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# ABOUT HAD

## Who are we?

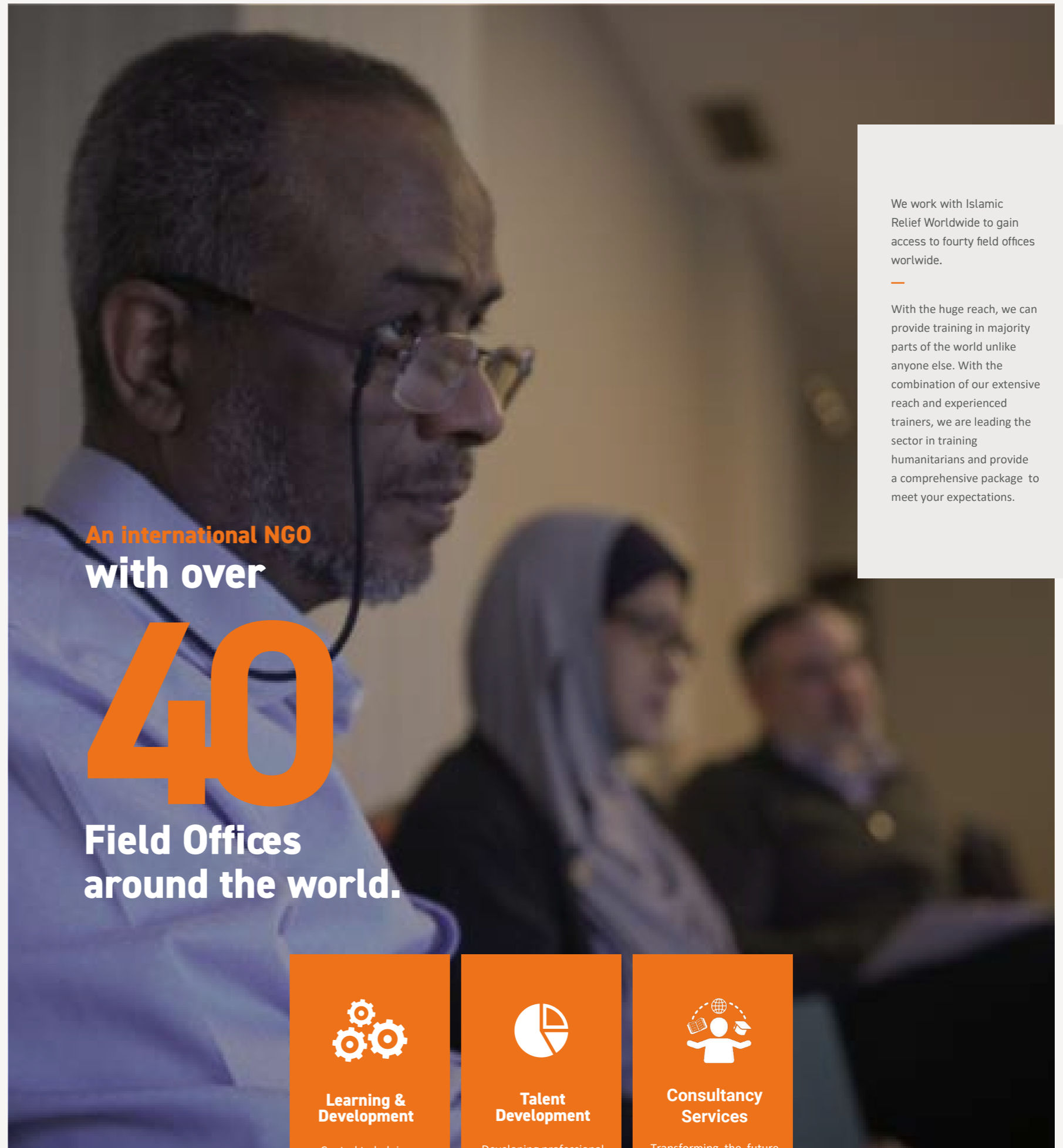
Initially established in 2014 as the learning and development arm of Islamic Relief Worldwide (IRW), the Humanitarian Academy for Development (HAD) is now a centre of global excellence, serving the leadership, programmes and talent development needs of the international development and humanitarian sector. HAD currently operates as a Strategic Business Unit (SBU) of IRW. HAD is the link between the humanitarian

sector and beneficiaries- which aims to empower humanitarians in order to be more effective in their services to beneficiaries.

We work with charities, NGOs, CSOs, academic institutions and other like-minded individuals and organisations to critically examine experiences from the field and impart this knowledge through training and programmes whilst supporting upcoming humanitarian professionals.

**“Humanitarians must be strengthened”**

Dr Hossam Said, HAD Managing Director



An international NGO with over

**40**

Field Offices around the world.

We work with Islamic Relief Worldwide to gain access to forty field offices worldwide.

With the huge reach, we can provide training in majority parts of the world unlike anyone else. With the combination of our extensive reach and experienced trainers, we are leading the sector in training humanitarians and provide a comprehensive package to meet your expectations.



**Learning & Development**

Central to helping internal capacity building



**Talent Development**

Developing professional humanitarian leaders



**Consultancy Services**

Transforming the future work of NGOs & CSOs through our bespoke training services

# OUR VALUES



## إحسان E X C E L L E N C E

Our actions in tackling poverty are marked by excellence in our operations and the conduct through which we help the deserving people we serve.

## إفصاح S I N C E R I T Y

In responding to poverty and suffering, our efforts are driven by sincerity to God and the need to fulfil our obligations to humanity.

