



# Saving lives through better learning

## Core Strategy Summary

**Natural disasters, humanitarian crises and conflicts are an increasing threat to human populations. Although funding to humanitarian organisations has grown over recent years, increasing natural and man-made disasters cause an ever-increasing need for a greater professional response from the sector. Humanitarian organisations, local communities and non-traditional responders need further support to develop their capacity to handle crises of these magnitudes.**

To respond to this humanitarian challenge, the Humanitarian Leadership Academy works to create a faster and more effective humanitarian response with increased local participation and ownership. The Academy is a global platform of learning, connecting both humanitarian professionals and non-traditional responders.

We will facilitate local participation in humanitarian preparedness and response by strengthening capacities among local responders and humanitarian organisations. In addition, we aim to create sustainable learning provision in the sector by providing learning opportunities.

**We aim to achieve our outcomes via our Learning pillar:** this focuses on transforming the knowledge of best practices in the humanitarian sector by supporting its dissemination and uptake, and forms the core part of our strategy.

The main objectives of the Learning pillar:

- to ensure that local responders access and use the high-quality learning content made available by us and our partners.
- local responders should also be able to receive international recognition for their skills and experience.

- humanitarian organisations use the learning content and skills framework developed by us and our partners to identify and fill capacity gaps.
- humanitarian organisations should also use the international skills framework as a quality standard for their learning and skills recognition.
- learning and development providers provide training and skill building that more effectively address needs. They should also operate with more sustainable business models.

**To reach the objectives of the Learning pillar, we will focus on five key activities:**

- **Providing content** by aggregating existing learning materials, adapting them to the local contexts and investing in new content where gaps are discovered.
- **Enabling access to high quality learning** by finding effective ways of encouraging learning through both online and offline platforms, tools and learning resources.
- **Recognising skills, experience and learning** in the humanitarian sector through improved international skills frameworks and standards.
- **Supporting organisations** involved in providing learning and development to assess and improve their operational, financial and learning provision models. In addition, humanitarian organisations will be supported to identify and fill their internal capacity gaps.
- **Strengthening local learning networks.**

***"The Learning pillar is inter-linked with our Knowledge and Innovation pillars to achieve our overall outcomes."***

# Our Learning Model

Activities/Outputs first five years

## PROVIDE CONTENT

### Knowledge

- Produce insights on best practices from peer-reviews, evaluations and research

### Learning

- Map existing Learning resources
- Contextualise existing resources
- Develop new content for key knowledge gaps
- Develop new content for key underserved audiences



KNOWLEDGE/LEARNING

## ENABLE ACCESS TO LEARNING

- Launch a global digital platform
- Establish worldwide communities of practice
- Provide learning opportunities in the 10 Academy Centres
- Partner with L&D providers to provide learning opportunities



LEARNING

## RECOGNISE SKILLS AND EXPERIENCE

- Create a framework of international humanitarian skills for accreditation
- Develop a quality assurance system for organisational learning



LEARNING

## SUPPORT ORGANISATIONS

- Support learning and development providers in developing their business models and sustainability
- Support humanitarian organisations in identifying their skills and capacity gaps



LEARNING

Intermediate outcomes

## BUILD AN INNOVATION INCUBATOR

- Actively work to identify new, innovative ideas in humanitarian learning
- Set up a fund for providing resources to testing, evaluating and scaling up innovative ideas.
- Provide incubator support to developers of innovative ideas



INNOVATION

## Our work is guided by nine principles



### Be collaborative

Building partnerships with academia, training providers, humanitarian organisations and non-traditional organisations is a core part of our theory of change



### Design with the user

The development of both Academy Centres and learning resources is undertaken in close collaboration with learners and feedback is continuously integrated to improve our offer



### Be needs driven

We will stay relevant as a learning institution by keeping abreast of needs and trends in learning across the humanitarian sector

## Timeline

Humanitarian Leadership Academy launches to the public

March 2015

Setting up the operational team and the process for developing Academy Centres

July–November 2015

Humanitarian Leadership Academy opens officially as a charity

November 2015

Philippines Academy Centre launch

November 2015

Kenya Academy Centre launch

February 2016

### STRENGTHENING LOCAL NETWORKS

with academia, learning providers and humanitarian organisations to identify, develop and reach out with learning opportunities

