- Discuss the current trends in NGO and INGO collaboration.

**Required Text:** Students are required to buy the following text book and bring it to Belize for the entire duration of the program:

1. Casey, J. (2015). *The Nonprofit World: Civil Society and the Rise of the Nonprofit Sector*. Boulder, CO: Kumarian Press. (ISBN: 978-1-56549-530-2).
2. Kumaran, M., & Cherian, M. (2024). *Managing A Million Missions: Strategic Organizational Capacity Building for Non-Governmental Organizations*. New Delhi, India: Authors Upfront. (ISBN-13: 979-8876634580 on Amazon)

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<sup>1</sup> The Instructor reserves the right to change any aspect of this syllabus and to make appropriate updates.

## COURSE SCHEDULE

***Important note: You are required to complete assignments 1 & 2 before your travel to Belize.***

Session #	Topics	Reading Assignments
<i>Session 1 (on Zoom) May 12</i>	Syllabus, Course Overview & the Global NGO landscape	<b><i>Dr. K &amp; Cherian:</i></b> ch. 2
<i>Session 2 (on Zoom) May 14</i>	Strong Foundations of an NGO	<b><i>Casey:</i></b> ch. 1 <b><i>Dr. K &amp; C:</i></b> ch. 3
<i>Session 3 (on Zoom) May 16</i>	Grassroots NGOs Policy & Regulatory Frameworks	<b><i>Casey:</i></b> ch. 2 <b><i>Dr. K &amp; C:</i></b> ch. 4
<i>Session 4 May 19 (on Zoom)</i>	Development NGOs NGO governance	<b><i>Casey:</i></b> ch. 6 <b><i>Dr. K &amp; C:</i></b> ch. 6
<i>Session 5</i>	Program Planning & Evaluation	<b><i>Casey:</i></b> ch. 3 <b><i>Dr. K &amp; C:</i></b> ch. 7
<i>Session 6</i>	International NGOs Executive Leadership	<b><i>Casey:</i></b> ch. 4 <b><i>Dr. K &amp; C:</i></b> ch. 9
<i>Session 7</i>	Human Resources & Volunteer Management	<b><i>Casey:</i></b> ch. 5 <b><i>Dr. K &amp; C:</i></b> ch. 10 & 11
<i>Session 8</i>	Community Relations, Advocacy & Marketing	<b><i>Dr. K &amp; C:</i></b> ch. 12
<i>Session 9</i>	NGO Resource Mobilization and Sustainability	<b><i>Dr. K &amp; C:</i></b> ch. 13
<i>Session 10</i>	Networking & Collaboration NGOs' Impacts: Poverty Alleviation, Health Care & Literacy	<b><i>Casey:</i></b> ch. 7 <b><i>Dr. K &amp; C:</i></b> ch. 16
<i>Session 11</i>	NGO Capacity Building & Strategic Growth NGOs' Impacts: Environmental Protection & Justice	<b><i>Casey:</i></b> ch. 8 <b><i>Dr. K &amp; C:</i></b> ch. 5 & 8
<i>Session 12</i>	Risk Management NGOs' Impacts: Climate Change & Disaster Management	<b><i>Casey:</i></b> ch. 9 <b><i>Dr. K &amp; C:</i></b> ch. 17
<i>Session 13</i>	Legal, Ethical & Moral Aspects Current trends & Future Directions of NGOs	<b><i>Dr. K &amp; C:</i></b> ch. 18 & 19
<i>Session 14 (on Zoom) June 18</i>	Final course presentations	All!
<i>Session 15 (on Zoom) June 20</i>	UFinBelize debrief & discussions	All!

### ***Notes:***

Sessions 1, 2, 3 & 4 will be on Zoom before our travel to Belize. These sessions will have lectures (about 1 hr 30 minutes) followed by discussions. Sessions 5 – 13 will take place at various locations throughout the group's travel in Belize. Each of these sessions will have a lecture (1 hr. 30 minutes), discussions on assigned readings led by students (15 minutes each) and NGO case study presentations (15 minutes each) & follow-up discussions. Schedules of these 9 sessions are provided in the Program Schedule. Sessions 14 & 15 will be on Zoom after our return from Belize.

Assignment instructions, rubric & samples are posted on course Canvas.

