



Humanitarian  
Leadership  
Academy

HLA  
Webinar  
Series



Humanitarian Careers  
Webinar Series

Education in  
Emergencies (EiE)

Welcome to this session



**Rafka Daoud**

EiE Professional Development Programme  
Regional Manager, MENA Region, HLA



**Tazreen Jahan**

Programme Coordinator  
(ECW Coordinator), UNICEF Bangladesh



**Yousef Alfares**

Education and Protection Program  
Coordinator, International Association  
for Relief and Development (ONSUR)



**Casey Pearson**

Technical Learning Specialist & EiE Lead  
HLA [Host]

# About today's session

## 1. Hear from our panellists: short presentations

- Professional career journeys into the EiE sector
- What their jobs entail & key skills needed
- Advice for others

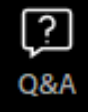


## 2. Q&A session

- Submit your questions to the panellists via the Zoom Q&A function





# Housekeeping

- This webinar is being recorded: link and slide deck will be shared via post-event email
- Type your questions into the Q&A function, for our discussion at the end 
- Use chat for any reflections & reactions 
- Kind reminder: please keep questions and comments respectful & on-topic
- You can turn on captions (including translated captions) by clicking 'More' at the bottom of your screen, then  ... and selecting your language
- An HPass digital badge is available for all live webinar attendees

# Quick Zoom poll: about you



# Humanitarian Careers Webinar – Rafka Daoud





## Career Transition and Key Roles

- **Transition from Banking to Humanitarian Sector**

I started my career with a Master's degree in Business and worked in the banking sector for 4 Years. Then I transitioned to humanitarian work driven by a passion for education, social impact and greater satisfaction.

- **Youth Programs – World Vision**

As a Project Coordinator, I focused on youth empowerment, designing programs aimed at education, skills development, and community engagement.

- **Women's Protection & Empowerment – IRC**

As a Senior Officer, I led initiatives supporting women's rights, gender-based violence prevention, and economic empowerment programs.

# Advancing Leadership and Expertise

- **Higher Education – Laureate University & LAU**
- Worked as an Instructor in Saudi Arabia and Lebanon, delivering training on education methodologies and supporting teacher development programs.
- **Social Emotional Learning Senior Manager – IRC**  
Led programs focused on **Social Emotional Learning** and **well-being** in crisis contexts, strengthening communities through mental health support.
- **Education in Emergencies – Regional Manager, MENA – Save the Children**  
Currently leading **capacity-building programs** in **crisis-affected settings** and collaborating with **key stakeholders** to improve **education quality** across the **MENA region**.
- **Doctorate in Education – University of Liverpool, UK**  
Conducted research on **Total Quality Management (TQM)** in **higher education**, focusing on **internal quality assurance, leadership,** and **global trends** affecting **university standards**.



## Progression into Current Role

- ❖ Earned a **Certificate of Advanced Studies (CAS)** in Education in Emergencies (EiE) from **Geneva University**, further developing expertise in the field. Completed a 9-month program that included practical assignments, weekly meetings, and forum discussions, offering hands-on experience and in-depth knowledge in EiE.
- ❖ **NGO Diploma Instructor** (LAU, Lebanon) – strengthened leadership and instructional skills.
- ❖ Expertise in EiE, Child Protection, Project Management, Strategic Assessment, MEAL topics, and NGO Planning.
- ❖ **Professional Development Programme Regional Manager** for EiE (MENA) – leading EIE capacity-building programs to improve education quality in crisis settings.
- ❖ **Professional Fellows Program** (Legacy International)– broadened global leadership skills and expanded professional networks.





# Journey into the EiE sector and current role: Tazreen Jahan, UNICEF





## Tazreen, an EiE professional and education practitioner

- MA in Non-formal and continuing education from University of Dhaka
- Advanced studies in EiE at UNIVERSITY of Geneva
- UNICEF You Are Leaders (YAL) Graduate
- Around 10 years of experience in Education Sector
- Started career in EiE in 2019 in Rohingya response
- Worked in NGO, INGO and UN
- Started career as frontier



Facilitating Teachers Professional Development (TPD) planning workshop in 2022. An action plan development was on going.