## عدل S O C I A L J U S T I C E

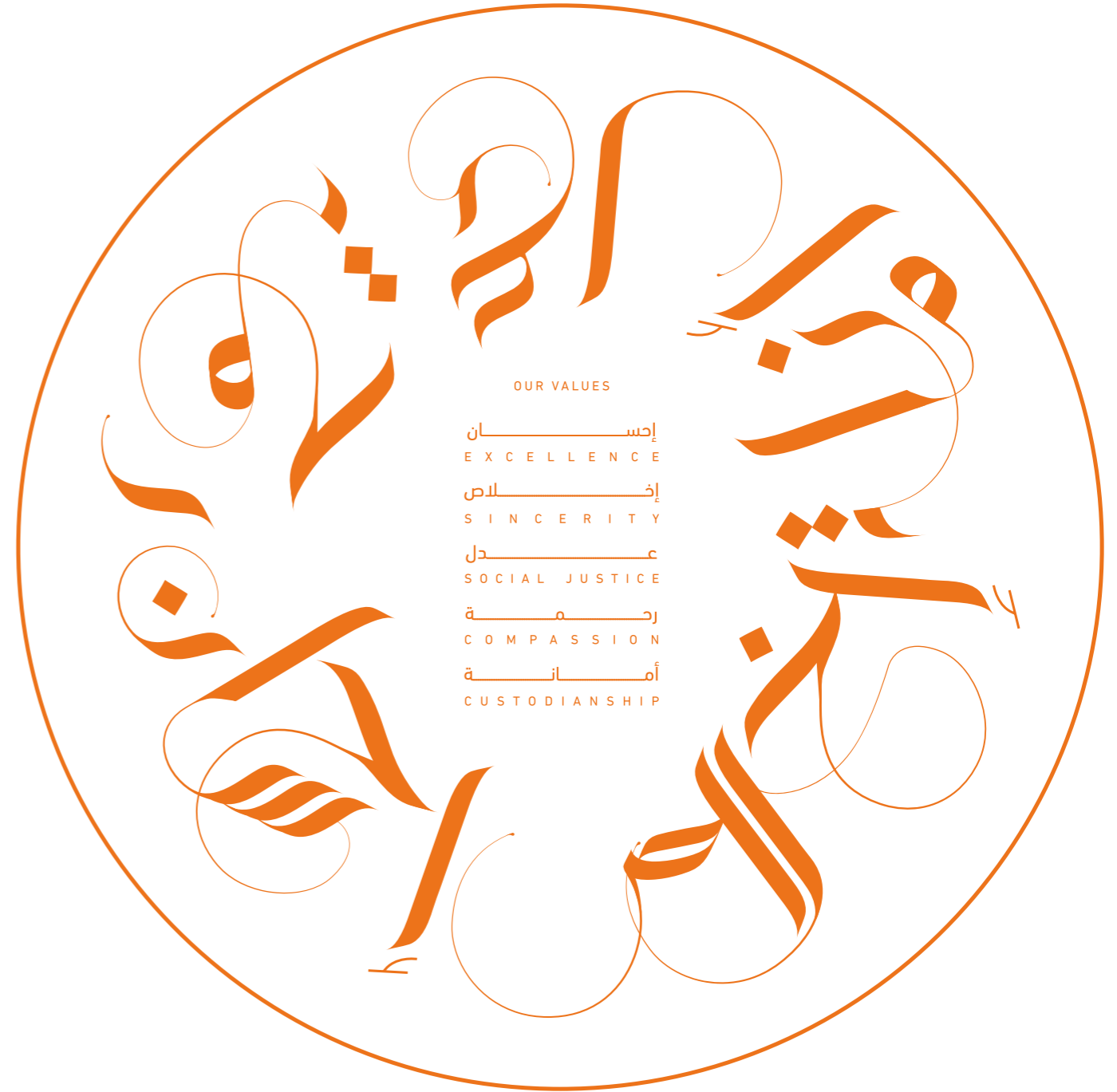
Our work is founded on enabling people and institutions to fulfil the rights of the poor and vulnerable. We work to empower the dispossessed towards realising their God-given human potential and develop their capabilities and resources.

## رحمة C O M P A S S I O N

We believe the protection and well-being of every life is of paramount importance and we shall join with other humanitarian actors to act as one in responding to suffering brought on by disasters, poverty and injustice.

## أمانة C U S T O D I A N S H I P

We value and protect the Earth and its resources, including its people, and we aim to honour the trust people place in us to be transparent and accountable.





# GLOBAL IMPACT



**DELIVERED IN 26 COUNTRIES**  
AROUND THE WORLD



**17 PARTNERSHIPS**  
WITH INTERNATIONAL NGOs, CSOs & UNIVERSITIES



**21 PUBLICATIONS**  
AROUND THE WORLD



**PARTICIPANTS THAT HAVE BEEN TRAINED BY US SINCE 2014**

**3000**

We have trained over 3000 humanitarians so far who have gone onto serve their communities and create a lasting change.



**BUILDING THE CAPACITY OF THOUSANDS**



**30**

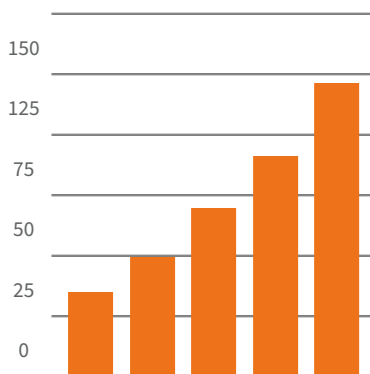
**INCREASING ACCESS TO LEARNING WORLDWIDE**

**TRAINED PARTICIPANTS ON UP TO THIRTY COURSES REMOTELY**

We have provided up to 30 different bespoke online courses to humanitarians from Syria to Kyrgyzstan. This has enabled them to gain the right skills and knowledge which they will use to help the people in their community and be better prepared for any disaster / poverty.

**150**

**YOUNG HUMANITARIAN CAREERS DEVELOPED THROUGH INTERSHIPS**



**MORE THAN 1200 MENTORING AND COACHING SESSIONS PROVIDED**

In the past we have coached and mentored more than 1200 humanitarians from around the world. From providing support to deciding to assisting the trainees during the training days and finally following up once the training is completed to ensure that the project has achieved its desired aims.

It is very important for aid workers to implement their learnings which is why we highly recommend all organisations to take on these valuable sessions.



VISIT OUR WEBSITE FOR MORE:  
**WWW.HAD-INT.ORG**

**THE FIRST ISLAMIC HUMANITARIAN ACADEMY ESTABLISHED IN THE UK**

We have paved the way for other similar organisations in the UK.



