HUMANITARIAN ACADEMY · HUMANITAIRES JOBS

Mini MBA AI and Humanitarian Action: working with Claude and Gemini

Course handout · Week 12 : Deploying AI in a humanitarian organisation: policy, governance, training and final project

A programme of exactly 3 months (12 weeks, 144 hours) to use the AI assistants Claude (Anthropic) and Gemini (Google) in humanitarian work, in a useful, safe and responsible way: how they work and their limits, writing requests, data protection, ethics and humanitarian principles, reports, proposals, data analysis and MEAL, translation and communication with communities, research and source checking, disinformation and security, productivity and automation, use policy and deployment in an organisation. Corrected exercises, three monthly exams with case studies, and a verifiable diploma from the Humanitarian Academy. Independent programme, with no partnership with Anthropic or Google.

https://humanitairejobs.org/en/academy/mini-mba-ia-claude-gemini/semaine-12/

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Week 12 : Deploying AI in a humanitarian organisation: policy, governance, training and final project

Objectives

- Write a clear AI use policy adapted to a national or international NGO.
- Organise governance, tool selection, training and measurement of results of a deployment.
- Present a complete, costed and defensible adoption plan to management.

Why a use policy

In many organisations, staff already use AI, often with personal accounts and without rules: this is known as **shadow AI**. A total ban is rarely effective: use continues, in secret. Ignoring it is dangerous: sensitive data goes to providers without a contract.

A short and clear **AI use policy** makes it possible to secure and encourage good uses. It fits with existing policies: data protection, IT security, communications, safeguarding, anti-fraud, human resources.

> A good policy fits in two to four pages, is translated into the working languages and comes with training. A thirty-page policy that nobody reads protects nobody.

The content of a use policy

- **Purpose and scope**: who it applies to (staff, consultants, volunteers, and expectations of partners).
- **Authorised tools**: list of approved tools and plans (for example a professional plan of Claude or Gemini), and the rule for others.
- **Data classification**: what is allowed with which tool (public, internal, confidential, sensitive), with concrete examples from the sector.
- **Prohibited uses**: decisions about people, protection and security data, misleading content, generated images presented as real.
- **Responsibility and checking**: the human author remains responsible; mandatory fact-checking.
- **Transparency**: when to disclose AI use (donors, publications, evaluations).
- **Incidents**: what to do in the event of a data leak or serious error, whom to inform.
- **Training and support**.
- **Review**: at least once a year, given the speed of change.

Governance and tool selection

Light but real governance:

- a designated **owner** in management;
- a **small group** bringing together data protection, IT, programmes, MEAL, communications, and representatives of the field and national staff;
- a **register of uses**: which tool, for what, which data, which owner, which risks;
- a **data protection impact assessment** for any use involving personal data.

For tool selection, a procurement grid: data processing terms (location, retention, training, sub-processors), security (single sign-on, logs, administration), quality tested on real tasks and in the working languages, accessibility in the field (weak connection, mobile phone), total cost, discounts for non-profit organisations, availability in countries of operation, possibility of switching providers.

Procurement follows the organisation's usual procedures and, where applicable, those of donors.

Training and support

The tool is not enough: value comes from skills. A realistic training plan:

- A **mandatory core module** (2 to 3 hours) for all users: how it works, limits, data, checking, policy.
- **Workshops by job**: programmes, MEAL, finance, logistics, HR, communications, with real cases.
- **Champions** in each office or department, who help their colleagues and report needs.
- A shared **request library** and examples.
- **Inclusion**: training in the working languages, adapted to weak connections, open to national staff and, where possible, to local partners.

Also plan to address concerns: fear of losing one's job, fear of doing it wrong. Management's message must be clear: AI should free up time for work with human value, and the organisation trains its staff rather than replacing them without discussion.

