Dated 14 May 2018

HUMANITARIAN LEADERSHIP ACADEMY

Global Assessment of Learning Needs

TERMS OF REFERENCE
Title: Global Assessment of Learning Needs

Duration of contract: From June to July 2018 (4 weeks duration)

Budget: £ 25,000

Location: Global

Background and Context

The Humanitarian Leadership Academy’s mission is to positively contribute to a humanitarian response that is faster and more effective with increased local participation and ownership. The Academy is implementing a set of strategies in order to realise its mission; one of them is enabling access to learning platforms, tools and resources for local responders, humanitarian organisations, and learning and development providers.

The Academy is developing different learning products (platforms, tools and resources) for different stakeholders, depending on identified needs both at global and local level.

The Academy’s Learning Agenda Report in 2017 identified the following learning areas as priorities for learning interventions:

- Food security
- Policy and Standards
- Needs assessments
- Monitoring, Evaluation, Accountability and Learning (MEAL) in emergencies
- Communication
- Coaching, leadership and change management

Since the beginning of 2017, learning projects have been taken forward to address all the identified priorities, and they are now at different stages of completion. At the end of 2017, in order to optimise the coordination of work across the various business units and regional/national offices of the Academy, the work of the Academy has been organised around core learning themes, also called “network themes”. These will also shape the Academy’s focus for the next two years.

The relevant Academy’s network themes include:

1. Business Continuity Planning
2. Humanitarian Essentials
3. Volunteer Essentials
4. Disaster Risk Reduction and Management (DRRM) Essentials

The additional thematic areas identified through earlier scoping that the Academy would like to be included in the commissioned research are as follows:

5. Leadership, change management and coaching
6. Food security
7. Policy and Standards
8. Safeguarding

To ensure the Academy’s learning offer and the current network themes are relevant, forward-looking and properly scoped, it is necessary:

- to validate these themes are relevant and required in the humanitarian sector in terms of capacity gaps and need;
- to identify organisational capacity gaps within those themes, including challenges and barriers preventing humanitarian workers from accessing learning;

By measuring what important knowledge and skills are missing at an individual level and within the humanitarian sector, the Academy will be able to tailor its learning offer to meet needs at the organisational level and individual level.

Below is a brief explanation of how we understand the levels of capacity gaps when doing needs assessments/analysis.

Needs analysis can be conducted at different levels in order to capture:

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macro</td>
<td>Sector-wide learning needs</td>
</tr>
<tr>
<td>Meso</td>
<td>Organisational learning needs</td>
</tr>
<tr>
<td>Micro</td>
<td>Individual learning needs</td>
</tr>
</tbody>
</table>

Macro learning needs analysis

Macro learning needs analysis enables you to **identify and prioritise learning needs in relation to the whole sector**. Examples of Macro-analysis reports include sector reviews, response evaluations, national needs assessments, and global needs assessments.

The **global Dalberg assessment** implemented by the Academy in 2017 is an example of macro learning needs analysis: it identifies broad topics, learning resources available and target audiences for the humanitarian sector. The purpose was to identify a broad learning agenda for the Academy, with a prioritised list of learning projects to be implemented in 2017 and 2018.
Meso learning needs analysis

At meso-level, the learning needs analysis should capture crucial information on the working context of potential learners; it should also capture possible influences within their organization once the learners return and apply the lessons learned from your learning project.

Micro learning needs analysis

Micro learning needs analysis identifies specific learning needs for an individual or group of individuals so the learning project can be tailored to meet those needs. This analysis focuses on individuals, their current competencies (knowledge, skills and attitudes) and the ones they need or wish to acquire.

The assessment in this project, will cover mainly Macro and Meso level of analysis

Since the Learning Agenda Report was produced, the Academy has refined its business model to include a social enterprise offer in the form of its organisational solutions range, in addition to its charitable offer that serves the needs of individuals directly. Consequently, the needs assessment is required to take into consideration the demand for knowledge and skills at an organisational level within the humanitarian sector.