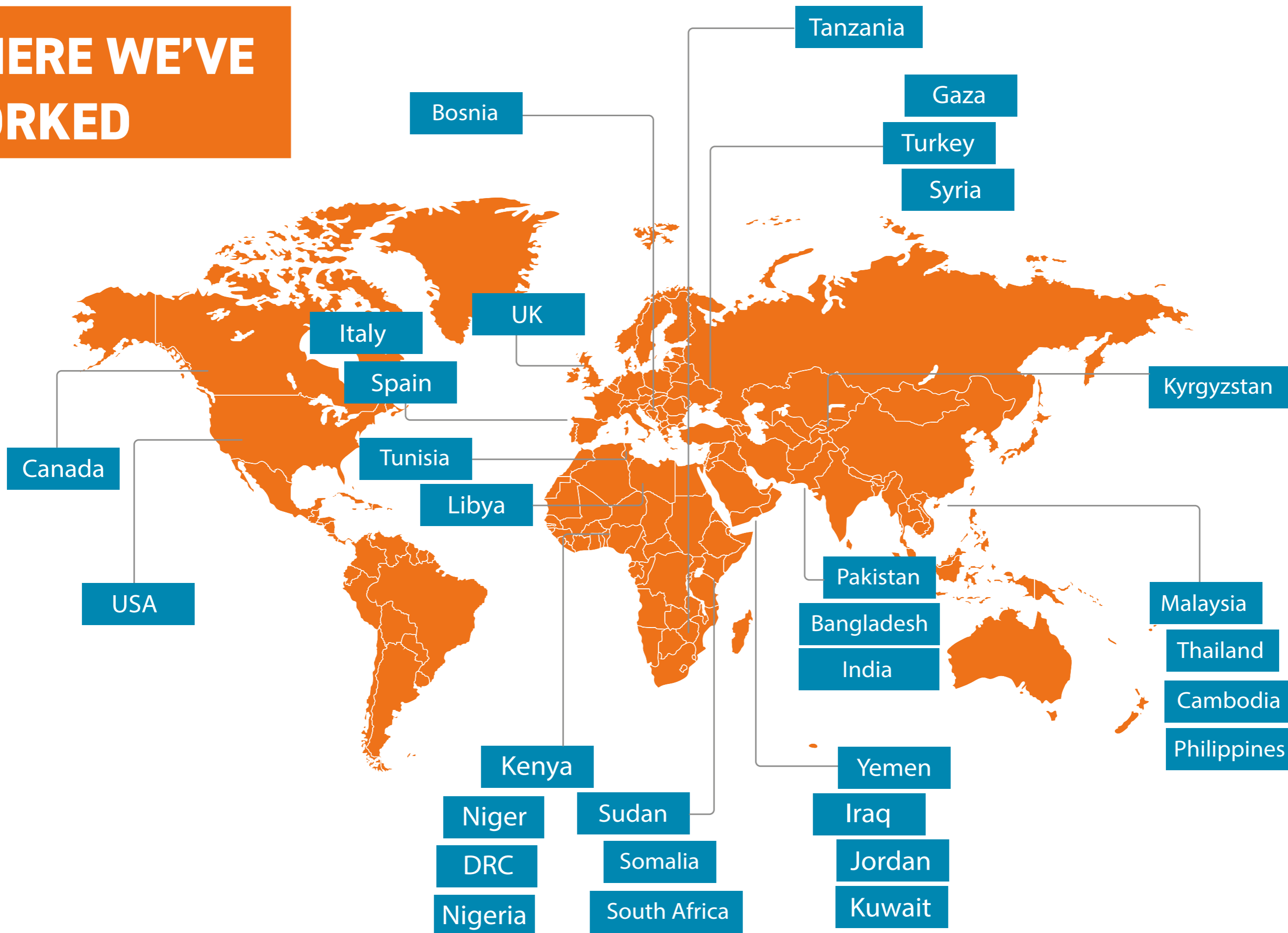
Maximising the effectiveness of **NGO's, CSOs** and all other **Humanitarian Practitioners** across the sector during humanitarian and developmental interventions.

**100%**

of our trainees reported excellent or good improvement of their knowledge in 2019.

# WHERE WE'VE WORKED

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# LEARNING & DEVELOPMENT



... UNIQUE, INCLUSIVE & IN-DEMAND TRAINING CONTENT THAT IMPROVES THE EFFECTIVENESS OF OUR NGO.



A growing and complex sector that faces ever-changing challenges requires capacity-built NGOs, CSOs and development practitioners to be constantly learning and adapting in order to continue

providing effective and life-changing assistance to those in need around the world.

**Learn more about our bespoke consultancy and other services by contacting us through:**

**[Learning@hadint.org](mailto:Learning@hadint.org)**



# **LEADERSHIP & MANAGEMENT PROGRAMMES**

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# VOLUNTEER LEADERSHIP PROGRAMME

## PROGRAMME OVERVIEW

This programme demonstrates a charitable organisation's appreciation of its volunteers. By further developing its volunteers, it empowers those volunteers to serve, lead and inspire their communities to fulfil their social obligations. The content and format of the training is flexible and can be adapted to meet the needs of the client, ranging from a one-off block of training, to a year-long programme of weekend trainings monthly.

## THE MAIN OBJECTIVES



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This programme is designed and delivered on a bespoke basis to suit the commissioning organisation's brief. Content will be adapted to a client's particular needs but the training typically includes:

- Organisational insight
- A leadership retreat
- Career development
- Public speaking
- Event and project management
- Politics and campaigning
- First aid training

## WHAT WILL YOU LEARN?

### 01 Mentoring

Participants will be matched with an experienced mentor to guide them through the volunteer journey.

### 02 Self Reflection

Volunteers will reflect upon themselves and review learning as they embark on a journey of transformation.

### 03 Experimental Learning

Training is not simply theory or classroom-based; this programme integrates 'hands-on' tasks and training.

## WHO IS THIS COURSE FOR?

- Experienced volunteers looking to move to the next level.
- New and potential volunteers who subscribe to their organisational vision, mission and values.



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# ASPIRING MANAGERS PROGRAMME

## PROGRAMME OVERVIEW

Many organisations struggle with succession planning, which short-term is the process of replacing a manager and long-term, to keep a steady flow of management, reducing the disruption to that department. This introductory course aims to develop the next generation of managers, by targeting managers-to-be and preparing them with an introduction to management, preparing them for when the next vacancy arises.

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# The Main Objectives



- To develop a pipeline of new management talent and aid with succession planning
- To help new and aspiring managers grow and develop their management acumen through theory and practical application
- To prepare prospective managers to effectively make the transition from 'work mate' to manager

## WHAT WILL YOU LEARN?

### 01 Management

A grounding in the basics of management and awareness, and the skills to become an effective first line manager.

### 02 Transition

How to make the transition to management.

### 03 Early Stages

A solid basis for the early stages of being a manager.

## WHO IS THIS COURSE FOR?

- Employers in the humanitarian and development sector, especially large-medium organisations.
- Team members with a realistic chance of becoming a first line manager/team leader/supervisor within a year or two.
- New managers who have had little or no management training to equip them with the necessary skills for their role.



# MANAGEMENT DEVELOPMENT PROGRAMME

## PROGRAMME OVERVIEW

This intensive training equips participants with the skills to fulfill their management potential. MDP provides participants with the knowledge, skills and attitudes to enhance their own effectiveness and efficiency, and that of their team and ultimately the wider organisation. Following the completion of the MDP, participants will have the opportunity to gain the prestigious and ILM Level 5 Certificate in Leadership and Management, which is equivalent to a degree.

# The Main Objectives



- To more effectively manage themselves and others
- To develop personal effectiveness and interpersonal skills
- To lead and motivate teams to excellence

## WHAT WILL YOU LEARN?

## WHO IS THIS COURSE FOR?

- 01 Management Style**  
The range of personal management styles and how to develop their own.
- 02 Leadership**  
How to become an effective leader and develop effective teamwork.
- 03 Motivation**  
How to motivate their team and maximise their performance.
- 04 Conflict**  
How to manage conflict and undertaking difficult conversations.

- Those in medium to large organisations likely to be middle and first line-managers.
- Those in smaller organisation who are middle or senior managers.
- Ideal for new managers but also for more experienced people who have had little management training.



