

Knowledge is power

Impact report
2017-2018

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We would also like to thank our staff, suppliers and partners, who have supported us through the first three years of our journey and will continue to work with us over the coming years.

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"We are beginning to see the realisation of our ambition: a new generation of humanitarian workers that will change the face of the sector forever."

Saba Al Mubaslat, Chief Executive, Humanitarian Leadership Academy





Cutting through the noise

We are living through the information age – an era of mind-spinning technological change. But we are learning that information does not necessarily equal knowledge.

The internet, social media and smartphones have benefited millions of people, but they have a dark side. They offer limitless potential for human connection – but have also been a driving force for polarisation and division. They put the facts literally at our fingertips – but are also the perfect vehicle for fake news.

In fact, our new technologies may have transported us into a post-truth world, where we are so awash with unreliable, sensational and conflicting information that we no longer know what is important or who to trust.

Without knowledge we can trust, we will find it almost impossible to navigate this increasingly complex world – and nowhere is that more true than in the humanitarian sector. For those living on the frontline of disasters and war, the right knowledge is a matter of life and death.

That's why there is such an insatiable thirst for the credible, relevant and practical learning the Humanitarian Leadership Academy provides. The worse the crisis communities face, the higher the demand;

many of our learners are accessing content from countries including Syria, Yemen, Iraq and Bangladesh. Knowledge is not a luxury for these people – it is an absolute necessity.

Over the past two years, the period covered by this report, we have expanded our reach – equipping many thousands of local people with the learning, skills and tools to tackle the crises they face in their own communities.

Working with a diverse range of partners – from the tech giants of Silicon Valley to cooperatives in the Philippines – we have refined the learning we offer to make it as useful and user-friendly as possible. We have adapted to the frantic pace of change and tapped into the world's most exciting new advances – from artificial intelligence to virtual reality technology – to put practical learning into the hands of the people who need it most.

And as people begin to put their knowledge into practice, we are starting to see the realisation of our ambition: a new generation of humanitarian workers that will change the face of the sector forever.

Saba Al Mubaslat
Chief Executive
Humanitarian Leadership Academy

A sector fit for the future

The Humanitarian Leadership Academy was launched in March 2015 to transform a humanitarian sector that needed to evolve to remain relevant and fit for the future.

In the face of increasingly frequent and complex disasters, fuelled by mass migration and climate change, it was clear that the top-down approach of parachuting in overseas aid and expertise was neither sufficient nor sustainable.

It is time to acknowledge that local humanitarian workers are best placed to tackle crises in their own communities – they speak the language, understand the culture and know how things work in the places they live. Investing in local people creates a resilient community infrastructure that does not disappear after a humanitarian response comes to an end. It is time to invest in them properly, to build on the skills and wealth of knowledge they already have in how to prepare for emergencies ahead of time, respond when they strike and lead the recovery effort in the aftermath. They are the humanitarian sector of the future.

Over the past two years, we've made enormous strides in building this new generation of humanitarian workers. By the end of 2018 we had reached more than 100,000 people in 190 countries with relevant and accessible learning, skills and tools through our online learning platform Kaya, our face-to-face workshops and events.

And crucially, the learning we provide is reaching the people who need it most. The highest number of Kaya users come from countries including Syria, Yemen, Iraq and Bangladesh – which are gripped by some of the worst disasters on earth. It's a fallacy to think that learning is low on the list of priorities for people in the midst of a response. Often they realise that upskilling

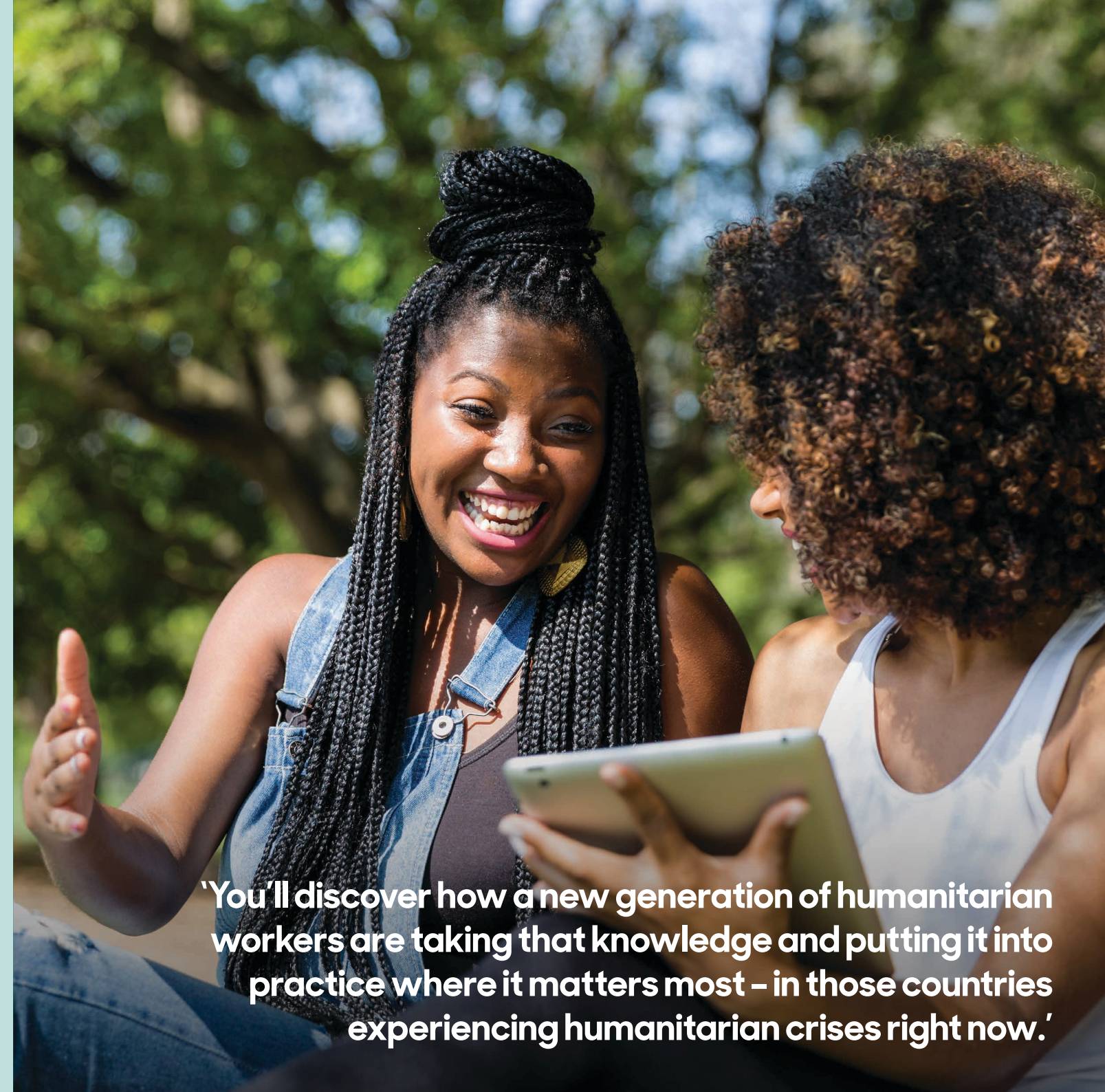
themselves means they can be the solution – sometimes the only solution – to the problems they face.