Measuring results and costs

A deployment is steered with simple indicators:

- **Adoption**: share of people trained and active users.
- **Time saved** on tracked tasks (estimated by survey and spot measurements), net of checking time.
- **Quality**: errors detected, feedback from reviewers and donors.
- **Incidents**: data leaks, published errors, reported prohibited uses.
- **Cost**: subscriptions, training, management time.

Standard calculation. 40 professional licences at USD 25 per month cost 40 × 25 × 12 = USD 12,000 per year. If each user saves on average 2 net hours per week over 44 weeks, that represents 40 × 2 × 44 = 3,520 hours. At an average hourly cost of USD 15, the value of the time freed is about USD 52,800. This calculation is an estimate: it assumes that the time saved is actually reinvested, and it must be compared with real measurements after six months. Prices vary by provider, plan and discounts: check them.

The final project: your adoption plan

To close the programme, prepare (for yourself or your organisation) a 4- to 6-page **AI adoption plan**:

- **1. Situation**: current uses, needs, risks, maturity level.
- **2. Priority use cases**: 3 to 5, chosen according to value and risk (start with high value and low risk).
- **3. Tools and plans** selected, with the justification on data, quality and cost.
- **4. Use policy**: the main rules.
- **5. Governance**: owners, register, impact assessments.
- **6. Training** and support.
- **7. Budget** and indicators.
- **8. Timeline**: 3-month pilot phase, evaluation, scale-up.
- **9. Risks** and mitigation measures.

The diploma exam assesses these skills through questions and a case study. The plan itself is not graded by the Academy: it is a tool for your work.

Exercise: prioritising use cases

Situation. An NGO of 120 people is considering six use cases, scored from 1 to 5 for value (time saved, quality) and risk (data, consequences of an error): A) summarising internal meeting minutes: value 4, risk 2; B) first drafts of donor reports from monitoring tables: value 5, risk 3; C) automatic sorting of helpline complaints: value 4, risk 5; D) translation of internal procedures: value 3, risk 2; E) automatic shortlisting of applications: value 4, risk 5; F) help with spreadsheet formulas for finance: value 3, risk 1.

Task. Rank the use cases for a 3-month pilot phase by calculating the value / risk ratio, and justify the exclusions.

Answer. Value / risk ratios: F 3.0; A 2.0; B 1.67; D 1.5; C 0.8; E 0.8. Pilot phase: F, A, D (low risk) and B (high value, medium risk manageable through systematic checking of figures). Excluded: C, because complaints may contain allegations of abuse or fraud requiring a confidential human channel, and poor sorting could delay a serious complaint; E, because it is a decision about people, with a risk of discrimination and stronger legal obligations in some countries. These two cases can be re-examined later in another form (for example help in drafting grids, without automatic decisions).

Key takeaways

- Neither a total ban nor laissez-faire: a short, clear, translated use policy backed by training.
- The policy specifies authorised tools, data classification, prohibited uses, responsibility, transparency and incidents.
- Light governance: owner, multidisciplinary group including the field, register of uses, impact assessments.
- Train everyone, including national staff and partners; measure adoption, net time, quality, incidents and cost.
- Start with high-value, low-risk use cases; exclude decisions about people.

Quiz

1. "Shadow AI" refers to:
   A. The use of non-approved tools, often with personal accounts
   B. A hidden Gemini feature
   C. An incognito mode
   D. Use at night

2. A good AI use policy:
   A. Is at least 30 pages long
   B. Prohibits all use
   C. Is short, clear, translated and backed by training
   D. Is never reviewed

3. 40 licences at USD 25 per month cost per year:
   A. USD 1,000
   B. USD 12,000
   C. USD 4,800
   D. USD 25,000

4. For a pilot phase, you start with use cases that are:
   A. High risk
   B. The most expensive
   C. Deciding about people
   D. High value and low risk

5. Automatic shortlisting of applications by an AI is:
   A. A good first use case
   B. To be excluded: a decision about people, risk of discrimination
   C. Risk-free
   D. Mandatory

Quiz answers : 1. A · 2. C · 3. B · 4. D · 5. B