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# LEADERSHIP DEVELOPMENT PROGRAMME

## PROGRAMME OVERVIEW

This flagship executive programme expands horizons by demonstrating how the organisation can thrive as a result of improved strategic leadership. Greater executive impact results from effective leadership behaviours, this aligned with corporate strategy inspires others to give of their best. LDP is accredited with the acclaimed ILM Level 7 Award in Leadership & Management, making it internationally recognised as equivalent in standard to a Masters degree.

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# The Main Objectives

- To understand and practise good leadership behaviours and apply them in the workplace in order to enhance performance within leadership roles.
- To instil a sense of personal responsibility and problem-solving skills in order to become more effective strategic leaders.
- To provide much-needed time and a rare opportunity for busy senior managers to reflect upon their skills and workplace habits, and absorb learning in a supportive but challenging peer group.

## WHAT WILL YOU LEARN?

- 01 Leadership**  
A modern understanding of strategic leadership with cutting-edge executive impact.
- 02 Tools**  
Learn practical tools and techniques to identify and address challenges more effectively.
- 03 Reflection**  
Reflection on the effects of leaders' behaviours, actions and organisational policies and processes on an organisation's culture.
- 04 Techniques**  
Techniques to empower and influence others with integrity.

## WHO IS THIS COURSE FOR?

- Strategic leaders or senior managers.
- Trustees, CEOs, Directors.
- Aspiring leaders with realistic prospects of promotion to senior management



# GOVERNANCE DEVELOPMENT PROGRAMME

## PROGRAMME OVERVIEW

This governance training programme is targeted at experienced board members and executives with a view to drawing on their experience to strengthen their understanding of applying governance principles in line with best common practice.

# The Main Objectives



- To develop a clear idea of what is meant by 'governance' in the context of organisations
- To reflect upon and apply the basic principles of good governance
- Be equipped with or know where to find the tools for the key processes in the annual board cycle

## WHAT WILL YOU LEARN?

### 01 Responsibilities

Gain clarity on the collective and personal responsibilities and duties needed to achieving good governance.

### 02 Roles

A clear understanding of the individual roles, behaviours, relationships and boundaries between governance and management.

### 03 Apply Skills

How to apply these skills practically, through application of real-life cases.

## WHO IS THIS COURSE FOR?

- Board Members.
- CEOs.

## ACTION CENTRED LEADERSHIP

### PROGRAMME OVERVIEW

Leadership is a trainable and transferable skill. Since its conception by John Adair, the ACL model has served as a road map for leaders and managers. This course introduces the core skills and focuses on three overlapping areas: achieving tasks, managing the team and managing individuals (the task-team-individual model).

# The Main Objectives



- To develop into a fully effective team leader
- To learn to apply leadership techniques to contribute to the progress and success of the team

## WHAT WILL YOU LEARN?

### 01 Apply

Apply the task-team-individual model to their own work situation.

### 02 Commit

Commit to specific actions upon return to their workplace.

### 03 Combine

Combine theory and practice in their own leadership.

## WHO IS THIS COURSE FOR?

- Team leaders
- First line managers
- Supervisors



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## STRATEGIC PLANNING

### PROGRAMME OVERVIEW

If you and the people who work with you don't understand where the company is going, they may all develop their own priorities and actually prevent you from getting where you need to be. Part of getting everyone on board is creating a strategic plan complete with the organization's values, vision, and mission. Then, there's the challenge of bringing these principles to life in a meaningful way that people can relate to. This two-day course will help you describe what you want to do and get people where you want to go.

## The Main Objectives



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- Equip participants with the skills necessary to create a comprehensive strategic plan, incorporating their organization's values, vision, and mission.
- Guide participants in translating these principles into actionable strategies that align all members of the organization.
- Enhance participants' abilities to conduct meaningful SWOT analyses, crucial for the strategic planning process.

### WHAT WILL YOU LEARN?

#### 01 Define & Identify

Define and identify the vision and values that support their company.

#### 02 Explain

Write a mission statement that explains what the company's purpose is and complete a SWOT analysis.

#### 03 Apply

Apply tools and techniques to create a strategic plan that directs the organization from the executive to the front line

### WHO IS THIS COURSE FOR?

- Senior leaders and executives in humanitarian organizations, responsible for defining the strategic direction of the organization.
- Middle management in humanitarian organizations who need to understand and implement the strategic plan at their level.
- Members of strategic planning and development teams within humanitarian organizations.

# ORGANISATIONAL DEVELOPMENT

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## MARKETING & VISIBILITY

### PROGRAMME OVERVIEW

Founded on decades of hard-won practical experience, each topic included in the marketing and visibility course is practitioner-led training that can be an essential introduction to the field of marketing. The role of marketing is primarily to make the organisation visible to others, and to reach out to potential donors from the local community as well as around the world. Having effective marketing is not only a must, but an integral part to the products and services that each organisation offers to its supporters. Without efficient marketing and fundraising, organisations may risk the loss of funding regardless how great their products or services are.

## The Main Objectives



- To establish organisational visibility to supporters and other external stakeholders.
- To increase charitable income, gain more donors and retain them to make repeat donations.
- To develop a more engaging communication with donors through effective marketing strategies.

### WHAT WILL YOU LEARN?

- 01 Visibility**  
The role of marketing and its importance in making the organisation visible to its stakeholders
- 02 Tools**  
To utilise the various marketing tools to acquire more active and interactive donors.
- 03 Fundraising Cycle**  
How to utilise the fundraising cycle to gain trust of communities and funders.
- Build Relationships**
- 04** How to build relationships which supports throughout the organisational life

### WHO IS THIS COURSE FOR?

- Employers in the humanitarian and development sector.
- Established NGOs & CSOs .



## MEDIA & PUBLIC RELATIONS

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### PROGRAMME OVERVIEW

The Media and Public Relations training is designed to give an outstanding experience and understanding of the media and public relations industries, including hands-on experience of video production, television production and photographic work. The course will equip participants with the practical knowledge and insight of media and public relations, taking personal responsibility for creative projects, and for crafting the media message.

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# The Main Objectives



To help provide an understanding of the media and public relations industries and equip humanitarians with the right skill-sets when working on content creation.