But our role is not simply to transmit information from above. It is the knowledge of our users themselves that form the bedrock of our learning. Over the last two years, our content has evolved as we've begun to integrate the latest local insights and experience, unlocking this vast wellspring of knowledge and sharing it with communities across the world. In April 2017, for example, we co-hosted a conference in Kenya that offered local communities the chance to share the practical and innovative knowledge they have painstakingly accrued over years of dealing with East Africa's devastating droughts with the wider humanitarian sector.

We've also unleashed the power of partnership to magnify our impact. We've made a conscious choice to work with the most diverse range of partners we can, maximising the types of expertise we can draw on – from using Unilever's business expertise to help shop owners recover from flooding in the Philippines to working with the Kenyan Red Cross to train volunteers to respond to post-election violence.

Often, it's about us being a conduit for the flow of knowledge – from the people who have it to the people who need it most. This is why we have transitioned our Academy Centres from owned and managed entities, to a partnership model in collaboration with local organisations; a model we believe is a better reflection of our commitment to the localisation agenda.

In the pages that follow, you'll read about how we've refined and updated the learning we provide and found innovative new ways to make it more widely available than ever before. And you'll discover how a new generation of humanitarian workers are taking that knowledge and putting it into practice where it matters most – in those countries experiencing humanitarian crises right now.



'You'll discover how a new generation of humanitarian workers are taking that knowledge and putting it into practice where it matters most – in those countries experiencing humanitarian crises right now.'

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Local humanitarian action in practice

Case studies and reflections of local humanitarian actors



'Muhammadiyah was originally founded to improve the understanding of Islamic teachings and social welfare. It has since extended its mission to include the provision of immediate relief during disasters and disaster risk reduction'.

Seas of Change: Bridging between faiths in humanitarian response and risk reduction

1. Muhammadiyah Organization, Indonesia

Muhammadiyah Organization, established in 1912, is one of the biggest and oldest faith-based non-governmental organisations in Indonesia. As a religious and social movement run by volunteers, Muhammadiyah was originally founded to improve the understanding of Islamic teachings and social welfare. It has since extended its mission to include the provision of immediate relief during disasters and disaster risk reduction. Based in the city of Yogyakarta, Muhammadiyah has around 35 million members in its 34 branches across Indonesia. It has 20 special agencies that implement specific programmes and functions, and seven wing organisations, including associations of women, young people and university students. Muhammadiyah also runs a huge number of institutions, including 457 hospitals and clinics, 176 universities and colleges, 635 care homes for orphans and other vulnerable groups, 19,000 schools, and 13,000 mosques.

In 2010, the Muhammadiyah Disaster Management Center (MDMC) was created as a special agency to lead the organisation's work on disaster response and disaster risk reduction. MDMC coordinates various areas of work within the wider Muhammadiyah organisation. For example, it has collaborated with the Council of Fatwa to publish an Islamic perspective on disaster relief and DRR as a theological basis for humanitarian assistance. It has also worked with Muhammadiyah's branches and wings to increase the organisation's emergency response capacity, and with its hospitals and schools on disaster mitigation and preparedness.

Muhammadiyah's shift of emphasis towards long-term DRR has been informed by its experience in a series of large-scale disasters and humanitarian interventions. According to Dr. Rahmawati Husain, Vice Chair of MDMC and Assistant Professor at Universitas Muhammadiyah Yogyakarta, there are two major reasons for this change.³¹

34 Interview with Dr. Rahmawati Husain, 3 October 2017, Manila, Philippines.

Humanitarian context: Indonesia

Indonesia is an archipelago of 17,000 islands between the Indian Ocean, South China Sea and Pacific Ocean. It lies on the Pacific Ring of Fire, where the Indo-Australian Plate and the Pacific Plate are pushed under the Eurasian Plate. The country has experienced a whole range of disasters, including earthquakes, tsunamis, volcanic eruptions, droughts, floods and cyclones. It has 129 volcanoes, 70 of which are potentially dangerous and 23 of which have erupted during the last 20 years (CFE-DMHA, 2015). From 2002 to 2008, Indonesia is estimated to have experienced 4,245 disasters, with a total financial cost of up to \$110.4 billion (upah or more than US\$12 billion (Husain, 2012).

On 26 December 2004, an earthquake measuring more than magnitude 9 struck 240km off the coast of Sumatra and generated a massive tsunami with waves reaching as high as 30 metres (100 feet). Tremors and shockwaves were felt in 14 countries. The hardest hit included Indonesia, Sri Lanka, India and Thailand, with more than 238,000 deaths. In the Indonesian city of Banda Aceh, 165,708 people died or went missing; 270,000 of its 820,000 houses were flattened or damaged; 1,488 schools were destroyed; and 49 primary health centres and two hospitals were washed away (Save the Children, 2014). The financial cost of the tsunami to Indonesia was estimated to be US\$4.4 billion (Riego, n.d.).

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Humanitarian learning in practice

Case studies co-created by learners from the Humanitarian Essentials Massive Online Open Course (MOOC)

'The context in Uganda is favourable, as the government applies an open refugee policy, meaning that they have freedom of movement and access to social services, education and health.'

High refugee influx from South Sudan to Uganda

Written by Juan Luis Barbolla Casas

Background

In July 2016 the civil war in South Sudan worsened and the number of refugees crossing the border to Uganda dramatically increased. The entry pace in the country was continuous and huge during several months. As a consequence, 800,000 new refugees have settled in settlements in the north of Uganda. More than 80% are women and children under 18. These refugees have fled the country with few goods after experiencing or witnessing ordeals of all types. They are in need of urgent assistance, material and psychological.

The context in Uganda is favourable, as the government applies an open refugee policy, meaning that they have freedom of movement and access to social services, education and health practices; most South Sudanese refugees live in settlements (not camps) together with the host communities in northern Uganda.

The relevant actors are:

- Refugees
- Host communities
- Central and local authorities
- Humanitarian organizations: NGOs, UNHCR.

The response crisis has focused on setting up new settlements and reinforcing the existing ones (Uganda has a long tradition of hosting refugees) and providing for emergency needs with an emphasis on food, water, sanitation and hygiene, shelter and protection, including psychosocial support.

Challenge/dilemma

Such a big sudden crisis has given rise to several challenges:

- Lack of coordination among humanitarian actors. The unexpected arrival of so many refugees caught the humanitarian organizations by surprise. No needs/capacity mapping had been made. Without knowing the existing capacities it's difficult in a first instance to coordinate and to efficiently react to this crisis.
- Resource scarcity. The number of refugees tripled in few months. It is difficult to be materially ready. Even in such situation the humanity principle has to be kept.
- Backlog in the refugee registration process. Civil servants can't keep up with the pace registering new arrivals. This brings collateral problems as unregistered people don't have access to humanitarian aid. At the same time other people could register more than once in different settlements and receive more aid than planned to the detriment of other refugees.
- Rising tensions between refugees and host communities. Even if the international humanitarian aid includes the needs of host communities, the magnitude of the refugee influx has overstretched natural resources such as land and triggered the rise of dissatisfaction in the local population. Even if our main goal is to tackle the refugee crisis we have to keep impartial not discriminating people in need on the basis of their status, either refugees or locals.
- Rising tensions between different groups of refugees. The South Sudanese population is composed by different ethnic groups who in normal circumstances live peacefully together. However, one characteristic of

Knowledge for the next generation

In 2015 we launched the Humanitarian Leadership Academy to give 120,000 humanitarians from over 50 countries access to learning, enabling them to respond to emergencies in their own communities – saving lives, safeguarding livelihoods, and helping to create more resilient societies.

