



# HAD NEWSLETTER JULY TO DECEMBER 2021

**STRENGTHENING THE  
HUMANITARIAN & DEVELOPMENT  
SECTOR WORLDWIDE**

---

**[www.had-int.org](http://www.had-int.org)**



@globalhad



@globalhad



@globalhad



Humanitarian Academy  
For Development

# OUR AIMS



## Ahmad Saad's Testimonial

"As a Project Manager, I needed to build my knowledge within the international standards that are required for a project manager," says Ahmad, who participated in the Project D Pro training course. Ahmad found it very useful to his area of work, describing the experience as, "relatable, informative, well managed & presented." His main highlight from the course was being able to apply all the tools practically, especially the teamwork activities.

# INTERVIEW WITH THE MANAGING DIRECTOR

## Asalamu Alykum Peace Be With You

### What has been the highlight for you in 2021?

Despite the challenges faced by the sector in general and HAD in particular, thanks to the resilience of HAD teams and their dedication, we managed to not only survive the challenges, but also to improve our financial circumstances. We have secured multiple capacity-building projects through institutional donors – some of which have been implemented, while others are ongoing.

### What challenges do you think HAD faced?

Covid-19 has affected every aspect of our life and work in various ways, and HAD has not been immune to this. The challenges we faced included:

- We had to adopt different working patterns such as working from home and a hybrid working pattern.
- Most of our face-to-face training courses we had planned to deliver in 2021 had to be rescheduled initially, and later, tailored to be delivered virtually.
- We have experienced a remarkable set of challenges in accessing some of the countries in which we are implementing capacity development projects sponsored by institutional donors.

### How do you see HAD changing in the next two years?

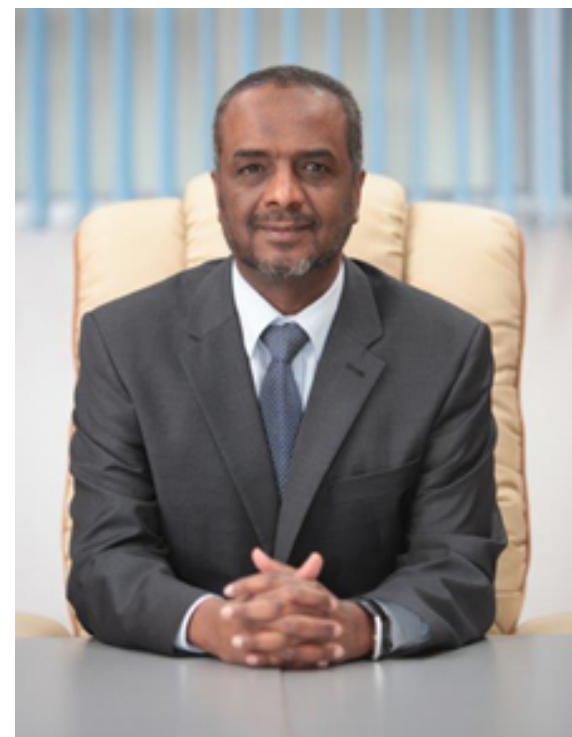
HAD has great potential to grow and flourish. It can be more involved in identifying and addressing the immediate and foreseeable capacity development needs of the Islamic Relief family, as well as the wider humanitarian sector. HAD is in a good position to lead on localisation of aid in the Middle East and further develop strategic partnerships to increase the effectiveness of our interventions. HAD also has the potential to become an independent organisation and extend its reach beyond the geographical areas we currently access.

### What do you enjoy most in your current role?

I think we are all blessed to be able to work within the charity sector and more specifically in HAD, we are in a position to lead on the institutional capacity building of frontline civil society organisations (CSOs) in addition to Islamic Relief offices and staff, equipping humanitarian practitioners to better serve vulnerable and marginalised people. The work we do is helping to increase the effectiveness and efficiency of the humanitarian and development interventions implemented by frontline organisations – which in turn benefits some of the world's most vulnerable people.

### What, would you say, are you most proud of in HAD?

If you want to enhance the capacity of the humanitarian sector to better serve vulnerable people, then you must strengthen the skills of the humanitarians. HAD was exactly established in 2013 to do that, and I can proudly say that is what we have been doing ever since. HAD is the only Islamic humanitarian academy in the northern hemisphere to which the Islamic Relief family contributes – I am proud of this too. Many have visited us, trained with us, or partnered with us. They have said HAD is unique, professional and adds value. That makes me proud of HAD and the team.