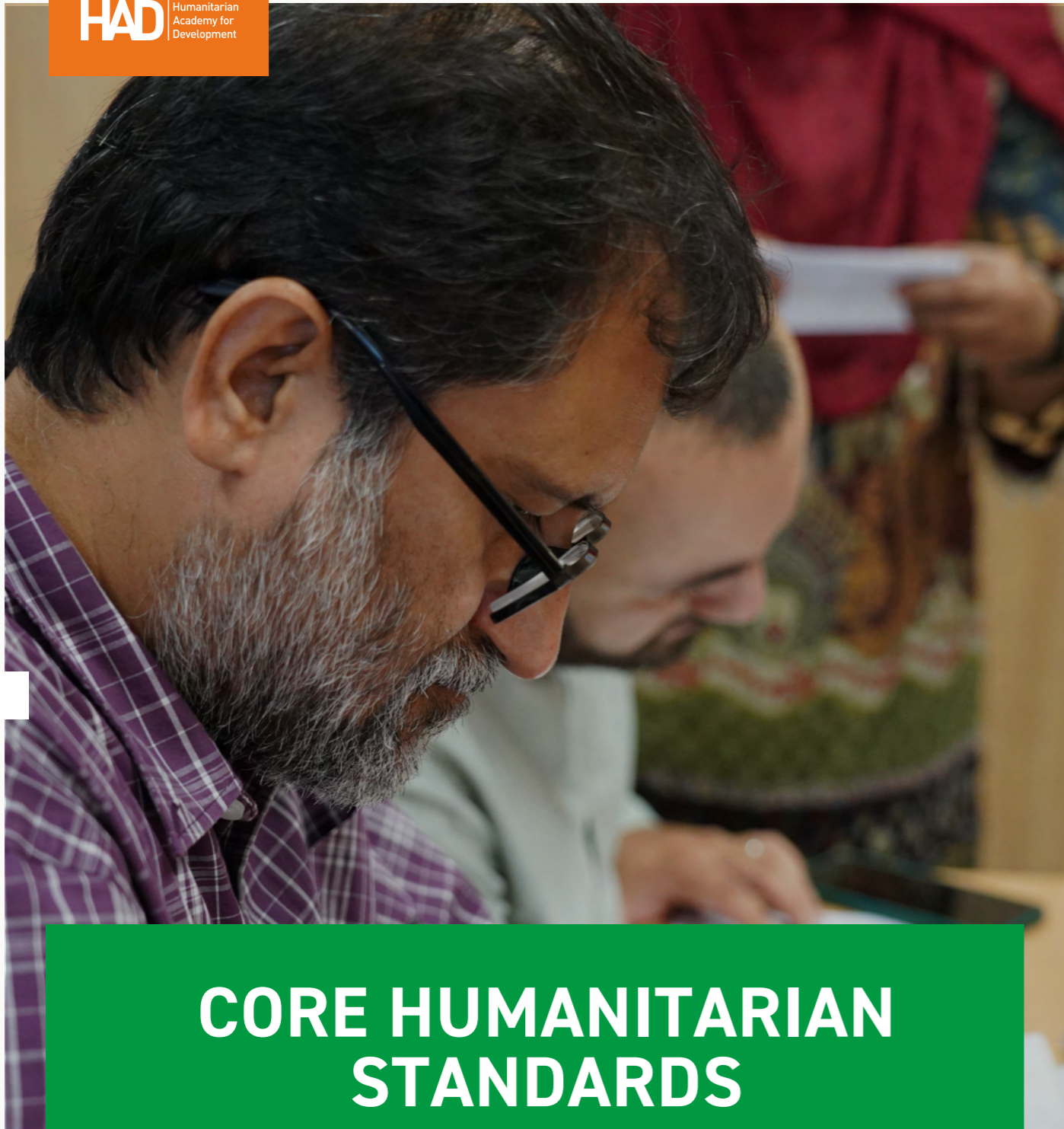
## WHAT WILL YOU LEARN?

- 01 Introduction**  
Introduction to public relations and practices.
- 02 Understand**  
To understand the advertising practices, researching media audiences and television studies.
- 03 Apply**  
Further topics that will be taught include media, power and politics, marketing and communications and some other which participants are required to use and apply in their roles.

## WHO IS THIS COURSE FOR?

Employers in the humanitarian and development sector.





## CORE HUMANITARIAN STANDARDS

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### PROGRAMME OVERVIEW

CHS is the result of consultations with humanitarian workers, communities and people affected by crises, NGOs, Governments, UN, donor agencies and academics. It is an international standard that is becoming more and more important for humanitarian workers and aid projects. A lack of understanding of CHS and non-compliance with the standard can greatly undermine funding.

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# The Main Objectives



- To gain CHS compliance and apply its principles to deploy co-ordinated and collaborative working in the humanitarian sector.
- To act as advocates and peer leaders on the importance of quality, accountability and effective people management in humanitarian action.

## WHAT WILL YOU LEARN?

**01 Understand**  
Understand the origins, development, and significance of the Core Humanitarian Standards (CHS) in the context of international aid and humanitarian work.

**02 Identify**  
Identify the nine commitments of the CHS and their implications on the work of humanitarian organizations.

**03 Advocate**  
Advocate for and demonstrate the importance of quality, accountability, and effective people management in humanitarian action, thus acting as peer leaders within their respective organizations or sectors.

## WHO IS THIS COURSE FOR?

All humanitarian workers and those who wish to understand the principles of accountability in humanitarian work.





## SPHERE INTO PRACTICE

# PROGRAMME OVERVIEW

This training provides an introductory insight into Sphere, and why and how it is relevant to disaster management. It is aimed at making the technical/sectoral aspects of the Sphere Project's Humanitarian Charter and Minimum Standards in Disaster Response more accessible and applicable.

# The Main Objectives



- Apply the Sphere handbook as a tool for disaster response and use it at each stage of the project cycle.
- Enable participants to be able to use the Humanitarian Charter and Protection Principles as a framework for the Sphere Minimum Standards in Humanitarian Response.

## WHAT WILL YOU LEARN?

- 01 Introduction**  
Understand the foundational concepts and philosophy behind Sphere and its relevance to disaster management.
- 02 Understand**  
Gain a comprehensive understanding of the Sphere Handbook and its application in various humanitarian contexts.
- 03 Apply**  
Apply the Sphere Handbook effectively at each stage of the project cycle, from planning to implementation and evaluation.

## WHO IS THIS COURSE FOR?

- Managers and humanitarian field workers who sometimes feel out of their depth in dealing with the various standards and indicators.
- Aid workers who want to better understand the Sphere Handbook.
- People entering or seeking work in humanitarian aid.





## NETWORKING & PARTNERSHIPS

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## PROGRAMME OVERVIEW

Networking is crucial for one's personal and professional growth in the work sphere. NGOs employ people specifically to expand their network in the humanitarian ecosystem they work in. Networking becomes even more important, because of the closely linked roles of various stakeholders in the ecosystem, interdependence on one another, and dependence on the governments and donors to some extent. Networking is currently recommended as particularly suitable for NGOs to improve performance and enhance impact. Since many NGOs are small and dispersed, networking is commonly seen as a cost-effective means to share information and spread knowledge about grassroots needs, solutions, and best practices. Also, networking is believed to strengthen NGOs' ability to speak with one voice and significantly increase their impact as policy negotiators and advocating agencies.

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# The Main Objectives



To build partnerships with stakeholders and donors.

