Request for proposal

Learning and Development Framework

February 2018
Our mission is to enable people around the world to prepare for and respond to crises in their own countries.
Framework development support sought:

The Humanitarian Leadership Academy seeks to **develop and pilot** a set of tools and delivery methodologies framing its support to organisations active in humanitarian response to **systematically identify individual and institutional learning needs and ensure they are met** in the service of these organisations’ missions and objectives. This Framework represents a **comprehensive set of guidelines and tools** as well as planning, implementation and assessment methodologies.
Scope of consultancy:

- Providing an overview of **influential and emerging** trends in Organisational Learning and Professional Development (L&D) systems and processes

- Developing a **strategy, value proposition, operating model and implementation plan** for the Academy to support organisations in designing and adopting L&D systems and processes

- Developing a comprehensive set of tools allowing **learning needs assessment, strategic planning, implementation support as well as monitoring, development and impact measurement**

- Developing **training material** for capacity strengthening workshops

- Supporting the implementation and evaluation of a **series of pilot workshops**
The Academy
What we do

**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

**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

**RECOGNISE SKILLS AND EXPERIENCE**

- Create a framework of international humanitarian skills for accreditation
- Develop a quality assurance system for organisational 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
How we work:

On the ground and in communities

- **Academy centres** – working with national and local partners to develop the right learning for communities

Digital and beyond

- **Learning** – **Kaya**, resource centre, live events, marketplace
- **Knowledge** – establish and disseminate knowledge and evidence around effective learning approaches
- **Innovation** – use cutting edge techniques from the learning sector and beyond
- **Learning centres** – research, learning development and recognition for skills in the humanitarian sector

For more information, please visit the Academy’s website:
http://www.humanitarianleadershipacademy.org
Where we work:

Academy Centres across the world

- UK
- Middle East
- West Africa
- Latin America
- Southern Africa
- Kenya
- Bangladesh
- South East Asia
- Philippines
- Indonesia

Legend:
- In year one
- Years two to three
- Years four to five
What are we seeking?

Support to build and pilot a Learning and Development Framework
The Academy recognises it can do much more to support organisations in their **uptake and application of our learning offer**, particularly with regard to identifying and systematising individual learning in the service of organisational missions and objectives.

It therefore seeks to conceive and pilot a **Learning and Development Framework** that will undergird its offer to organisations active in humanitarian support, help empower and mainstream **organisational learning and professional development** in a variety or institutional contexts.
The Learning and Development Framework - Methodology

The Learning and Development Framework will consist of a comprehensive set of tools allowing a variety of organisations to systematically:

1) assess their organisational learning, development and performance capacities and needs;
2) develop strategic plans to implement systems and processes to address these needs;
3) effectively and inclusively implement and mainstream these systems and process;
4) design and operationalise monitoring, evaluation and impact measurement systems.

These tools are intended to be deployed by the Academy in a variety of ways, including through end-to-end support with individual organisations or through capacity strengthening workshops for several organisations at a time.
Suggested deliverables (1/3)

The Academy expects the consultant to provide the following deliverables (to be confirmed as part of the service contract):

1- **Scoping report**: as a preliminary step towards building the L&D Framework, a brief scoping effort will be necessary to:

1) Review similar existing tools, frameworks and solutions available in and for the humanitarian sector
2) Provide an overview of prevalent and developing approaches and best practices to learning and professional development systems in the private and public sectors
3) Align the L&D Framework with the Academy’s systems and infrastructure (Kaya, Academy Centres, etc.) as well as strategies and priorities for 2018 and beyond

2- **Strategy, value proposition, operating model and implementation plan**: based on the scoping report, as well as interviews with Academy staff and potential beneficiaries of the L&D Framework, a comprehensive strategy for the Learning and Development Framework, its delivery mechanisms, the operating model for its deployment as well as resourcing and cost recovery concerns would provide a robust backing to the development of the Framework and its implementation.
Suggested deliverables (2/3)

3- **Academy internal design workshop**: At some point of the development process, relevant Academy staff members including the Senior Leadership Team (SLT) would be brought together to agree on important strategic questions and define the delivery mechanisms adopted by the Academy.

4- **Learning and development tools**: The individual tools and methodologies composing the Framework (including but not limited to the components listed above) will be developed in such a way as to comprehensively allow the design and implementation of an L&D system in the types of organisations identified during the design workshop.

5- **Workshop material**: Training material allowing the presentation of the tools and practical sessions to familiarise participants with them and allow them to develop drafts of key documents (competency framework, theory of change, etc.).
**Suggested deliverables (3/3)**

**6- Pilot workshops:** The material developed would be piloted in a series of workshops with local and national organisations selected by the Academy Centres. Each workshop would be conducted over a period of two days and bring together representatives (HR, L&D or OD staff members) from different organisations. Four such workshops would be organised in two or three Academy Centre locations (Philippines, Kenya, Jordan, Bangladesh, Indonesia). The length, content, participants and location of workshops is subject to change based on the development of the L&D Framework.

**7- Final report:** An evaluation of the pilot workshops with recommendations would guide the further rollout and development of the Framework.
Parameters of the consultancy

Resources and engagement from the Academy
The consultant will have direct support from the Organisational Solutions Adviser and will also consult with relevant Academy stakeholders in the Global Academy Office and various Academy Centres.

The consultant will also benefit from the Academy’s intellectual assets on Organisational Learning and other related topics.

Proposed schedule
The development of the L&D Framework would be expected by mid-May 2018, with at least one pilot workshop following within a month and several others taking place over the following months.

Essential criteria
The consultant is expected to have relevant experience in providing Organisational Learning and Professional Development solutions to the private, public and/or non-profit sectors. This experience should include designing, developing and implementing L&D Systems for organisations in a variety of contexts. Prior experience with the humanitarian and development sectors highly desirable.
Proposals
Content, structure, timelines
Proposals should include:

1. **Expression of Interest**

   *Please include:*
   - A brief statement that addresses your rationale for applying and responds to the Essential Criteria
   - Examples of previous assignments that demonstrate your ability to undertake work of a similar nature and scope
   - Names of two organisations having received L&D support from you.

   Organisations will not be contacted unless your proposal is taken forward

2. **Concept Note for the Learning and Development Framework**

   *Please include:*
   - A brief overview of approaches to Organisational Learning and Professional Development that you have deployed in the past and deem appropriate and relevant to the Academy
   - A tentative but detailed timeline covering the duration of the consultancy and milestones for deliverables
   - A detailed breakdown of costs (fixed, variable and hybrid costing plans as appropriate) including any discounts for humanitarian or not-for-profit organisations and other pertinent information such as VAT status

3. **C.Vs/Biographies/Profiles of experts**
Address for responses and closing date

- Please send proposals electronically to Jade Said – Organisational Solutions Adviser j.said@humanitarian.academy

- The same address should be used for any questions relating to this call.

- Proposals should be received by 18 March 2018.
General information

• The Academy’s due diligence procedures include reference checks, organisational checks and anti-terrorism vetting.

• All the Academy’s operations are subject to evaluation under its Learning and Development, Monitoring and Evaluation and Knowledge and Evidence strategies, with case studies created at the Academy’s discretion.

• All data collected or generated through the delivery of the Academy’s activities will be owned by the Academy unless otherwise agreed at the time of purchase. Papers, case studies and resources resulting from the Academy’s monitoring and evaluation work that relate to content purchased under this request for quotes will be made publically available unless otherwise agreed at the time of purchase.
Thank you for your interest in working with the Academy