As the internet, laptops and smartphones proliferate at an unprecedented rate – penetrating even the most remote corners of the world – the opportunity to reach frontline responders has never been greater. But with so many information providers vying for people's attention, the learning we offer has to stand out.

There are no shortcuts to providing learning that is up-to-date and context-relevant – and that differentiates

us from other providers. That's why we have had to learn and adapt constantly over the past two years, to make our content as strong as it can be.

We asked ourselves the question: *'what would learning look like if it is developed in genuine collaboration with our local partners'* and then took steps to put the end user at the heart of everything we offer. We worked with organisations who showed us how to use the latest digital technology to put practical knowledge into the hands of frontline responders as they went about their life-saving work in disaster-zones, refugee camps and health clinics.

During 2017 and 2018, we expanded our reach far, far further than we had thought possible: engaging with over 100,000 people across 190 countries. We had not targeted such a wide geographical area – but when you make the kind of learning people want available, it tends to take on a life of its own and spread effortlessly across borders.

Pioneering publications

To help share knowledge on humanitarian excellence with the widest possible audience, we launched two new publications in 2017/18:

Local humanitarian action in practice – published with the British Red Cross (November 2017)

This set of case studies highlights the emergency-response experiences of 10 humanitarian organisations operating in areas at extreme risk of disasters across Africa, the Middle East, and South and South-East Asia. It was created in partnership with the British Red Cross to shine a spotlight on successful practices so others can learn from them, and to show how much local humanitarians are already doing.

The publication demonstrates that locally-led responses have critical advantages, including:

- deeper connections with local services and those affected by emergencies
- greater understanding of the relevant political and cultural context
- clearer view of needs in response to crisis

Humanitarian learning in practice – case studies from learners (November 2017)

As part of our Massive Open Online Course (MOOC) on Humanitarian Essentials that ran from 16 October to 12 November 2017, learners were asked to draft a case study on how they have applied or would apply humanitarian principles in their work. Published online, this compilation shows the range and variety of humanitarian challenges faced by local communities. It also demonstrates the impact of the MOOC: participants are now applying what they learned from it in real-world situations.



"The Humanitarian Leadership Academy allowed us to not only repurpose their existing learning resources catered to humanitarian workers, but also to adapt them to the specific ICRC context. Contextualisation really helped us increase the impact of our management programme."

**Maja Kuna-Parrish, Techno-Pedagogical Engineer
International Committee of the Red Cross (ICRC)**

Kaya's exponential growth

When you make learning available to people who need it, they consume it voraciously. This appetite for learning has seen the numbers using our award-winning global digital learning platform, Kaya, grow exponentially. At the end of 2018, less than three years after its launch, it had more than 75,000 learners.

Joana Villaflor, 34, is one of them. As an independent consultant in the Philippines, she delivers disaster risk reduction projects and conducts training sessions in risk management – using Kaya both for her own professional learning and to teach other humanitarian staff at organisations including Christian Aid.

"I was impressed with the vast number of courses Kaya hosts for the humanitarian sector. As a trainer, Kaya is an essential part of the training that I develop and deliver," she says. "As a learner, Kaya's curated courses offer extensive introductory and in-depth learning options in a manner that is insightful, interactive, and respectful of a learner's pace. The availability of locally

contextualised versions of global courses as well as content for specific countries make the platform's offer comprehensive and inclusive."

The response to Kaya from users like Joana has been overwhelmingly positive. Feedback has streamed in on our message boards and on email, telling us how Kaya has transformed the way people understand and practice humanitarian work. Any critical comments have allowed us to understand better the needs of our users and improve the learning we offer them.

The evolution of Kaya

Kaya is designed to make humanitarian learning resources universally accessible and content is now available in 10 languages. It hosts over 400 courses on everything from disaster risk reduction, to coaching and mentoring, to psychological first aid for children.

We're constantly expanding and refining our learning offer on Kaya, with the help of world-renowned education providers and development agencies – including ICRC, Humanity & Inclusion (formerly Handicap International), Oxfam, Sphere, UNHCR and Humentum.

Our Kaya portfolio

We look to fill gaps with existing content, as well as work with experts to create new learning to meet identified needs.

The new Kaya courses in 2017/18 added to a rich portfolio of learning, including:

- Psychological First Aid for Children
- Wellness and Resilience
- Volunteer Essentials

- Disaster Risk Reduction and Management
- Innovation Essentials
- Child Protection in Conflict Settings
- Safeguarding Resources
- Gender Issues in Humanitarian Action
- Communication is Aid
- Introduction to Coaching and Mentoring
- Accountability to Affected Populations

[Start a course on Kaya](#)

In 2017/18, we launched a series of new features and courses on Kaya:

Offline player We built Kaya to be mobile-friendly for people working in emergencies, and we've created an offline player for those in remote areas cut off from the internet – it was downloaded by 1,342 people in 2017/18.

Cash Learning Hub In partnership with CaLP, we unveiled the Cash Learning Hub in November 2017 – a one-stop learning portal for humanitarians looking to build their skills and knowledge in the expanding field of cash transfer programming.

Our first webinars We launched our first ever webinar in July 2017 on Health and Nutrition in Emergencies. It was swiftly followed by a webinar on Coaching and Mentoring in November 2017 and one on Business Continuity Planning in February 2018.

Our flagship courses We provided users with four new flagship courses – Coaching and Mentoring in September 2017, Disaster Risk Reduction and Management in February 2018, Wellness and Resilience in May 2018 and Innovation Essentials in August 2018. The Wellness and Resilience course was developed in collaboration with global wellbeing experts to help humanitarians understand the impact of stress and how to build personal and organisational resilience.

Massive Open Online Courses (MOOCs) MOOCs are a great way to facilitate interactive learning for large numbers of people. Our topic-specific MOOCs are offered free of charge on Kaya and are accessible anywhere in the world with internet connectivity. Our MOOCs are developed in collaboration with experts in various fields, and learner forums, peer reviews, quizzes and webinars ensure they are both interactive and user-friendly. In all, we ran six MOOCs in 2017/18:

- Managing in the Humanitarian Sector
- Gamification for Humanitarian Learning
- Financial Management for Development Professionals (FMD Pro)
- Humanitarian Essentials
- Humanitarian Futures & Foresight
- Social Leadership – A Different Approach

Kaya: what they say

Disaster Risk Reduction and Management

"I'm extremely grateful for the opportunities provided by Kaya and the Humanitarian Leadership Academy, as I feel like it has given me the missing skills I needed to help my community. The Disaster Risk Reduction and Management course has been especially useful as I regularly visit communities in my own time to raise awareness of landslides in deforested areas."

"[The course was]...eye opening. It broadened my horizon in terms of looking at the issues of hazards, vulnerability and risks."

Wellness and Resilience

"It's good to be reminded and have a strong set of tips and guidelines on how to overcome stress situations or how to prevent those from happening. Kaya is a really good platform where we can share learnings from each other."

Psychological First Aid for Children

"[The course]...broadened my knowledge and skills to better help children and their caregivers."

"The content is very rich and relevant for my job as a child protection officer."