**Dr Hossam Said**  
Humanitarian Academy for Development

# CELEBRATING 8 YEARS OF HAD

**The upcoming year will mark our 8th year anniversary since HAD was founded in 2013.**

**We have grown into a leading global humanitarian academy for developing training, programmes and talent development in over 26 countries with a global reach to over 40 field offices.**





## SUSTAIN 2021: Building the Financial Sustainability of CSOs in Tanzania and Kyrgyzstan



Issues of financial sustainability are felt in civil society organisations (CSOs) all over the world. The increased number of CSOs and the subsequent competitiveness for funding means that it's vital organisations have diversified sources of income, rely less on restricted funds and effective funding strategies. The overall goal of the project is to improve the financial sustainability of a group of CSOs in Kyrgyzstan and Tanzania by delivering several relevant training courses, as well as following up mentoring and coaching with a focus on:

- Technical capacity for financial sustainability
- Understanding and attracting diversified sources of funds
- Resource mobilisation
- Cost management
- Ensuring systems and processes are in place
- Having a financial strategy and sustainability plan in place

The project also included five modules of financial sustainability training, and extensive mentoring for the CSOs in the two countries to allow them to develop their own financial sustainability plans.

This started with a baseline study conducted on 19 local non-governmental organisations (LNGOs), as well as two country-specific baseline reports to identify challenges, gaps, opportunities and recommendations for financial sustainability. This provided the basis to create a financial sustainability definition and framework that aims to equip the organisations to build better financial sustainability through a multi-year, holistic approach.



# Trustee Induction - Governance Training Programme

As the new governance structure has taken shape and in light of recent events and challenges that have faced Islamic Relief's governing body, HAD organised a trustee induction on 20th November 2021. The induction was conducted by former Islamic Relief CEO Naser Haghamed face to face to 15 delegates from Islamic Relief Worldwide, as part of the Governance Training Programme.

**HAD** | Humanitarian  
Academy for  
Development



The induction consisted of providing the history of Islamic Relief from a governance perspective: Exploring how Islamic Relief has been governed previously, and how we have reached this governance structure to accommodate the growth.

Our Code of Conduct: Helping the trustees understand the Code of Conduct and what this means for their personal behaviors, so attendees have a better understanding of their responsibilities.

We provided clarity on the collective and personal responsibilities and duties in achieving good governance, including the respective roles of a trustee and the Executive (aligned to the induction pack).



## STRENGTHENING THE CAPACITY OF IRW BOARD

The course was part of a key drive by HAD to strengthen the capacity of the Board by operating more effectively. Altogether, there were 17 Delegates who attended the training Including Dr Ehab the Chair of the BOD as well as representatives from IRUSA, IR Canada, IR Spain and IR South Africa. It was also attended by Waseem Ahmed the CEO of Islamic Relief and Dr Hossam the Managing Director of HAD.



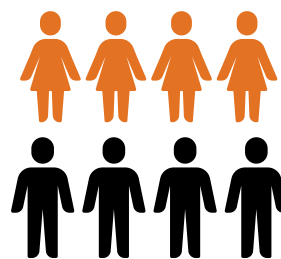


## Capacity Building for Local NGOs in Yemen



HAD is using our capacity-building expertise to implement this project with local NGOs based in southern Yemen. Having conducted a mid-project evaluation and gap assessment in June, July and August, the project then used those results to plan an extensive mentoring phase with 12 LNGOs through the expertise of six subject matter experts. A detailed mentoring plan and contract was devised for each LNGO based on their needs assessment. To date, 70 mentoring days were provided to these LNGOs to support and build their capacity in the 17 key topic areas, in which they were trained in January and February.

Integral to the project is building the HAD resource library of training course material to be delivered in the project and ensuring we have material ready for face to face delivery. We have identified 16 courses for development by end of March 2022. Courses are currently at different stages of development but will provide HAD with an extensive resource for further capacity development that targets local NGOs in challenging contexts.



**86**  
**Mentees**



**68**  
**Mentoring**  
**Sessions**

# Development of e-learning OSP training

Islamic Relief Worldwide currently manages over 80,000 sponsored orphans in 27 countries through the orphans sponsorship programme (OSP). The work is implemented through more than 300 field staff and hundreds of volunteers mainly at Islamic Relief Partners (IRPs). Programme managers at Islamic Relief Worldwide have developed the programme's policy and a detailed operations manual. Tailored software (known as Yateem) has also been developed, and has been in use over the last few years. The objective of the e-learning OSP training project managed by HAD is to produce e-learning training module that can be accessed anytime by country office staff and local implementing partner staff and volunteers.



Throughout the programme life period, the management team used to apply these tools to orient new field staff and volunteers through face-to-face training during field visits. Due to the growth of the programme over three continents, the turnover of staff and volunteers, and for the sake of programme sustainability, having these tools in one comprehensive online training is now considered the best way forward, particularly in the context of Covid-19, which made it difficult to communicate face to face with the field.