Finally, it is critical that the assessment adopts a gender lens to establish the disparities in access and appropriate content for women, girls, boys and men.

The assessment is required to answer the following questions:

- Are the current suggested thematic areas for study (presented above) relevant within the humanitarian sector?
- Are there other themes (not covered by the Academy) that need to be addressed within the sector? Which ones? And why? And for whom?
- Are they covered by other initiatives/institutions/organisations? And if so, where can the Academy add value as part of its learning offer?
- What are the current capacity\(^1\) gaps within the identified network themes? In particular: on an organisational level, what learning are (local) humanitarian workers currently needing that isn’t accessible or available to them and why?
- What is the market demand and ‘willingness-to-pay’ of funders, organisations and/or individuals for these identified learning areas?
- Are there gender implications associated with the capacity gaps identified? What are they?

These are the primary questions we are looking to answer; further detailed questions will be identified during inception.

\(^1\) Capacity is understood as the skills, knowledge and behaviour required to perform at different levels (Macro, Meso, Micro).
For the above reasons, the Academy would like to commission a research piece on technical learning needs and packages.

1. **Objectives of contract**

The main objectives of this work are:

- To confirm the network themes are relevant within the sector;
- To identify organisational capacity gaps within those themes, including challenges and barriers preventing humanitarian workers from accessing learning;
- To explore what are other capacity gaps that have emerged in the last year, consolidating our understanding of earlier scoping work and existing learning while flagging new emerging thematic areas the Academy could address.

The current contract covers focused research on technical and non-technical learning needs, including a list of learning packages and potential audiences to be targeted.

2. **Scope-description of services and process**

Providers are expected to become familiar with the Academy’s background and relevant documents in order to understand the working context. They should also become familiar with previous assessments conducted by the Academy.

The following existing resources are available for the selected service provider to consult:

- The Global Landscape Report;
- The Humanitarian Leadership Academy Learning Agenda Report;
- Local Needs Assessment Reports;
- Current opportunities for collaboration (from discussion with the Academy).

In order to capture most recent developments and perspectives on technical issues, the consultants should conduct global and local research (desk-based and interviews) to collect primary data, especially through new networks identified by our partners. Providers are also expected to suggest the most relevant methodology for this learning needs assessment, one that:

- allows the questions proposed by the Academy to be answered;
- takes into consideration all the available reports and assessments previously conducted;
- takes into consideration the variety of themes and contexts in which the Academy works.
3. Resources and engagement from the Academy

Paul Gunaratnam (Head of Strategy Planning and Impact) and Ed Small (MEAL Officer) will be the focal points for managing this work with small inputs at specified touchpoints for the Academy’s Learning Solutions and External Relations teams.

Proposed schedule and deliverables

The expected outputs from this service agreement will be:

1. A detailed inception report capturing initial meeting discussion points, agreed methodology and planning details. Outputs should be further agreed and specified.

2. A detailed final report of the findings from the learning needs assessment of the humanitarian sector. The specific format for the report should be discussed during a preliminary meeting with the Academy’s staff. The meeting should be held after signing the contract to clearly delineate and document expectations for the work and final outputs.

3. An infographic summarising the findings, that can be used for external communication purposes.

Schedule:

- Preliminary meetings and finalisation of a detailed approach and workplan by mid-June 2018.
- Desk-based research and interviews in June-July 2018.
- 20 July 2018: submission of draft report to the Academy.
- 31 July 2018: final report submitted to the Academy (after review by the Academy team).

4. Submitting an Expression of Interest

Please ensure you include the following information in your Expression of Interest:

- A full proposal addressing your proposed approach, methodology and output description(s) based on the outline above.
- C.Vs/ personal profile of expert(s)
- Examples of previous assignments that demonstrate your ability to undertake work of a similar nature to that of the panel you are applying.
- Names of three referees. Referees will not be contacted unless your proposal is taken forward

Please submit completed Expressions of Interest by Wednesday 30th May 2018 to Ed Small at E.Small@Humanitarian.Academy.