Coaching and Mentoring

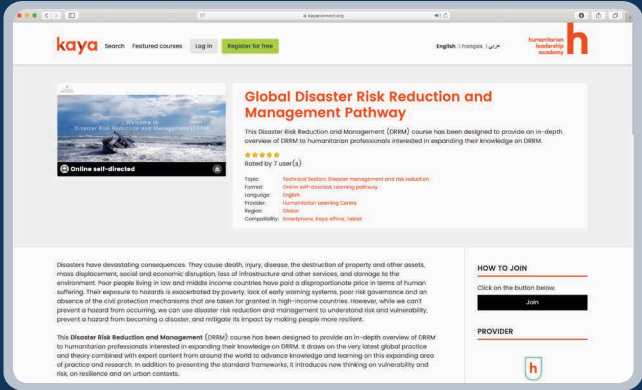
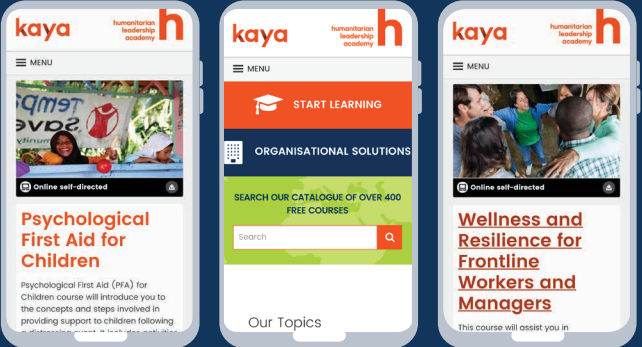
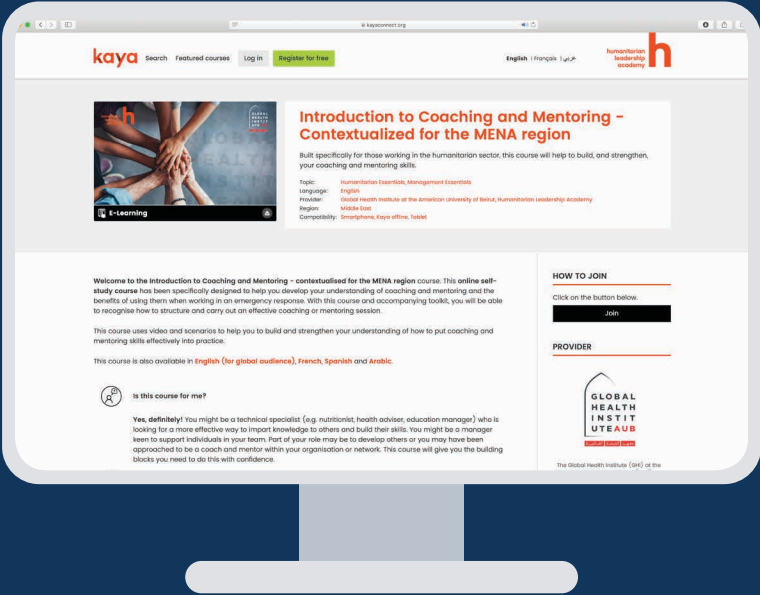
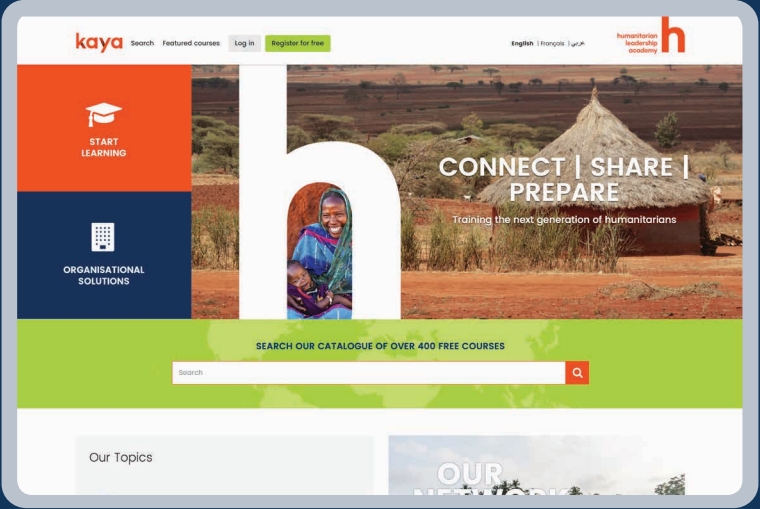
"This is one of the best courses I have taken so far, and a course that is going to make a change to people around me who seek mentoring support."

"It's a course I would recommend not only to people working in the humanitarian field, but to anyone in leadership roles."

"It is a very rich and empowering course for everyone who wants to hone their coaching and mentoring skills."

Personal Safety and Security

"Before, whenever I've been called to respond to a crisis, I would normally rush to the scene without pre-assessing the situation only to get stuck midway, but now with this training, I've learnt that doing a proper assessment is key before I respond to any emergency."



"I was impressed with the vast number of courses Kaya hosts for the humanitarian sector. As a trainer, Kaya is an essential part of the training that I develop and deliver."

Joana Villaflor, 34, Independent Consultant, Philippines



'One of Kaya's great strengths is the way organisations can mould its content to make it relevant to the day-to-day real-world challenges faced by their frontline staff.'

How organisations are using Kaya

We understand that different people have different learning needs, and we provide flexibility for organisations to use the Kaya platform and content in a way that works for them and their employees.

Kaya and the Norwegian Refugee Council (NRC)

When the NRC wanted to boost the communications and leadership skills of their workforce, our flexible approach helped them find the perfect solution.

We created a bespoke, branded Kaya Prepare portal for the NRC, tailored to match the learning journey they wanted their staff to take. We then empowered the NRC to take ownership of this portal – curating content and tracking the uptake of learning.

The NRC developed three online learning programmes – alongside Kaya's existing 400-plus courses – and made them available to their global network of 6,000 staff. Georgia Arimi, an NRC team leader in Greece, has a strong academic background, and has found the Kaya learning programmes invaluable: "I have successfully completed more than 60 Kaya courses mainly on management and Sphere standards, [...] I would love to continue the career that I have started as a humanitarian worker in more challenging environments," she says.

"I would definitely recommend the Kaya platform to all my colleagues because I strongly believe that Kaya training can enrich the skillset of the user, broaden our horizons and lead to the understanding of complex issues."

Kaya and the International Committee of the Red Cross (ICRC)

One of Kaya's great strengths is the way organisations can mould its content to make it relevant to the day-to-day real-world challenges faced by their frontline staff. Maja Kuna-Parrish is in charge of developing learning materials for a diverse and international workforce of over 18,000 people at the ICRC.

"The Humanitarian Leadership Academy allowed us to not only repurpose their existing learning resources catered to humanitarian workers, but also to adapt them to the specific ICRC context," she says. "Contextualisation really helped us increase the impact of our management programme."

"The internet is full of resources, but what we propose to our learners must meet our quality standards. What we have discovered on Kaya not only meets these standards but is also adapted to the humanitarian audience and globally aligned with the messages we want to promote. And if at any point we want to refine the messages, the Humanitarian Leadership Academy also allows us to do so."

"We greatly appreciate the quality and openness of your service and hope that you are able to continue providing these incredible resources for many years to come."