The first part of the project required a research study to understand the needs of the staff that will use the learning module. This enables the module to be tailored to relevant gaps in capacity and skills. This included a quantitative questionnaire administered and analysed by a post graduate student from the University of Coventry, which took in the views of 96 country office staff across the Middle East and North Africa region. The online survey provided the research and project with key results around what kind of online learning would work best for the module.

## Leadership & Development Training



As COVID restrictions eased off, we were able to hold our first Leadership & Development training in October since the pandemic.

This four day training included 15 participants and created the space for them to think about their leadership style, reflect on key requirements of leaders in today's world and explore how they can make changes to their leadership ethos and style in order to be the effective leader required by their organisations and the people they lead.

The LDP course is accredited with the acclaimed ILM Level 7 Award in Leadership & Management qualification. This makes it internationally recognised as equivalent in standard to Master's Level.



# UK KICKSTART SCHEME

## CREATING NEW ROLES FOR YOUNG PEOPLE

### Interview with Kickstarter Project Support Officer

#### What inspired you to do the placement?

I was thrilled to see the kickstart scheme placement opportunity as I strongly identify with Islamic Relief's humanitarian values. I was inspired by Islamic Relief's message to help others and applied for the role to partake in their global mission to help make the world a better place.

#### Can you tell us about a day in your work life?

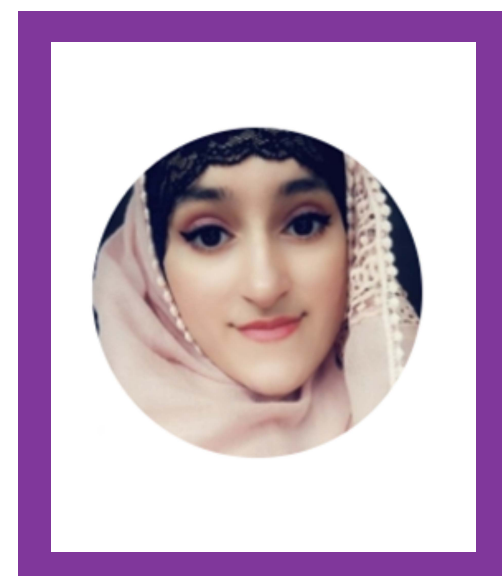
I undertake various administrative tasks and support my colleagues on different projects (for example, research papers, article publications, internal communication messaging and handbooks) to ensure that tight deadlines are met on time.

#### What do you enjoy most in your current role?

The community feeling which comes from the team and work environment, as all my colleagues are a pleasure to work with. Furthermore, I enjoy taking on different projects as I get to learn something new each time and seeing the project come to life is a rewarding feeling.

#### What do you hope to achieve from your role?

I hope that the valuable work experience I've gained from my role can act as a "foot through the door" to a future career involving international non-governmental organisations, as I enjoy the work a lot.



**Maryam Bilqis**

Project Support Officer at Islamic Relief

**KICKSTART  
SCHEME**



**HAD** | Humanitarian  
Academy for  
Development

To find out more about our latest roles visit our website on [www.had-int.org](http://www.had-int.org)

# WELLBEING



Looking back at the past year, we've had a challenging yet prosperous 2021 and, as we set our faces to the year ahead, we want to leave you with our top three ways of how you can look after your wellbeing.

## 1. Go at your own pace

Not everything has to be done at once, you can take small steps to achieve your goals. Many of you may have set some new year resolutions. This is great, but make sure they are achievable and set for a time which is realistic for you. Make a list of things that worked for you in 2021 and if you can, try to remember how long it took you to complete them. This will help you understand how long it takes you to achieve a goal which will help in planning realistic ones that will be more rewarding in the long run.

## 2. Benefits of daily walk for your mind and creativity

You may have heard that walking has shown to provide many benefits for the mind and overall health. A study from Harvard Medical School found that walking at least 20 minutes a day reduces stress and boosts immune function, which can protect you particularly in the flu and cold season. It also allows our brain to be distracted so free-flowing information can come from the unconscious mind. As our minds wander, we can explore the part of our brain where our creativity thrives. To make it simple, walking gives you a break and helps you pause from being analytical hence tapping more into your creativity and solving problems.

## 3. Why your self-care benefits others

We most often hear about tips on how to improve our self-care, but less on how this can benefit the people around us. Just like drinking coffee helps people to wake up in the morning or going on a holiday can change your mood, caring for yourself can also elevate your energy and it affects everything around you. For example, doing yoga builds space in your mind so you'll feel less inclined to react to stressful situations, and to take it even further, any type of self-care nourishes your well-being. Whether that is looking after your skin, reading a book or joining the gym for the first time, everything about this links back to how it can affect everyone around you and how you show up to the world.



To help us in our efforts to  
provide direct capacity building  
please donate via our website.

[www.had-int.org](http://www.had-int.org)



@globalhad



@globalhad



@globalhad



Humanitarian Academy  
For Development