**Grading Scale:**

Letter Grade	Points
A	950+
A-	900-949
B+	870-899
B	830-869
B-	800-829
C+	770-799
C	730-769
C-	700-729
D+	670-699
D	630-669
D-	600-629
E	<600

**Course Assignments:** Grades will be based on the following:

Websites review report	150 points
NGO case study	250 points
Final Paper on NGO management	350 points
Lead reading assignment discussion	100 points
Class participation & discussions	150 points
<b>TOTAL</b>	<b>1000 points</b>

## ASSIGNMENTS

**1. INGO & NGO websites review report (150 points):** Each student will complete a report based on reviews of one major International NGO and related NGO websites. Based on personal interests, the student can choose any INGO through online search. The student, then, will choose the website of an NGO that also provides same/similar services as the chosen INGO. The INGO & NGO websites review report' (no less than 5 typed pages, double spaced) will be based on the student's thorough review of both the websites. Detail instructions and rubric for completing this assignment are provided on Canvas. Due to the online search involved, students are expected to complete this assignment before the travel to Belize. You are required to submit the electronic copy of your assignment 1 on Canvas on or before May 20.

**2. NGO case study (250 points):** Students will be required to choose any one actual NGO (not the same NGO chosen for the 'website review report') operating in an assigned continent, and learn about its mission, clients, operations, and impacts. Based on the information collected, the student will develop a written case study report (no less than 5 typed pages, double spaced) and a corresponding PowerPoint presentation. Each student will also make the PowerPoint presentation on her/his NGO case study on a pre-assigned class schedule provided below. It will be a 15 minute presentation followed by Q & A. Detail instructions and rubric for completing this assignment are posted on Canvas. The written report will be worth 150 points and the presentation will be worth 100 points. Due to the online search involved, students are expected to complete this assignment before the trip. You are required to submit the electronic copies of your NGO case study report and your presentation PowerPoint slides on Canvas on or before May 20 and bring hard copy of both to Belize.

***Continent assigned for the NGO case study for each student:***

Africa: Danna & Elizabeth

Asia: Heli, Kimberly & Lana

Oceania: Liam & Lily

North America (except USA): Patricia & Rachel

South America: Sheyla, Stella & Yamariz

***NGO case study presentation (15 minutes each) schedule:***

Session 5: Yamariz & Stella

Session 6: Sheyla & Rachel

Session 7: Patricia

Session 8: Lily & Liam

Session 10: Lana & Kimberly

Session 11: Elizabeth & Heli

Session 12: Danna

**3. Final course paper on NGO Management (350 points):** Students will be required to complete a final paper on their overall understanding on the roles, management and impacts of NGOs. This paper (no less than 10 pages, double-spaced) will have six sections: roles, types & approaches of NGOs (2 pages); governance, accountability & transparency (1 page); resource development (1/2 page); leadership & HR (1 page); strategic growth (1/2 page); and a case study on assigned (refer to the table on page 7) NGO that the group will visit, reflecting all above sections (5 pages). The list of assigned NGOs for this case study is provided in a table of FYC4932 syllabus. There will be two components to the final paper: the written paper (200 points) and a 15 minute presentation of **only the case study portion of your paper** to the class during session 14 on zoom (150 points).

**4. Study Circle lead & discussion (100 points):** After each course lecture session, students will lead the class in a 15-minute discussion on the assigned reading. Schedule for this activity is provided below. The student will give an overview of the topic(s) covered in the readings (5 minutes) and initiate a discussion by asking a series of questions (10 minutes). All students are expected to complete assigned readings in a timely manner and actively participate during study circles. Leading the study circle is worth 50 points and active participation of discussion on readings is worth 50 points.

Session 2: Danna & Elizabeth

Session 3: Heli & Kimberly

Session 4: Lana & Liam

Session 5: Lily & Patricia

Session 6: Rachel & Sheyla

Session 7: Stella & Yamariz

Session 8: Danna & Elizabeth

Session 9: Heli & Kimberly

Session 10: Lana & Liam

Session 11: Lily & Patricia

Session 12: Rachel & Sheyla

Session 13: Stella & Yamariz

**5. Participation in class & small group discussions (150 points):** Students are expected to actively participate during lecture sessions by the instructor, local academics, and NGO leaders throughout the program. They also need to actively participate in class discussions and small group discussions on various NGO topics.