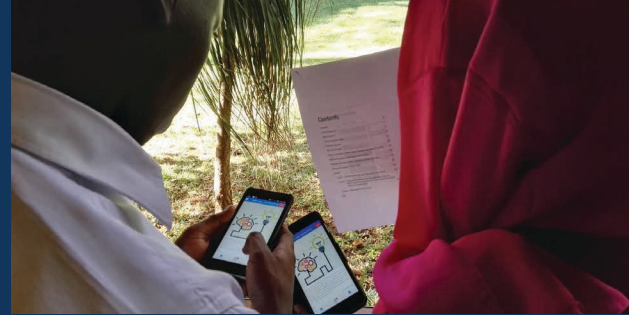
Participant testing a game, Philippines, December 2018



Gamification workshop in Amman, Jordan, June 2018



Learners testing our first 360 film, *You Can Not Argue with a Flood*, Philippines, December 2018



Learners taking part in a game on their smartphones, Kenya, January 2017



Gamification workshop, Philippines, March 2017



Innovation and Gamification workshop in Cox's Bazar, Bangladesh, July 2018

Staying at the cutting edge

The very nature of learning is changing before our eyes. Gamification, virtual reality and artificial intelligence are just some of the new trends beginning to shape the way people are educated. In 2017/18 we worked to test and harness them for our users' benefit.

Gamification

We have been working with the International Training Centre of the International Labour Organization (ITC-ILO) to investigate the use of gamification to train humanitarian staff more effectively. In 2017/18 we ran several workshops in Kenya, Jordan, Bangladesh and the Philippines, to develop learning games based on local needs using game-based approaches and gamification technologies. These games set learners challenges or sent them on scenario-based journeys and can include role-playing through virtual teams as well as group simulations. Learners can make active decisions, solve problems, and are also given time to reflect on their experiences, allowing for greater engagement and retention. Once created, the games can be integrated into existing online courses.

360 videos and virtual reality (VR)

We used low-cost, low-tech virtual reality to help immerse volunteers and staff in virtual crisis situations and build empathy. In 2018, we created a short virtual reality film from the point of view of people facing a humanitarian crisis. Our first 360 film, *You Can Not Argue with a Flood*, immerses learners in the conflict-torn city of Marawi in the Philippines. Directed by award-winning documentary filmmaker Lauren Anders Brown, the film tells the story of Hanan, a young Filipino woman, whose home is destroyed by terrorists and also suffers the consequences of a major typhoon. In this inspirational story, Hanan recovers by volunteering and providing psychosocial support to other internally displaced people in the city. The film has been integrated within the

Volunteer Essentials e-learning pathway on Kaya to help make the learning experience even more engaging and immersive.

Artificial intelligence (AI)

In 2018 we started to explore how artificial intelligence can help to provide personalised content relevant to individual learners in their particular contexts – ideally before a disaster even happens. With over half a million followers on our Facebook page we felt the need to find a better way to respond to people in a relevant and timely manner. We began using chatbots – with the first going live in October 2018 – to facilitate online conversations and enable Facebook followers to learn more about the courses that are most relevant for them on Kaya. This has helped to transition our social media followers into active learners, further increasing reach and impact. In recognition of our diverse social media audience we have also built short, narrative-driven journeys to help learners understand the role of volunteers in the field and to help them select relevant Kaya courses. Feedback has been positive to date, with learners showing interest in interacting with our bite-sized content, course trailers, and interactive quizzes.

Humanitarian Futures and Foresight

In October 2018, we teamed up with the Institute for the Future (IFF) to explore some of the links between global trends and disasters. We discussed how to best equip humanitarian professionals and organisations with the right tools and skills to navigate and adapt to these new realities. This collaboration led to the development of a MOOC on Humanitarian Futures and Foresight. Despite its specialised content, the one-week course attracted 830 humanitarian leaders worldwide, giving them the opportunity to learn about humanitarian trends and the practical tools needed to use foresight in a humanitarian context.

[Find out more about our innovation work](#)

The flow of knowledge

The learning on Kaya is not static – it is constantly evolving, augmented by expertise that is tried and tested in disaster zones across the world. In order to ensure the content is relevant, accessible and contextualised, we need to work closely with the people who are using it.

In 2015 we launched our first Academy Centre in the Philippines, and proceeded to open Centres in East Africa, the Middle East and Bangladesh. These Academy Centres were a pivotal catalyst for this two-way flow of learning – producing and collating content for Kaya informed by the latest insight, technology and best practice in their region.

The Academy Centres worked to both professionalise and localise the humanitarian sector – upskilling frontline responders in every region and making aid quicker, cheaper, more efficient and effective.

In November 2018 we made the key strategic decision to transition the Academy Centres from owned and managed entities, to joint initiatives with in-country partners: the American University of Beirut (covering the Middle East), BRAC (Bangladesh), CODE-NGO (the Philippines) and Save the Children International – Kenya Country Office (East and Southern Africa).

"We are excited that our vision of a local approach to humanitarian learning is coming to fruition."

Saba Al Mubaslat, Chief Executive, Humanitarian Leadership Academy

These partners will not only help us ensure we remain relevant and serve the needs of local audiences, but also achieve sustainability through growing the reach and profile of the Humanitarian Leadership Academy's brand, platforms, products and services. We believe that this model is more impactful, cost-effective and true to the localisation agenda – creating more opportunity for growth at a local level.

Diosdado 'Dong' P Waña, former Director of the Philippines Academy Centre, and now Director of the Center for Humanitarian Learning and Innovation (CHLI) developed in partnership with CODE-NGO, described how this new form of collaboration is working in the Philippines. *"This is an exciting time for localisation of aid. CODE-NGO and the Humanitarian Leadership Academy both see that creating the Center for Humanitarian Learning and Innovation is a way to ensure that both organisations' programmes and services related to disaster preparedness and humanitarian learning remain relevant, effective and impactful for the Philippines and even beyond."*

"We are excited that our vision of a local approach to humanitarian learning is coming to fruition," explains Saba Al Mubaslat, Chief Executive of the Humanitarian Leadership Academy. *"We know through our experience that local communities are best placed to respond to emergencies in their countries. We just need to make sure they have the knowledge and know-how to do it."*

Raising professional standards

We want to make the next generation of humanitarian workers more professional than ever before, with standardised learning and recognition of capabilities and experience.

To that end, we have developed the HPass initiative in collaboration with seven partners: Bioforce Institute, Chartered Institute of Logistics and Transport, the International Federation of Red Cross and Red Crescent Societies, Humanitarian Logistics Association, Pearson, Professionals in Humanitarian Assistance and Protection (PHAP), and RedR UK.

HPass is a digital platform where key players can meet: humanitarian workers and volunteers, learning and assessment providers, and employers. We have recently piloted two key HPass services: the use

of digital badges to recognise humanitarians' skills and experience, and the introduction of sector-developed standards to drive up the quality of humanitarian learning and assessment services.



Thirty-five organisations took part in the pilot and responded positively to the HPass mission – over 80% of survey respondents reporting that the standards in particular will benefit the sector.

"I didn't know anything about badging. The pilot opened my eyes to the possibilities for the company I work for. We are now discussing ways of implementing it that we didn't imagine before."
Kalu Institute, Spain.

[Learn more about HPass](#)

Turning up the volume of local voices

The Humanitarian Leadership Academy is a key contributor to the localisation agenda: promoting the leading role that local responders should play in humanitarian response. In order to drive this agenda, we need to make sure local voices are heard loud and clear.

In 2017/18, we convened global and local discussions to support the achievement of the Grand Bargain* commitments. Key highlights include:

- co-hosting a localisation conference in Kenya in April 2017, focusing on disaster risk reduction and management in East Africa
- supporting a two-day dialogue for action on aid localisation in Somalia in May 2017 aimed at bridging the existing gaps between the local and international actors

- co-hosting a conference at Wilton Park in June 2017 to consider progress made against the Grand Bargain commitments, and practical steps that could be taken to accelerate it
- co-chairing the localisation round-table at the World Humanitarian Action Forum in November 2017 to develop strategies and joint initiatives for collaborative working

By bringing together civil society organisations at a local level, and making sure they're included in global discussions, we're helping ensure that the localisation agenda is shaped by local voices, giving it a better chance of long-term success.

