



Dated 14 May 2018

HUMANITARIAN LEADERSHIP ACADEMY

Evaluating a Humanitarian Learning Programme for a private
sector organisation in the Middle East Region

TERMS OF REFERENCE

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Title: Evaluating a Humanitarian Learning Programme for a private sector organisation in the Middle East Region

Duration of contract: May – July 2018

Budget: GBP 6,500

Location: Remote

About the Humanitarian Leadership Academy

The Humanitarian Leadership Academy is a global learning initiative set up to facilitate partnerships and collaborative opportunities to enable people to prepare for and respond to crises in their own countries.

We are working with local, national, regional and global organisations, communities and individuals to develop learning resources and tools. By supporting people at the grassroots level, we will enable them to be better prepared for a disaster, respond quicker and to have increased resilience after a crisis.

By working in collaboration, we are building a network of expertise that will be shared and utilised immediately when a disaster strikes. Through this people will be able to continuously share their experiences.

About the Humanitarian Learning Programme

The Academy is working with a private sector organisation based in the Middle East to deliver a humanitarian learning programme for approximately 200 of their staff from 13th May to 12th June 2018. The staff are based in Egypt, Oman and the United Arab Emirates and do not have a humanitarian sector background (although are likely to have some exposure to the sector).

The Humanitarian Learning Programme is an introduction to key humanitarian sector themes and will help HSBC staff be better prepared to act as volunteers, as several are engaged in volunteering in their communities. The programme is structured as one module per week:

- Module 1: Humanitarian 101
- Module 2: Humanitarian Principles and Standards
- Module 3: Communicating in times of Crisis
- Module 4: Safety and Security

The programme will wrap up with a virtual simulation exercise where learners put into practice knowledge they obtained from the programme. The programme will be delivered in English.

It will run remotely as a distance e-learning course, with its own page on the Academy's learning platform, [Kaya](#). Participants will access learning and complete activities on Kaya – for example e-learning, videos, reading, quizzes, discussion forums, and webinars. Each module has a maximum of 2 hours learning – of which around 1.5 hours is self-guided content that learners do individually in their own time; and around 0.5 hours of activity is interactive e.g. group work, discussion forum, or webinar.

Purpose and Objectives

The purpose of the evaluation is twofold: to evidence the short-term impact of the humanitarian learning programme on the approximately 200 participants, and to capture lessons learned from the partnership between the private sector organisation and the Humanitarian Leadership Academy to establish whether the course could be scaled up and improved for future initiatives.

Accordingly, the primary outputs of the evaluation will be:

1. An **evaluation report** for the private sector organisation and Academy that evidences the immediate impact of the programme; lessons learned from implementing the programme for both organisations; and recommendations for future collaborations between the organisations.
2. A short **case study** showcasing the humanitarian learning programme as a successful example of collaboration between the humanitarian and private sectors.

Scope of the evaluation

The initial inception phase of the evaluation will require a review of existing programme documentation and literature, including internal Academy after-action reviews (AARs), the humanitarian learning programme content, the pre- and post-assessment and participant surveys.

The next phase will entail the collation and analysis of data from the assessments and surveys results, and interviews and/or focus group discussions with key programme stakeholders. There may also be scope for interviews with a sample of course participants in addition to interviews with Academy staff and other stakeholders.

Evaluation questions:

- a) What were the participants' experiences of the humanitarian learning programme? Did they enjoy and value the learning that they undertook?
- b) What was the short-term impact of the learning on the participants' skills and knowledge?
- c) What was the short-term impact of the learning on the participants' attitudes and behaviour, specifically in relation to volunteering in humanitarian contexts.

- d) What were the key successes and challenges encountered during the design, planning and implementation of the humanitarian learning programme, and what has been learned from them?
- e) What key learning and recommendations can be drawn from the humanitarian learning programme that could drive scale-up? (This would include a review of the programme's activities and outputs)
- f) Are their wider benefits from the model of learning used that could extend into local communities and be utilised elsewhere in the humanitarian sector?
- g) Did the tailored humanitarian learning programme for the private sector organisation achieve the objectives proposed at the beginning of the programme?

Workplan

Proposed schedule:

	May-18				Jun-18				Jul-18				Aug-18			
EVALUATION TASK	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Contracting phase																
Desk review of programme documents																
Inception report																
Collate quantitative and qualitative data; including pre- and post-assessments and survey results																
Interview participants and key stakeholders																
Draft report and case study																
Final report and case study due																

Methodology

The Academy is open to methodological approaches that respond and satisfactorily achieve the stated objectives and questions, though prospective consultants should feel free to be innovative with what they propose in their expressions of interest (EOIs).

Resources and engagement from the Academy

The consultant will have direct support from members of the Academy's Global Learning Solutions and MEAL teams based in London, and will also be expected to interview and/or work with key programme stakeholders including:

- Humanitarian Leadership Academy staff
- Private sector organisation staff

Essential criteria and experience

The consultant is expected to have significant experience evaluating learning programmes (particularly e-learning), experience with humanitarian initiatives, extensive global experience and recognised expertise in producing similar impact evaluations.

Submitting an Expression of Interest

Please ensure you include the following information in your proposal:

- A short brief that addresses your rationale for applying, and responds to the Essential Criteria.
- C.Vs/ personal profiles of experts/expert team
- 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 two referees. Referees will not be contacted unless your proposal is taken forward

Please submit completed proposals to Ed Small at e.small@humanitarian.academy by **Monday 28 May 2018**.