# Career Transition as EiE Professional

## Manage Curriculum and Material with BRAC

Teachers' guide and material development

Capacity building of staffs and teachers, Generate guideline, Set quality standards

## Senior-Coordinator: Education and Skill Development with World Vision:

Team Lead of EiE, establishment of 1st Vocational training in camps, advocacy and representing WVI in coordination platforms

## Programme Coordinator of Cox's Bazar Education Sector :

Currently working in Education Cluster in Cox's Bazar Bangladesh to provide technical support and manage programme in Education Sector.

Support cluster with Technical Expertise and knowledge focusing on teachers' professional development, learning assessment.

Manage partnership and guide implementation



Camp level Learning Centre monitoring visit



Placement test Invigilation



Facilitating all partners orientation



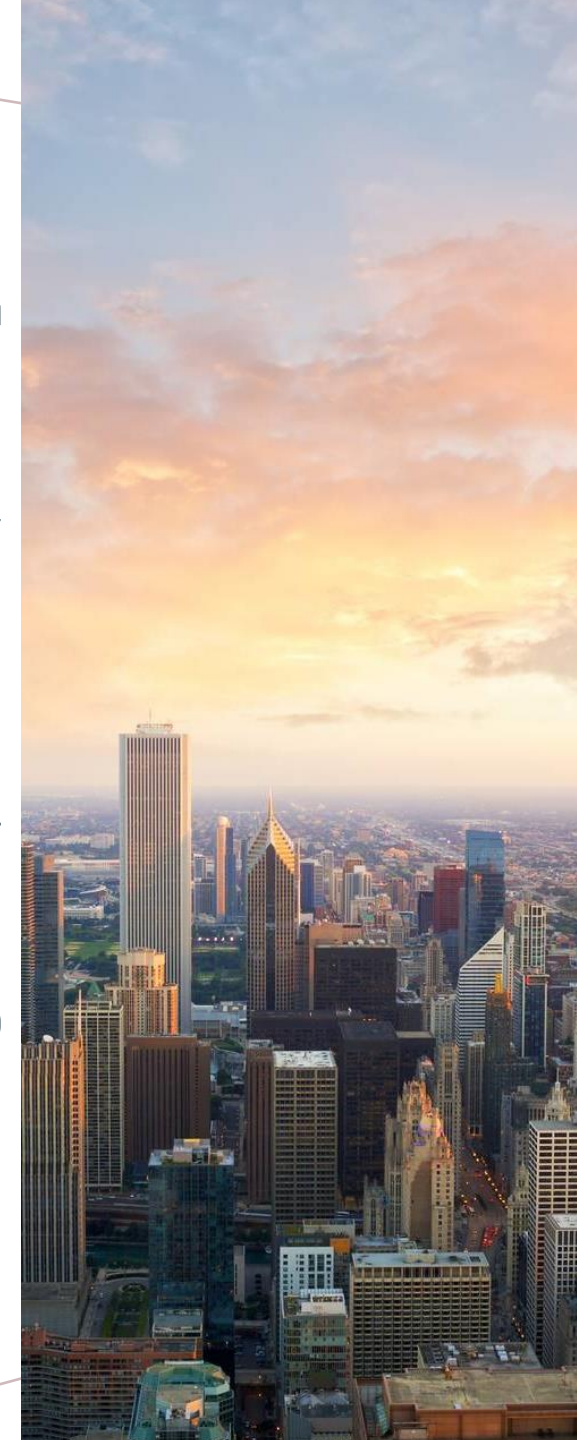
Interacting with children

*INTRODUCTION  
TO EIE CAS AND  
MY JOURNEY*

*YUSEF ALFARES*



- ❖ Overview:
  - ✓ Focus on building professional competencies in **Education in Emergencies (EiE)**
  - ✓ Blended learning: **theory, practical applications, simulations, and Training of Trainers (ToT)**
- ❖ **Personal Motivation:**
  - ✓ Deep engagement in supporting education in crisis-affected areas, particularly Northwest Syria.
  - ✓ Needed a structured, evidence-based approach to enhance my knowledge and impact