**The 'Grand Bargain' is an agreement between the biggest donors and humanitarian organisations to get more means into the hands of people in need, and to improve the effectiveness and efficiency of humanitarian aid.*



'Our partners have helped us enhance almost every aspect of our service over the past two years: refining and expanding our content on Kaya, developing new learning based on identified need, improving learner experience and contributing to the localisation agenda.'

The story in numbers



75,000+ people using Kaya
in **190** countries



400+ courses
available through world-leading
education and humanitarian partners

70+ organisations worldwide
partnering with us



56 partners have provided content on Kaya

550,000+
social media followers



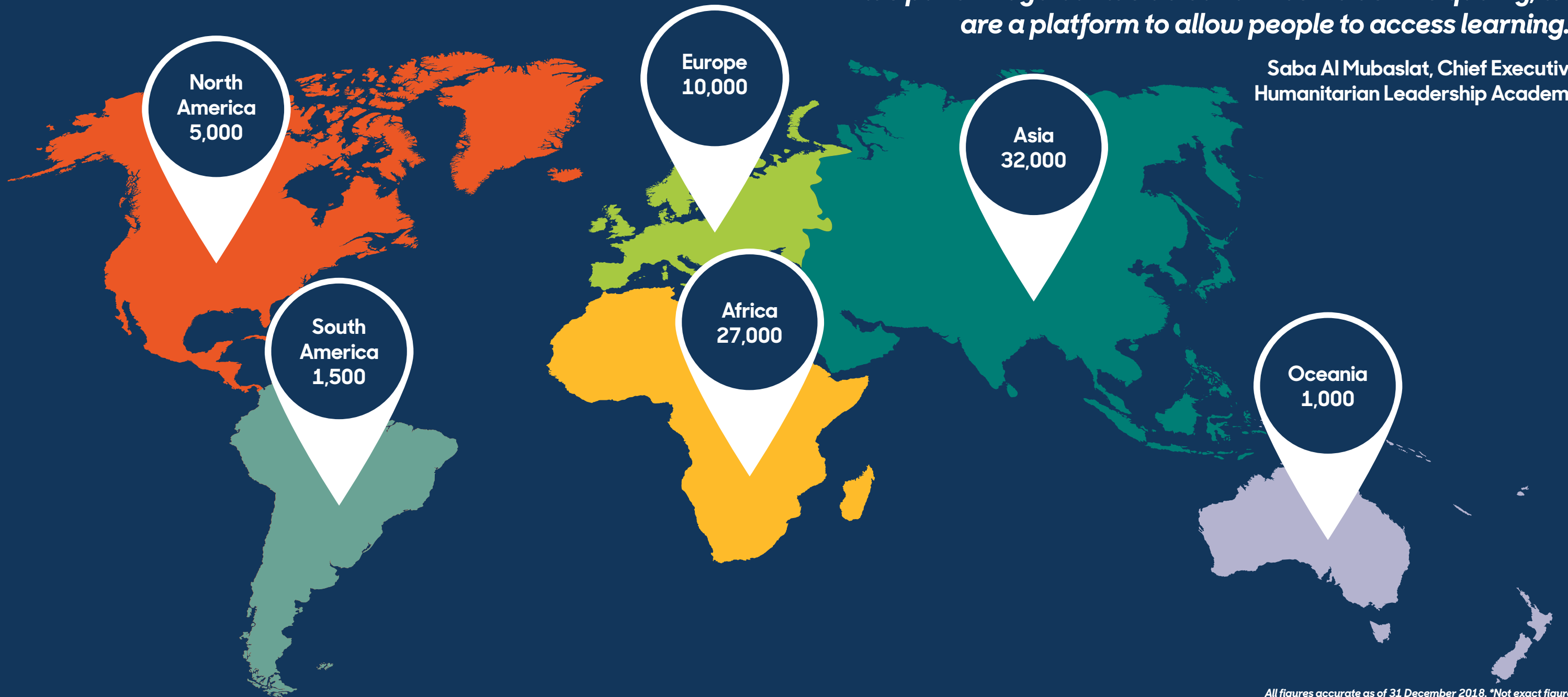
110,000+ learners
engaging with our learning

All figures accurate as of 31 December 2018

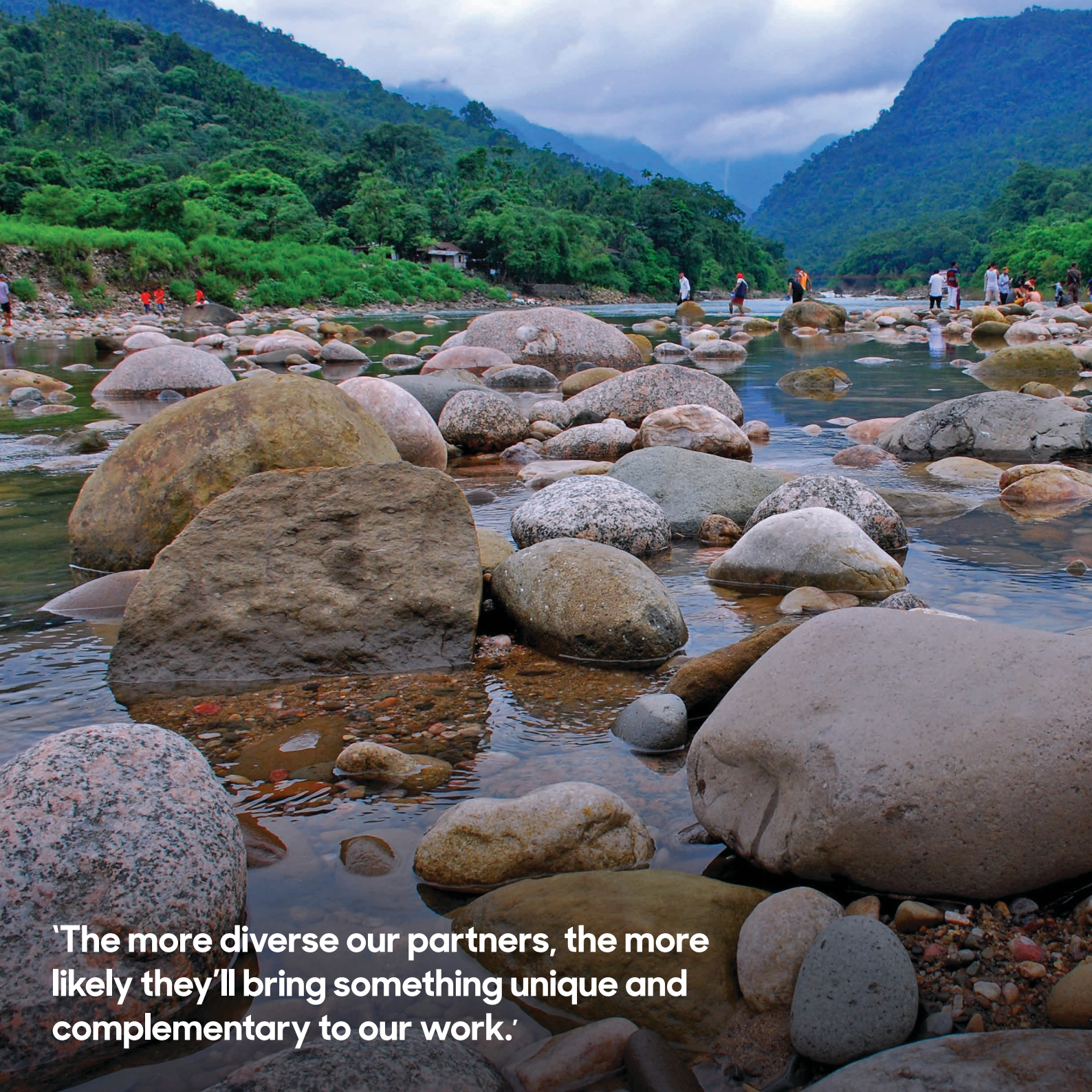
Global Kaya learners

"We do not own knowledge. We do not own everything that we put on Kaya but we do our utmost to vet the quality; we are a platform to allow people to access learning."