## WHAT WILL YOU LEARN?

- 01 Introduction**  
What networking is and why it's important
- 02 Understand**  
Engaging with the community and thanking and communicating with donors.
- 03 Implement**  
Identifying partnership opportunities with charitable trusts and foundations and how to build strong relationships with funding agencies and organisations.

## WHO IS THIS COURSE FOR?

NGOs new and experienced who are struggling to secure funding and connecting with donors.

# **PROJECT MANAGEMENT PROGRAMMES**

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# PROJECT DPRO

## PROGRAMME OVERVIEW

The purpose of Project DPro is to improve and develop upon the professional participants project management capacity, helping increase the efficiency and effectiveness of projects they manage. Project DPro is the first stage in project management, this training prepares participants for the examination. Those who pass examination will achieve the Project DPro certification, which is recognised worldwide as a development sector project management qualification.

# The Main Objectives



- To manage humanitarian projects in a more informed, controlled and cost effective way, which in turn reduces stress and avoidable complications.
- To deploy the principles, phases and disciplines for improved projects in the development sector.
- To adapt Project DPro to the context of the project.

## WHAT WILL YOU LEARN?

- 01 Projects**  
Contents of the Project DPro syllabus including projects in the development sector.
- 02 Phases**  
The Project DPro Phases: identification and design, set-up, planning, implementation and closure.
- 03 Principles**  
Project DPro principles overview: well-governed, participatory, comprehensive, integrated, adaptive.
- 04 Adapt**  
Adapting the Project DPro to projects, followed by the Project DPro examination at the end of the course.

## WHO IS THIS COURSE FOR?

- Humanitarian practitioners who are new to project management.
- Project managers and team members who are new to the development sector.
- Humanitarians and development sector professionals who intend to pursue





# PROPOSAL WRITING

## PROGRAMME OVERVIEW

Good proposals get the backing; bad ones don't. The ability to deliver a successful humanitarian project depends heavily on the quality of a proposal. This course will develop the design and writing of high quality project proposals that are compelling and motivate a stakeholder to take action.

# The Main Objectives



- Using tools of project planning and management such as the logic model, stakeholder analysis, problem tree, and risk analysis in writing a proposal.
- To produce a proposal that uses appropriate language, layout and structure resulting in a logical and persuasive proposal resulting in gaining the desired backing.
- Know the “how, when, who” of communicating with funders during the grant process.

## WHAT WILL YOU LEARN?

## WHO IS THIS COURSE FOR?

01

### Plan

Develop a plan for the proposal writing process and engage key stakeholders in the process.

02

### Demonstration

Outline the use of ‘Theory of change’ to demonstrate how change will happen.

03

### Logical Framework

Outline the use of a logical framework and recognise the differences between activities and results at different levels.

04

### Requirements

Compare requirements and templates used by different donors.

- Humanitarian practitioners who are new to project management.
- Project managers and team members who are new to the development sector.
- Humanitarians and development sector professionals who intend to pursue professional credentials in project management.





# LOGICAL FRAMEWORK ANALYSIS

## PROGRAMME OVERVIEW

Having a well thought out and developed logframe increases a project success rate. This course helps to reorganise activities into an orderly hierarchy of goals, outcomes and outputs. These all lead to the wider purpose of intervention, which drives the logic of the project and the impact it is going to have.

# The Main Objectives



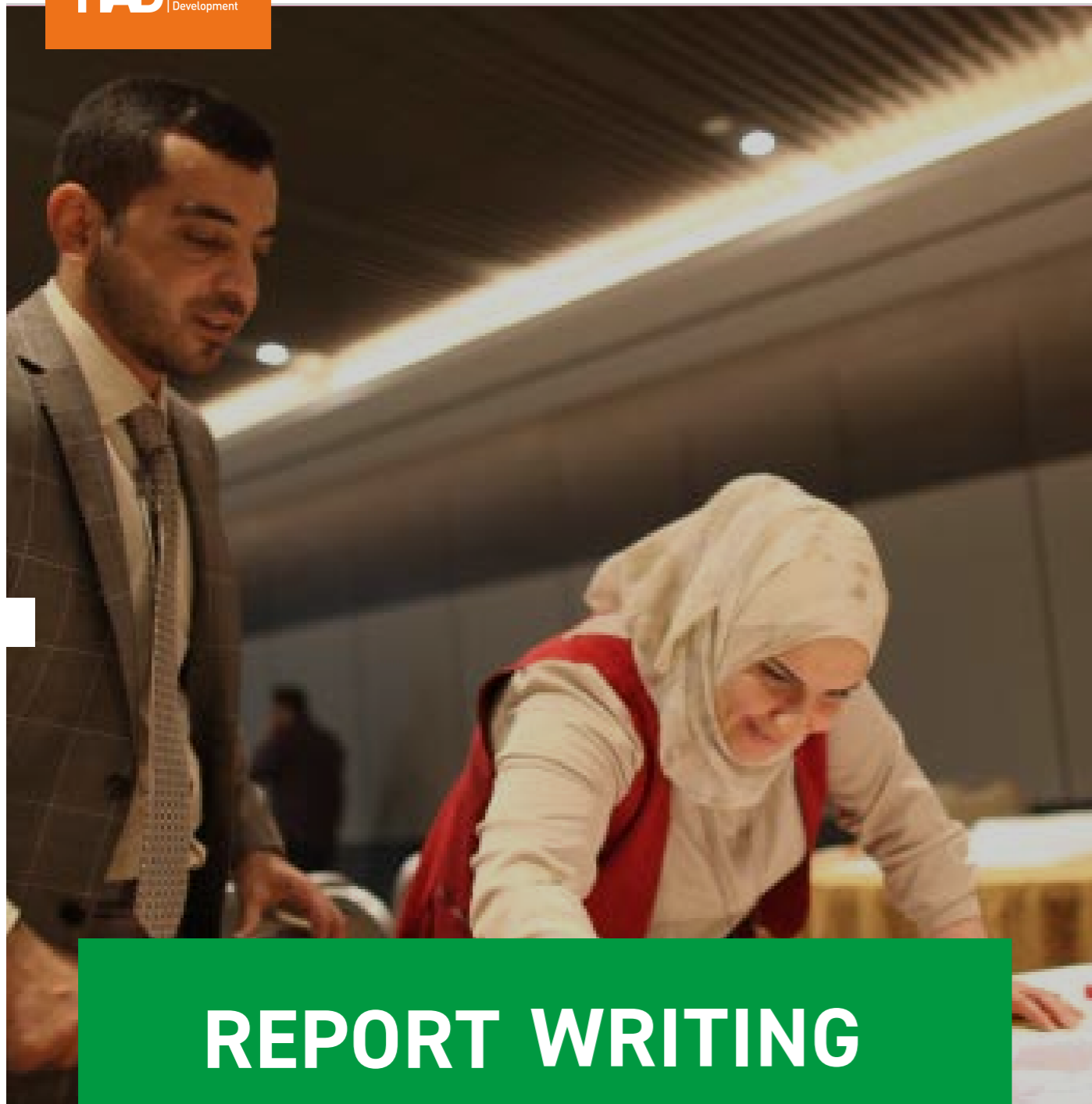
- To understand what a logical framework analysis is and how to effectively use one To enable participants to develop and use
- logical frameworks for project design and proposal writing

## WHAT WILL YOU LEARN?

- 01 Analyse**  
How to use a problem tree to analyse a problem, and apply this to their project objectives, further developing them.
- 02 Levels of Change**  
To distinguish between different levels of change in the logframe.
- 03 Formulate**  
To build the project logic by formulating appropriate results statements for each level.
- 04 Assumptions**  
Include appropriate environmental assumptions in a logframe.