# Insights into my role: Rafka Daoud, HLA





## A combination of **strategic leadership and capacity building**

---

**Capacity Building & Training** Development: I manage the EiE Fundamentals training and the Certificate of Advanced Studies (CAS) in EiE, delivered in partnership with Geneva University. The program consists of eight modules, including one residential module, and spans 9–10 months.

---

My work includes **designing and implementing professional development programs** for education practitioners, ensuring they have the necessary skills to operate in emergency contexts.

---

Program Implementation & Oversight: I lead and support the **implementation of education programs in emergency settings**, ensuring alignment with **global EiE standards (INEE Minimum Standards, Grand Bargain commitments, etc.)**.

---

Strategic Planning & Policy Influence: Shaping **regional EiE strategies**, ensuring that they align with **global humanitarian and development agendas** (e.g., SDG 4, Education Cannot Wait, etc.).

# Impact on Education - Key Achievements



## Training of Educational Practitioners:

- Between June 2023 and February 2025, over 200 educational practitioners in crisis-affected countries such as Syria, Turkey, Egypt, and Yemen were directly trained on EiE fundamentals.

## Indirect Reach and Impact:

- Through the EiE training initiatives, approximately 400 practitioners have been reached indirectly. These include educators who have benefited from resources, follow-up programs, and network connections, ensuring that the capacity-building efforts continue to ripple effect across the region.





# Overview of my skills

---

**Training & Capacity Building:** Strong background in designing and delivering educational programs, including NGO diploma courses, and building practitioners' skills in the humanitarian sector.

---

**Education Sector Experience:** Experience as an instructor in higher education, particularly in developing and delivering courses related to education, NGO management, and humanitarian issues

---

**Doctorate in Education (EdD):** Advanced academic background focusing on improving teaching and learning processes in higher education, integrating quality assurance models, and enhancing educational outcomes.

---

**Research Expertise:** Extensive research experience, particularly in higher education, quality assurance, and Education in Emergencies (EiE). Conducted significant research to influence education policies and practices in crisis settings.

# Professional Education Doctorate EdD - Liverpool University



## Focus Area:

- Enhancing **teaching & learning** in higher education
- Applying **Total Quality Management (TQM) principles**

## Key Research Themes:

- **Internal Quality Assurance (IQA)** mechanisms
- **Leadership & Quality Culture** in universities
- **Global Trends & Higher Education Standards**

## Methodology & Impact:

- Conducted **in-depth qualitative research**
- Engaged with **higher education stakeholders**
- Developed **practical recommendations** for institutional improvement

## Application & Relevance:

- Expertise in **educational research, policy analysis, & quality assurance**
- Applying insights in **academic & humanitarian education settings**

# Key Research Findings



## ***Title: Improving Teaching & Learning in Lebanese Private Universities: Insights from IQA & TQM***

### **• Lack of Student-Centered Teaching:**

- Teaching remains largely instructor-led due to limited CPD, mentoring, and leadership gaps.
- Universities struggle to adopt active learning strategies.

### **• Impact of Internal Quality Assurance (IQA) on T&L:**

- IQA mechanisms exist but focus more on compliance than continuous improvement.
- There's a gap between policy and practice, limiting the effectiveness of reforms.

### **• Tension Between Market Demands & Educational Mission:**

- Universities prioritize student preferences but often neglect essential skills like critical thinking and adaptability.
- A transactional approach to education challenges long-term quality improvements.