## **UF POLICIES**

### **Grades and Grade Points**

For information on current UF policies for assigning grade points, see <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

### **Academic Honesty**

As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge: “*We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.*” You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, please see: <https://sccr.dso.ufl.edu/students/student-conduct-code/>.

**UF in Belize: NGOs, Sustainability & Development**  
**FYC 4932 NGOs: THE FIELD STUDY (3 Credits)**

**SYLLABUS**

**Course Description:** The field trips portion of “UF in Belize: NGOs, Sustainability & Development” is developed to give students hands-on experiences of observing the variety, operations and impacts of NGOs in Belize, and in observing & understanding cultures of Belize. The group will visit 9 NGOs for observing their operations and interactions with their staff and clients. Each NGO field visit will last between 2 – 3 hours and begin with a presentation (about 45 minutes) by its leader, followed by a Q&A session, field observations of its facilities, programs/services, and clients. The group will also visit various cultural landmarks and communities. In addition to the field visits to NGOs and cultural centers, students will also have presentations by five local experts, community leaders and university faculty on a variety of topics related to the culture, traditions and society of Belize.

**Course Goals:** The goals of the NGO and cultural field trips are:

- 1 Provide the student with basic knowledge and skills to observe and/or work with NGOs and INGOs.
- 2 Provide the student with basic knowledge on “in the field” realities of NGOs and their operations.
- 3 Improve the student’s understanding of how NGOs react to various needs of Belizean society and environment by providing specific programs and services to address those needs.
- 4 Promote student’s appreciation on the work of NGOs, given their social, political, resource, administration and operational realities.
- 5 Expose the student to the vibrant cultures and society of Belize.
- 6 Promote student’s understanding and appreciation of the cultural diversity in Belize.

**Course Objectives:** After completing the field trips students will have:

1. Hands-on knowledge about the linkages between mission, administration & operations of selected NGOs.
2. Experience of observing the physical environment under which selected NGOs operate, their administrative structures, employees and volunteers.
3. Experience of interacting with NGO leaders, officials and employees.
4. Experience of observing and interacting with the clients of selected NGOs.
5. Appreciation on the impacts of selected NGOs, given their resource and other limitations.
6. Hands-on experience of observing the cultures, traditions, and struggles of Belizean society.
7. Experience of interacting with student-peers and the people of Belize.
8. Experience of visiting a few historical, cultural, archeological, architectural landmarks of Belize.

UF in Belize will visit the following NGOs for field observations, presentations & discussions

<b>NGO field visits &amp; student assignment for case study</b>	
1. Monkey Bay Wildlife Sanctuary	Heli & Yamariz
2. Belize Zoo	Kimberly
4. The Inspiration Center	Elizabeth & Stella
5. Hand in Hand Ministries	Liam & Patricia
6. Friends for Conservation & Development	Lana & Lily
7. Garifuna National Council	Danna
8. Tobacco Caye Marine Station	Sheyla
9. Humana People to People	Rachel

### Grading Scale:

<b>Letter Grade</b>	<b>Points</b>
A	950+
A-	900-949
B+	870-899
B	830-869
B-	800-829
C+	770-799
C	730-769
C-	700-729
D+	670-699
D	630-669
D-	600-629
E	<600

**Course Assignments:** Grades will be based on the following:

Journal1: NGO Field Visit Reports	450 points
Journal2: Weekly reports on the Society, Culture & Environment of Belize	400 points
Participation in Group Discussions	100 points
NGO Highlight in Final Presentation	50 points
<b>TOTAL</b>	<b>1000 points</b>

## ASSIGNMENTS

Students are required to take part in **all** field trips to NGOs and cultural sites.

### Field Journals (850 points)

Each student will complete the following two journals based on their field observations and understanding:

#### **1. Field Journal on Observations During NGO Field Trips (450 points):**

Each student is required to write a journal of what s/he learned and observed during NGO field trips (mission, services, employees, clients, physical environment, leadership, issues, impacts, etc.). There should be one entry per NGO field trip (each at least three written pages long), written within a day or two after the specific field trip. You are required to submit your NGO Field Journals every week on Saturday morning (your journal will be returned to you the following Monday morning).