### REACHING SCALE AND SUSTAINABILITY

The learning is designed for global reach and the needs of learners. Our learning opportunities are:

**Level 1:** open and self-guided learning, learners access resources and materials at their own pace

**Level 2:** structured and supported learning framework guiding learners through learning pathways of humanitarian skills

**Level 3:** Localised and in-person learning, take part in a blended learning approach that includes self-study and in-person training, linking learners to local learning and development providers



### TARGET GROUP: LOCAL RESPONDERS

- access and use training materials available online and offline
- receive accreditation for their expertise

### TARGET GROUP: HUMANITARIAN ORGANISATIONS

- use content and framework to identify and fill capacity gaps
- implement international quality standards for their learning and accreditation programmes



### TARGET GROUP: LEARNING AND DEVELOPMENT PROVIDERS

- provide training and skill building that conforms to international quality standards and have adopted more sustainable business models

Long-term outcomes

### UNDERTAKE EVIDENCE BASED ADVOCACY

- Develop an impact measurement system of learning on resources
- Understand which learning interventions are most impactful in humanitarian responses
- Sharing and building support for best practice interventions in the sector



EVIDENCE



### Understand the Ecosystem

Through partnerships and regional Academy Centres, we will strive to work with a strong understanding of the sector, country and local community that we operate in



### Be innovative

We will push for new thinking, methodologies and tools to make learning more engaging and accessible



### Build for sustainability

We will work to make our activities and the activities of our partners as sustainable as possible, for example by supporting learning and development providers to develop sustainable financial models

Co-hosted 'Our Voice in Istanbul' conference in Nairobi, Kenya

Launch of Kaya digital learning platform

World Humanitarian Summit, co-hosted side event 'Enabling local leaders'

- Middle East Academy Centre launch
- Collaboration Centre for Recognition of Skills, Experience and Learning launch
- Collaboration Centre for Quality in Learning launch

February 2016

May 2016

May 2016

Late 2016

### POLICYMAKERS AND DONORS

have an increased focus on local preparedness and response that includes improved national resilience planning, increased resources channelled to local response from national and international sources and increased involvement of local and national organisations in humanitarian decision-making



### LOCAL RESPONDER NETWORKS (INDIVIDUALS)

have adopted locally appropriate best practices and innovations for humanitarian preparedness and response



### LEARNING AND DEVELOPMENT PROVIDERS

operate sustainably to provide comprehensive training packages that are well adapted to local contexts



### HUMANITARIAN ORGANISATIONS

have adopted locally appropriate best practice and innovations for humanitarian preparedness and response



Our overall vision

Humanitarian response is faster and more effective with increased local response



### STRENGTHEN ACADEMY CENTRES AND PARTNERSHIPS

- Establish partnerships between the Academy and academia, training providers to develop and share content, recognise skills and support organisations
- Set up 10 Academy Centres, operating in 40 countries to develop and share content, recognise skills and support organisations

### CROSS-CUTTING



### Reuse and improve

We will always build on existing knowledge and expertise where it exists. This is especially relevant as we develop learning materials, which we will do by aggregating first and creating last



### Use open source and open licences

Our objective is to make learning more accessible, and we will therefore always strive to make learning materials and resources openly available



### Design for scale

Our objective is to democratise access to learning. Through regional Academy Centres and the global digital platform, all developed products are designed to be taken to scale

- Bangladesh Academy Centre launch
- Collaboration Centre for Humanitarian Learning launch

Indonesia Academy Centre launch

West Africa-based Academy Centre launch (location to be confirmed)

Academy Centre in Central America/ Caribbean launched (location to be confirmed)

Three more Academy Centres will be launched (location to be confirmed)

Early 2017

Mid 2017

Late 2017

Early 2018

2018-2019



## Academy Centres: learning and innovation centres

In the next five years, the Academy is opening a network of ten Academy Centres in targeted locations working with vulnerable communities. The centres will be reaching 40 countries across Africa, Latin America, Asia, Middle East and Europe. The Academy Centres will work with partners to link local learners to learning opportunities. The Centres are the key focal points and their role is to:

- facilitate access to learning resources and services based on local needs
- act to strengthen local partnerships around learning
- identify innovative approaches in humanitarian learning that can be incubated and brought to scale
- evidence the importance of investing in people and organisations to improve humanitarian response and resilience.