# Implications & Recommendations



**Title:** *Pathways to Sustainable Quality Improvement*

- **Strengthening Leadership & CPD:**

- Invest in leadership training to drive a culture of continuous improvement.
- Develop structured CPD programs to enhance faculty skills in student-centered teaching.

- **Enhancing IQA for Continuous Improvement:**

- Shift from compliance-based IQA to data-driven, improvement-oriented systems.
- Involve faculty and students in IQA processes for more effective implementation.

# Insights into my role: Tazreen Jahan, UNICEF



# Key Assignments

- Technical, operational and administrative assistance throughout the programming in technical areas of teacher professional development and learning assessment
- Support in cluster coordination
- Grant coordination and management
- Technical work – standard setting, guideline development, capacity building of partners, needs assessment, strategy devilment
- Resource mobilization, proposal writing and donor liaison
- Networking and partnership building
- Innovation, knowledge management and capacity building



*YUSEF ALFARES*



## KEY LEARNINGS AND SKILLS GAINED :

### ❖ UNDERSTANDING OF EIE FRAMEWORKS:

- ✓ **Global standards & best practices (INEE Minimum Standards)**
- ✓ Child protection and participation strategies
- ✓ Psychosocial support in educational settings

### ❖ PRACTICAL APPLICATIONS:

- ✓ Conducting **EiE assessments and analysis** to inform interventions
- ✓ Developing **safe and inclusive learning environments**
- ✓ Strengthening community engagement in education

### ❖ TRAINING AND FACILITATION SKILLS:

- ✓ Capacity building for educators and NGO staff
- ✓ Effective training methodologies and learning approaches







# *CAREER ADVANCEMENTS AND NEW OPPORTUNITIES*

## ❖ Professional Growth:

- ✓ Selected as co-facilitator for EiE Refresher Training in Gaziantep, Turkey
- ✓ Expanded to independent training delivery for NGO staff inside Northwest Syria

## ❖ Networking & Collaboration:

- ✓ Engaged with EiE professionals, humanitarian actors, and education specialists
- ✓ Joined global EiE technical working groups

## ❖ Stronger Advocacy & Leadership Roles:

- ✓ Elected to the Strategic Advisory Group (SAG) within the Education Cluster
- ✓ Co-leading initiatives such as Cash and Voucher Assistance Task Force