Saba Al Mubaslat, Chief Executive
Humanitarian Leadership Academy



*All figures accurate as of 31 December 2018. *Not exact figures.*



'The more diverse our partners, the more likely they'll bring something unique and complementary to our work.'

Strength in diversity

Unlike most organisations, we don't want to grow. We believe we can make a bigger difference by staying small.

For one thing, our size makes us more agile and adaptable in a changing, volatile world. For another, it's by serving as a conduit that we can have the greatest impact: connecting local, national, regional and global NGOs, government, academia and the private sector to facilitate change.

Once we've brought the right people together, we can step back – giving ownership of the solution to our partners. Paradoxically, it's through this lightness of touch that we have achieved such astonishing global reach in 2017/18.

We joined forces with an incredibly diverse range of partners in 2017/18 – from the tech giants of Silicon Valley and the powerhouses of the world's financial sector to grassroots organisations working on the frontline of humanitarian disasters.

The more diverse our partners, the more likely they'll bring something unique and complementary to our work.

Our partners have helped us enhance almost every aspect of our service over the past two years: refining and expanding our content on Kaya, developing new learning based on identified need, improving learner experience and contributing to the localisation agenda.

We engaged with more than 70 partner organisations across the world in 2017/18: from academia to the private sector, from consultancies to civil society, from

governments to international institutions. Here are just a few examples of what they helped us achieve:

- Humanity and Inclusion (formerly Handicap International), ICRC, Oxfam, UNHCR, and Humentum, and Sphere are just some of the 50+ partners to contribute content to our digital learning platform Kaya
- By the end of December 2018 a total of five organisations were partnering with the Humanitarian Leadership Academy to access a bespoke learning portal on Kaya to curate, create and share learning – this includes the Cash Learning Partnership (CaLP), the Norwegian Refugee Council, the International Rescue Committee, Save the Children UK, and War Child
- We worked with the International Training Centre of the International Labour Organization (ITCILO) to investigate the potential of using games to more effectively train humanitarian staff
- We worked with award-winning documentary filmmaker Lauren Anders Brown to make a new virtual reality film to immerse trainees in a crisis situation and help them build empathy
- 35 organisations helped up set up and pilot the HPass initiative in 2018. These organisations were a combination of international and national NGOs, learning providers and academic institutions
- We consulted with over 80 organisations to help us develop a concept for a new 'Safeguarding Essentials' module that will be hosted on Kaya, including Save the Children, BOND, War Child, World Vision International, UNICEF, Somalia NGO Consortium, Humentum and CHS Alliance

How knowledge comes alive

We do everything we can to make our content as useful and user-friendly as possible. It is delivered in simple and concise language, and made available to people wherever they are – even on the smartphone they have in their hand in the middle of an emergency.

The tools and guidance we provide has been tried and tested by communities who have actually applied it to real-world life-and-death situations. It has been designed to make a practical difference to people's lives – to their health, their safety, their education and their chances of making a living.

But the true test is the rubber-hits-the-road moment, when our learning offer has to show its practical value and save lives. When a mother is struggling to feed her family because of drought, when flooding sweeps away homes and businesses, will the learning we offer put them on the road to recovery? Time and again in 2017/18, our learning, in the hands of local communities across the world, passed the test.

"Everyone knew what was expected"

It was not the first time torrential rains had swept away homes in Kakamega, Kenya, but this time was different. This time Jacob Shamala and his team were ready. *"Everyone knew what was expected of them when they reached the disaster scene,"* says Jacob. *"Before the training everyone would have been giving orders, leading to confusion. The response this time round was well-coordinated and timely."*

This is the difference knowledge can make. Jacob and the 14 members of Kakamega's Disaster Management Committee attended a series of training sessions in 2017 organised by the Humanitarian Leadership Academy in East Africa. They gave Jacob and the team a detailed understanding of disaster response and risk management

– and when the moment of truth came, they knew what to do. *"I now have a lot of knowledge on how to conduct rapid assessments, how to conduct an after-action review after responding to a disaster and how to reduce risks in the county,"* he says.

Responding to the Rohingya crisis

An explosion of violence in Myanmar sent close to half a million Rohingya men, women and children fleeing into neighbouring Bangladesh in the space of just a month. Many came with reports of horrific massacres, of homes set ablaze, of villages burned to the ground.


By August 2018, there were an estimated 919,000 Rohingya living as refugees in a vast camp in Cox's Bazar. Food and water was scarce and sanitary conditions dreadful. Many were traumatised from their experience.

Aid workers and volunteers in Bangladesh are well trained but did not have the experience, knowledge or skills to cope with a crisis on such a scale.

Some frontline aid workers had no previous experience working with refugees and were not aware of the principles and standards of providing an effective humanitarian response.

In September 2018, the Humanitarian Leadership Academy, in partnership with BRAC and supported by Unilever, provided training for hundreds of frontline staff in the foundations of humanitarian response: the Humanitarian Principles, the Code of Conduct, the Core Humanitarian Standard, the Sphere Standards and International Humanitarian Law.

The training also included sessions on aid workers' responsibilities, accountability to affected populations, as well as protecting the most vulnerable. Tahmina, 29, a community outreach coordinator with BRAC, said: *"I'm extremely grateful for the opportunity provided by BRAC and the Humanitarian Leadership Academy, as I feel like it has given me the missing skills I needed to help the Rohingya community."*



"We are proud to invest in this important training programme that enables those on the frontline to respond safely and effectively to meet the needs of the Rohingya refugee population."

Jonathan Gill, Senior Manager, Global Partnerships, Unilever

"We have no choice but to learn"

The Philippines government has set a national goal of suffering zero casualties during disasters – and the Alert and Ready Communities (ARC) project aims to help it achieve just that.

The Philippines Academy Centre worked with Save the Children Philippines and the government to help communities along coastal and river basin areas prepare for the multiple disasters they face: typhoons, tsunamis and earthquakes.

"We have no choice but to learn. Living on the eastern seaboard, we face everything except volcanic eruptions," says Jinnah, 46, who works on disaster risk reduction and management for the government, and is part of the ARC project. She was involved in the response to the super-storm Typhoon Haiyan in 2013, and Typhoon Ruby that hit just a few weeks later.

"Disaster risk reduction (DRR) is not work, it's my passion," she says. *"It's difficult to be able to stay in this field if your heart is not here because work in DRR never ends. When you talk about DRR, you're talking of saving lives."*

Jinnah worked as part of the ARC project's technical working group – composed of government agencies, academia, and civil society organisations who have come together to build systems to improve disaster resilience.