At a minimum, each of your journal entries should provide answers to the following three questions:

1. **What did you learn about the NGO's mission, administration, programs/services, and impacts during the field visit?**
2. **What did you observe or learn about the NGO during the field visit that challenged or changed your previous perceptions and/or knowledge? Why did it challenge or change your opinion?**
3. **What is your 'take home' message(s) from the field visit and how will it contribute to your professional abilities, if you decide to work in nonprofit/NGO sector?**

You can feel free to add any other responses, in addition to answers for the above three questions, regarding each NGO field visit. Grades will be based on the quality of your journal entries. Each three-page entry of the 9 NGO field visits is worth 45 points.

**2. Field Journal on Observations on Belizean Society & Cultures (400 points):** Each student is required to write a journal of what s/he learned and/or observed about the Belizean society, cultures, people, traditions, forest & marine eco systems, history, issues, etc. There should be at least one entry (each at least five written pages long) every week of the Program in Belize, for a total of 4 entries. Each journal entry must have a theme such as 'the Mayan culture,' 'Garifunas of Belize,' 'poverty & social injustice,' etc. You are required to submit your weekly journal on Monday morning (your journal will be returned to you the following Wednesday morning).

At a minimum, each of your journal entry should provide answers to the following three questions:

1. **What were your observations about Belizean society, cultures and environment during the past week (since your last journal entry)?**
2. **Did your perceptions about Belizean culture, history, nature, society, etc. change during the past week? If so, how?**
3. **Which cultural or environmental tour, activity or observation during the past week had the greatest significance to you? Why?**

You can feel free to add any other responses, in addition to answers for the above three questions, regarding your observations and perceptions of Belizean society, nature and cultures. Grades will be based on the quality of your journal entries. Each five-page journal entry is worth 100 points.

**Discussions on Belizean Society, Nature, Cultures and NGO Field Trips (100 points):**

Multiple times and in multiple settings (before/after meals, during travel, etc.) throughout the Program, we will have informal discussions about the groups' observations on and perceptions of Belizean society, natural resources, cultures, and the work of NGOs visited during field trips. There will also be small group discussions, where groups of three students will discuss certain observations and provide de-briefs to the entire group. Students are expected to actively participate in these discussion sessions. Grades will be based on the level of student participation during these sessions.

**Highlight of one NGO visited (50 points) during Final Course Presentation:** Referring to the final class presentation of the NGO course (FYC 4427) during the final week at UF campus, each student will highlight the NGO assigned to her/him and visited by the group. Refer to the table in page 7). The student is expected to pay special attention during the field trip (asking relevant questions to employees & clients, collecting flyers/brochures about the NGO, taking field notes, etc.) to complete this assignment.

**Note:** Final Program Schedule with date/time of each NGO field trip and cultural excursion are provided in the Program Schedule.

## UFIC POLICIES

**Early Departure/Evacuation** is departing from a program after the start date and before the end date of a program, and may or may not result in cancellation. Early departure, or evacuation from a program must be approved in writing by the faculty leader, UF Study Abroad Director, and/or Program Provider. In accordance with UF policy, early departure or evacuation from a program may be approved for excused reasons such as illness, serious family emergencies, military obligation, severe weather conditions, religious holidays, and court-imposed legal obligations. Participants who withdraw or cancel must submit to UFIC a signed [Notice of Withdrawal form](#). Verbal withdrawal requests will not be accepted.

Students are responsible for any additional travel and related costs that may be incurred. Refund of program fees for medical evacuation, will be based on UF and UFIC refund policies for Medical withdrawal. Refunds will not be issued for early departure or cancellation from a program for unexcused reasons. Early withdrawal from a program may have financial aid implications. Students on financial aid must contact financial aid directly.

In accordance with the [UF Attendance policy](#), reasonable accommodations for coursework missed may be made for UF Sponsored programs. In such cases, students should make arrangements with the UF faculty program leader to make up coursework missed due to early departure or evacuation.

**No Show, Failure to Participate** - Attendance is mandatory for Study Abroad programs. Students who fail to show in the host country for their program or fail to participate may be canceled from the program and withdrawn from the course. See [UF Attendance policy](#) for more information. There are no refunds for failure to show for a program. Students must communicate their intent with the faculty program leader, program provider, and Study Abroad Advisor in writing by submitting the [Notice of Withdrawal form](#) to the International Center. Excessive Absence may result in a failing grade. See [UF Attendance policy](#).