## WHO IS THIS COURSE FOR?

- Staff in field based offices who write the logical framework analysis.
- Staff in field based offices who could be writing the logical framework analysis if they learned the skills.
- Staff who review the logical framework



# REPORT WRITING

## PROGRAMME OVERVIEW

Successfully implementing a project yet not reporting this success correctly or effectively does not do justice to projects. Writing a quality report is one of the most effective means organisations can secure further funding. This course will allow you to write consistent, accurate and engaging reports, ensuring impact and change is reported on successfully.

# The Main Objectives



- To enable participants to plan for and write accurate reports.
- To understand the best methods of report writing and how to apply those to a specific project's report.

## WHAT WILL YOU LEARN?

- 01 Analyse**  
How to list the contents of a report and differentiate between interim and final reports.
- 02 Levels of Change**  
To develop a plan for the report writing process and engage key stakeholders in the process.
- 03 Formulate**  
Write consistent reports in a concise, accurate and engaging style.
- 04 Assumptions**  
The importance of recognising the need to clearly demonstrate the evidence of change brought about by the completed activities.

## WHO IS THIS COURSE FOR?

- Staff in field based offices who write reports.
- Staff in field based offices with the potential to writing reports if equipped with the appropriate skills.
- Staff who are charged with reviewing



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# RISK MANAGEMENT

## PROGRAMME OVERVIEW

The purpose of risk management training is to raise basic awareness of risk management concepts and mechanisms, to enable participants to identify and manage risks in their own units and to strengthen project management through adequate forward planning of potential risks.

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# The Main Objectives



- Understand risk management;
- Understand how risk management affects decision-making
- Conduct a risk analysis by drawing up a risk profile and using a risk matrix
- Identify risks/uncertainties to achieving a set of objectives and expected results
- Prioritise these uncertainties and decide how to act on the uncertainties within the framework of project planning
- Learn elements of a Risk Mitigation Plan
- • Decide on “Agreed Response”

## WHAT WILL YOU LEARN?

- 01 Identify Risks**  
 To identify risk status: Identifies whether the risk is potential, active, or closed
- 02 Risk Impact**  
 Risk impact (the effect of the project objects if the risk event occurs)
- 03 Scoring The Risk**  
 To learn about risk score (determined by multiplying the risk probability and risk impact)
- 04 Create A Plan**  
 Developing a Risk Mitigation Plan

## WHO IS THIS COURSE FOR?

- Professional fundraisers, event organisers and experienced volunteers.
- People new to fundraising or moving into a new form of fundraising.





# FINANCE FOR NON-FINANCE MANAGERS

## PROGRAMME OVERVIEW

In the NGO world, effective and efficient financial management is crucial. By attending this course you'll learn how to: manage finances and budgets in a more informed and controlled way; how to manage assets and cash flow; how to plan expenses and project budgets, and much more!

# The Main Objectives



- Define financial planning and budgeting in humanitarian contexts and their importance;
- Explain the Project Life Cycle (PLC) and how the financial planning process relates to this;
- Identify the key sources of financing for humanitarian programming;
- Describe the main components of a humanitarian donor proposal;
- List the criteria used by most donors in assessing NGO agencies funding proposals.

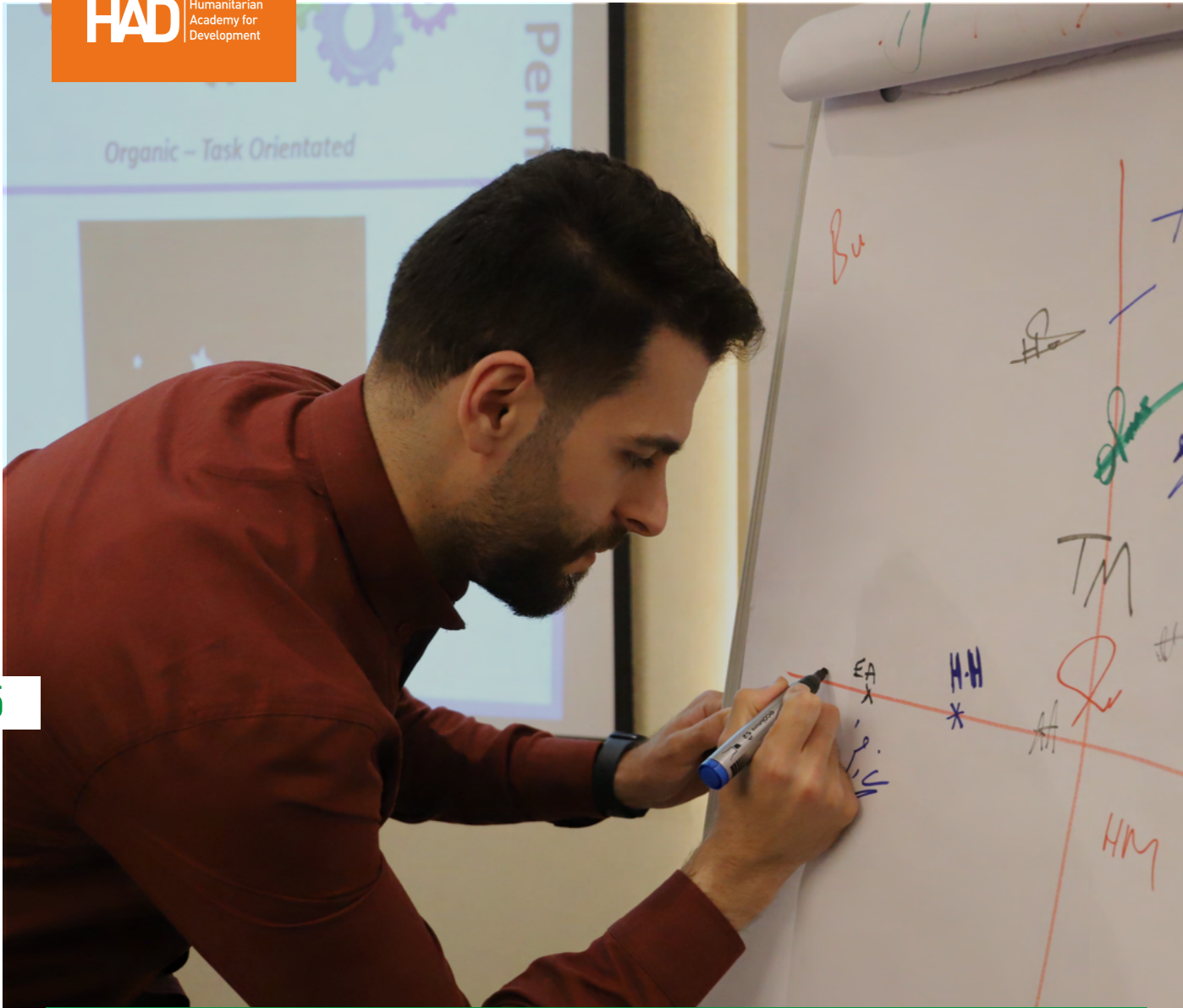
## WHAT WILL YOU LEARN?