The digital services will include a learning platform that provides access to learning materials and programmes as well as interactive spaces that facilitate connections between humanitarian professionals, local responders and learning providers.



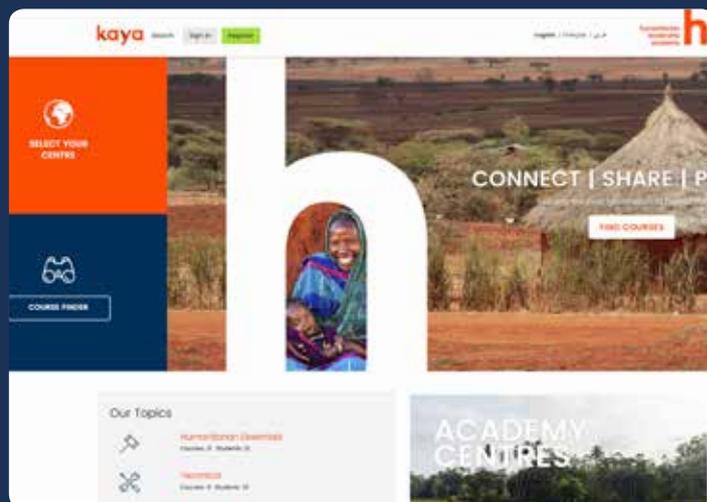
***"We will support humanitarians through learning platforms, tools and resources to enable locally relevant capacity-sharing and mutual learning."***

## Kaya: our global humanitarian learning platform

**Kaya is a global online learning platform for the humanitarian sector. It will train the next generation of humanitarian leaders and responders, especially those located in vulnerable crisis-affected countries and communities.**

Kaya will facilitate partnership opportunities with the corporate sector, learning professionals, academia, international institutions, governments and NGOs from across the globe to integrate their learning and technologies for individuals and organisations.

Kaya will build a global network of expertise that reaches people on the ground where the learning tools are most needed. It will integrate local learning to enable connected and resilient communities.





## Working with partners

**Our strategy will enable partners to work with us to increase accessibility, quality, scale and sustainability for models of learning. We will also ensure we engage partners with a user-centred approach to developing effective learning. Our strategy will be reviewed annually in order for us to remain flexible and relevant.**

Each Academy Centre will be reaching out to partners in the region, working with communities to identify needs and establish ways to facilitate relevant strategic partnerships.

Part of our initial work will be creating an advisory group with various experts from the region to help us develop the strategy of the Academy Centre. Together we will identify the learning needs and potential partners to collaborate with and learn from.

We will work with partners to provide learning programmes for individuals and organisations. The approach will have a local focus and meet the needs of different learners, with blended learning to include a combination of a digital tool, face to face training and mentoring support.

Each Academy Centre will have bespoke learning programmes targeted for the needs of that country or region. These programmes will include the contextualisation of relevant global standards.

### Who are we working with?

Collaboration is at the heart of meeting a challenge on this scale. We will partner with and facilitate partnership opportunities with the corporate sector, learning professionals, academia, international institutions, governments and NGOs from across the globe to provide learning resources and tools for individuals and organisations.

The aim is to build a comprehensive network that reaches people on the ground where the learning tools are most needed.

***"We envisage a world where people respond to crises in their own countries. Join us in preventing the greatest humanitarian crisis of our time."***



 [info@humanitarian.academy](mailto:info@humanitarian.academy)

 [@AcademyHum](https://twitter.com/AcademyHum)

 [humanitarianleadershipacademy.org](http://humanitarianleadershipacademy.org)

 [humanitarian-leadership-academy](https://www.linkedin.com/company/humanitarian-leadership-academy)

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