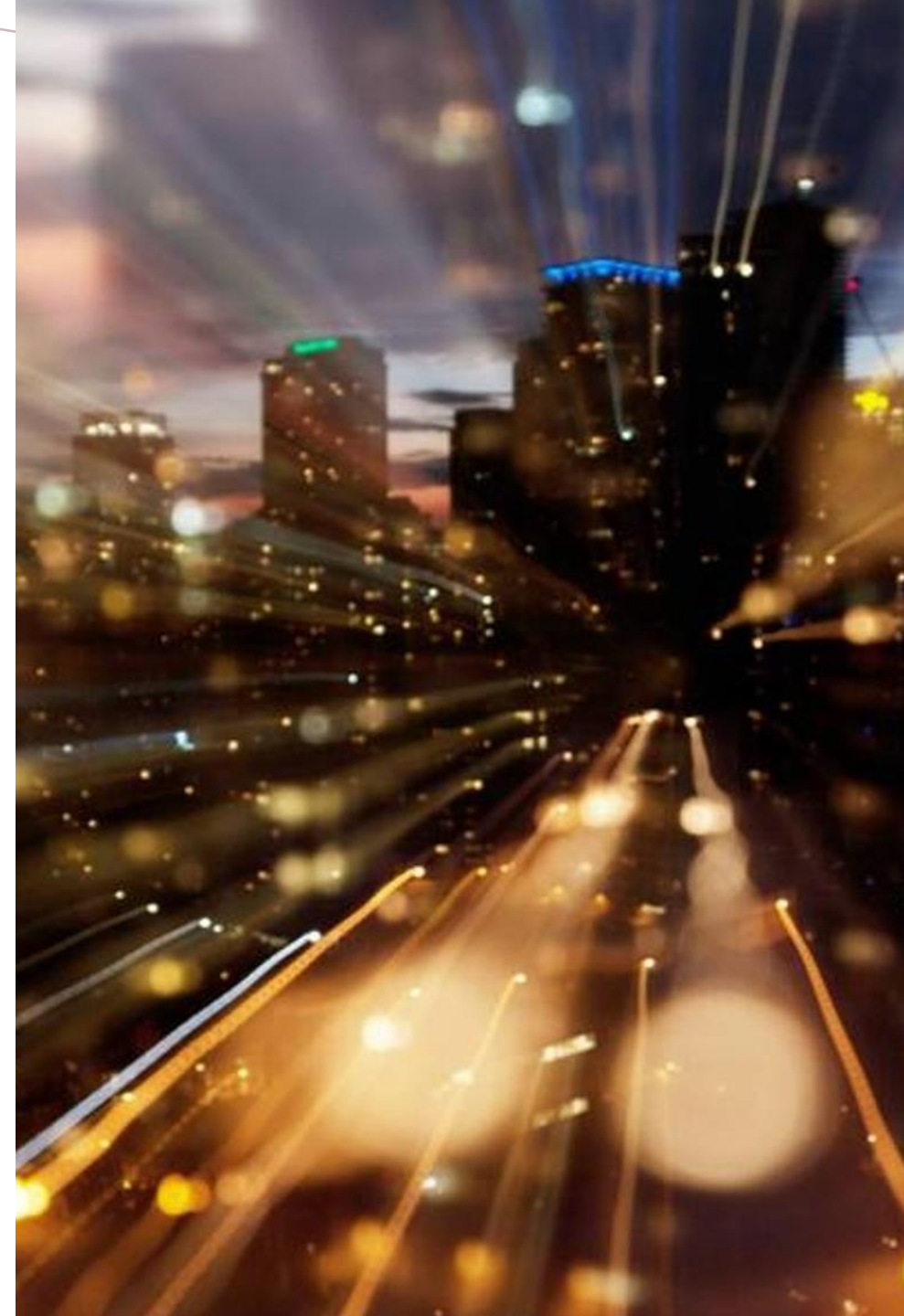
# *IMPACT ON EDUCATION AND FUTURE PLANS*

## ❖ Contributions to the Education Sector:

- ✓ Training **47+** NGO staff and educators in EiE methodologies
- ✓ Supporting the development of **localized, conflict-sensitive education solutions**

## ❖ Future Aspirations:

- ✓ Continuing to **deliver EiE trainings** independently and with partners
- ✓ Advocating for **policy changes** to strengthen educational access for displaced children
- ✓ Expanding impact by engaging in **research, mentorship, and program development** in EiE



Submit your question via the Zoom Q&A function

# Panel discussion



**Rafka Daoud**  
EiE PDP Regional  
Development Manager,  
MENA, HLA



**Tazreen Jahan**  
Programme Coordinator  
(ECW Coordinator)  
UNICEF Bangladesh



**Yousef Alfares**  
Education and Protection  
Program Coordinator,  
International Association  
for Relief and  
Development (ONSUR)



**Casey Pearson**  
[Host]  
Technical Learning  
Specialist/EiE Lead  
HLA

## Thank you & next steps

- **Survey:** Please share feedback via Zoom survey
- **Keep an eye on your inbox:** a copy of the recording and slide deck will be emailed to you
- **HPass digital badge:** you will receive a separate email with details of how to claim your badge
- **Check out the free EiE Online course on Kaya:** [kayaconnect.org](https://kayaconnect.org) (languages: EN, FR, ES, AR, UA, PL)
- **Next webinar:** 6 March, 13.00 GMT  
Humanitarian Xchange: Women, tech and bridging the digital divide (details & sign up link will be emailed to you)