"We wanted to strengthen both community and family disaster preparedness. Some families would go to evacuation centres without anything with them," Jinnah says.

"Building resilience and a culture of preparedness is a process that does not happen overnight. This entails setting up systems and policies."

Jinnah is pushing for DRR to become part of all project plans. *"All programmes should be anchored in DRR,"* she says, *"Otherwise, all the gains of a programme can be wiped out in one disaster."*

"Living by the eastern seaboard, we face everything except volcanic eruptions... Building resilience and a culture of preparedness is a process that does not happen overnight. This entails setting up systems and policies."

Jinnah, 46, Philippines

Staying open for business

Preparing for the worst is vital for businesses in the Philippines. We're determined to help them keep running and serving local communities, even in the midst of an emergency – as these two examples show.

"We must know what to do when disaster strikes"

Cooperatives play a key role in the economic life of the Philippines. The country is home to roughly 26,000 registered cooperatives with an overall membership of more than 13 million people.

In 2017/18, the Philippines Academy Centre worked with the Cooperative Development Authority (CDA), the main regulatory body for cooperatives in the Philippines, to train more than 100 of CDA's employees in Business Continuity Management (BCM).

Through blended online and face-to-face training, the participants learned how to plan, create and execute business continuity plans.

Some trainees were also selected for a masterclass course, forming a core of BCM experts who can continue to train other CDA staff and cooperatives.

Cooperative Development Specialist and masterclass trainee Emme Grace Alverne said: *"The experience made us realise the importance of introducing the course to cooperatives given the high-risk level of Philippines to disasters. Cooperatives must learn to prepare and know what to do when a disaster strikes."*

"We are ready"

Floods used to frequently ruin the produce of Loreta Obero, who owns a market store in the Philippines.

"Just last week, it flooded here – that is the main problem," says Melanne Obero, Loreta's daughter-in-law, who helps out in the store along with the rest of the family.

The Obero family participated in our Business Continuity Planning (BCP) training run in partnership with Unilever. This training equipped 1,000 small and medium-sized enterprises with the knowledge on how to prepare for disasters and get up and running again as soon as possible after they hit – saving lives and safeguarding livelihoods during a crisis.

"The training helped," says Melanne. *"It gave us ideas on what to do during storms and emergencies. We monitor if there is a storm coming and we get everything ready – gasoline, food, canned goods, emergency light, etc."*

Since the training, the Oberos have put in place more safety and preparedness measures and have a new spacious warehouse that is flood-free. *"Before, we could not stock up because of the flooding. Now we can. We're really thankful for that,"* says Melanne. *"We have less problems now. And we are ready."*

"Even if we are a small business, we feel that we are being given importance. We are more encouraged now to strive for the business to grow, to give back through community service and to share our learning from the training."



Promoting a live webinar on Health and Nutrition in Emergencies on Facebook, July 2017



Promoting our Massive Open Online Course (MOOC) on Gamification for Humanitarian Learning, June 2017



Promoting a Twitter live Q&A to explore gender issues in humanitarian action, March 2018



Academy staff members taking part in the #PressForProgress social media campaign on International Women's Day, Kenya, March 2018



Launching our e-learning pathway on Disaster Risk Reduction and Management, February 2018



Promoting our online course on Psychological First Aid for Children, May 2018

Spreading the word

The more people who know about what we do, the more people can benefit from it. So we've been spreading the word about our work on social media.

We promote our new online courses, MOOCs and webinars, share interviews of humanitarian and learning experts, and demonstrate the impact of our work through success stories from our learners.

As of 31 December 2018, we had:

- 37,480 followers on [Twitter](#)
- 518,170 followers on [Facebook](#)
- 6,750 followers on [LinkedIn](#)
- nearly 40,000 regular subscribers to our newsletter

...and the numbers are growing all the time.

In a survey undertaken in September 2018, we found that:

- 78% of our followers felt more engaged in humanitarian learning
- 71% felt more aware of humanitarian issues
- 57% had recommended the learning courses on Kaya to their colleagues, friends or family due to our messaging



The next stage in our journey

In the next stage of our journey, the Humanitarian Leadership Academy will merge with Save the Children UK in June 2019. The merger will secure our future and ensure we can continue making a long-term impact.

The Humanitarian Leadership Academy points to a proud track-record of success since launching in 2015. But we have not been immune to the challenges faced by the sector at large, including funding cuts and an increasingly competitive market.

That is why, after consulting with our partners, donors and stakeholders, we will merge with Save the Children UK in June 2019. The merger will secure our future and ensure we can continue to deliver our mission of enabling people across the world to prepare for and respond to crises in their own countries. Save the Children is a natural partner: the Humanitarian Leadership Academy started life as a Save the Children initiative and we have continued to work closely together ever since.

By joining forces, we will be better able to access the global Save the Children network to reach even more learners and increase the profile of the Humanitarian Leadership Academy's brand, platforms, products and services – making them accessible to even more people. And we'll be better placed to learn from local knowledge, further enriching the learning we offer.

'We welcome you to join us on this new phase of our journey in helping people to prepare for and respond to crises in their own countries.'

While this is a transformation, our operating model stays the same and our mission remains unchanged: we are committed to continuing to provide relevant, accessible and innovative humanitarian learning – and ensuring it can be certified, accredited and recognised.

On the next phase of our journey we will prioritise:

- building our thriving network of learners on Kaya and providing people with free-of-charge access to a broad range of humanitarian learning opportunities
- investing in the HPass platform so the learning, skills and experience of humanitarians everywhere are recognised
- delivering our services with and through in-country partners to ensure they are informed by, and tailored to, local knowledge, learning and expertise
- using innovative technology, tools and methods to co-create and share learning that is engaging, scalable and impactful.

We are excited about what the future holds for us and we'd like to take this opportunity to thank you and everyone who has contributed to our mission so far. We welcome you to join us on this new phase of our journey in helping people to prepare for and respond to crises in their own countries.

What we can offer you...

As the frequency and complexity of crises continue to rise, investing in staff and volunteer development is no longer a luxury for humanitarian organisations – it is an urgent necessity.

We have launched [a suite of platforms, products and services](#) that can be accessed at cost by organisations with specific learning requirements.

These products and services range from:

- bespoke digital spaces for organisations to curate, create and share learning
- tailored support to foster a culture of impactful and sustainable learning
- the design, development and delivery of learning customised to specific requirements.

They have been designed to be used either as standalone products, or as a comprehensive package of support.

A number of well-respected humanitarian organisations including the Norwegian Refugee Council, War Child, the Cash Learning Partnership (CaLP), the International Rescue Committee and Save the Children are already accessing these products.

We're seeing increasing interest from the private sector too – because of the impact humanitarian crises have on their business, workforce and the communities in which they operate.

In 2018 the Humanitarian Leadership Academy delivered bespoke online learning to HSBC staff in the Middle East to enable them to volunteer safely, effectively and appropriately. Over 150 staff participated in the programme with 97% rating the course as good or excellent, and 88% of participants reporting that they feel prepared or very prepared to volunteer in an emergency response.

To find out more about what we offer and how you can benefit, contact partnerships@humanitarian.academy

"Whether you want to give your staff better access to quality learning opportunities or simply make your own e-learning content more widely available, we have something to suit your organisation's specific needs."

Saba Al Mubaslat, Chief Executive, Humanitarian Leadership Academy

What you can offer us...

We need your support to connect local communities with the learning, resources and tools they need to prepare them for the crises they face.

Join us today.



Special thanks go to



CONNECT | SHARE | PREPARE