## WHO IS THIS COURSE FOR?

- 01 Understand**  
Understanding budgets as a financial plan to show the resources needed to achieve programme goals within a given period.
- 02 Plan**  
What financial planning involves (e.g. organising, controlling and monitoring your financial resources).
- 03 Budget**  
Using a budget as a tool we have for planning and monitoring what we do, through comparing actual expenditure and actual outputs against what was planned.
- 04 Create A Plan**  
To learn about the key sources of financing for humanitarian programming and how to access funds. (e.g. FCDO, USAID, ECHO, The Gates Foundation and SIDA).

- Professional fundraisers, event organisers and experienced volunteers.
- People new to fundraising or moving into a new form of fundraising.





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## GRANT MANAGEMENT

# PROGRAMME OVERVIEW

This Grant Management training course is tailored for the humanitarian sector and provides an in-depth understanding of the entire grant management lifecycle. From sourcing opportunities and proposal development to financial management, reporting, and evaluation, the course covers all aspects of managing grants effectively. The participants will gain crucial skills to handle grants in the most efficient and accountable way, ensuring that funds are utilized to achieve the intended outcomes, maximizing the impact of humanitarian actions.

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# The Main Objectives



- To understand the complete lifecycle of grant management and its relevance to the humanitarian sector.
- To provide participants with the skills and tools needed to identify grant opportunities and develop compelling proposals.
- To enable participants to establish and implement robust financial management and monitoring systems for grants.
- To enhance skills in reporting and evaluating the impact of grant-funded projects.

## WHAT WILL YOU LEARN?

- 01 Understand**  
Understand the grant management lifecycle from identification to evaluation.
- 02 Identify**  
Identify potential grant opportunities relevant to their organizational mission.
- 03 Develop & Establish**  
Develop strong, compelling grant proposals and establish robust financial management systems for grants.
- 04 Implement & Evaluate**  
Implement effective grant monitoring practices, prepare comprehensive reports and evaluate the impact of projects.

## WHO IS THIS COURSE FOR?

- Staff members in humanitarian organizations who are directly involved in grant sourcing, proposal writing, or grant management.
- Financial officers and managers who want to understand the financial management aspects of grant handling.
- Project managers and coordinators responsible for implementing grant-funded projects.
- New entrants in the humanitarian sector seeking to understand the dynamics of grant management.



57

## RESULTS BASED MANAGEMENT

# PROGRAMME OVERVIEW

A flagship humanitarian approach, Results Based Management (RBM) is a cutting-edge management strategy for aid programmes where stakeholder participation is central. This course will enable practitioners to stay more focused and make better decisions throughout any project.

58

# The Main Objectives



- To implement the RBM cycle and thus deliver better programmes with stakeholder participation.
- Utilise tools and techniques that ensure effective RBM of projects.
- Approach projects in a structured manner so that efficiency and effectiveness are achieved.

## WHAT WILL YOU LEARN?

- 01 Define**  
How to define RBM and understand its components.
- 02 Utilise**  
How to utilise tools and techniques that ensure effective RBM of projects.
- 03 Approach**  
How to approach projects in a structured manner so that efficiency and effectiveness are achieved.

## WHO IS THIS COURSE FOR?

- Experienced project managers wishing to enter or already working in the humanitarian field.
- New humanitarian practitioners wishing to enter the project management field.

# **HUMANITARIAN SKILLS**

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# FUNDRAISING

## TRAINING OVERVIEW

Founded on decades of hard-won practical experience, each module of fundraising is typically one to two days. The practitioner led training can be a basic introduction or advanced training and is adaptable with any of the following four modules: Community Fundraising, Digital Fundraising, Institutional Fundraising, and Business/Corporate Fundraising. These modules can be taken individual, collectively or a combination of a select few modules.

# The Main Objectives



- To increase charitable income, gain more donors and increase in repeat donors.
- To develop a more effective fundraising strategy detailing how to build, monitor and deliver.

## WHAT WILL YOU LEARN?

- 01 Fundraising Cycle**  
How to utilise the community fundraising cycle
- 02 Engage Donors**  
How to thank and engage donors.
- 03 Funding**  
Identifying funding opportunities from charitable trusts and foundations.
- 04 Evaluation**  
How to evaluate and assess opportunities within the new

## WHO IS THIS COURSE FOR?

- Professional fundraisers, event organisers and experienced volunteers.
- People new to fundraising or moving into a new form of fundraising.





63

## ADVOCACY SKILLS

### TRAINING OVERVIEW

This training is aimed at strengthening the abilities of advocacy groups to highlight the issues in their area in a way that is effective and inculcates change. Most of us know what the issues in our countries are but to bring about change we need people who can spread the word and influence the masses into doing something

64

## THE MAIN OBJECTIVES



- To Strengthen the capacity for advocacy.
- Increasing skills and knowledge to do evidence-based influencing and campaigning.

### WHAT WILL YOU LEARN?

- 01 Advocacy**  
Know how to choose the right issue for advocacy and then research and analyse it.
- 02 Mapping**  
Know and practice the tools of stakeholder mapping.
- 03 Principles**  
Know the principles of advocacy and the steps on advocacy strategy design.
- 04 Conditions**  
Know how to create coalitions and build voices to

### WHO IS THIS COURSE FOR?

- Advocacy groups working to bring to light the issues in their region
- Good for new and experienced influencers to help them streamline their audience and effectively deliver the information.





# NEGOTIATION SKILLS

## TRAINING OVERVIEW

The purpose of this training is to develop the capacity of the trainees and build their capacities in Negotiation Skills in order to contribute to overall enhanced coordination with international communities and national institutions. The training will provide skills in understanding the strengths and weaknesses, preparing for negotiation using structured approach and using a variety of

# The Main Objectives



- Increase the Participants' knowledge and understanding of the negotiation stages, structured, approach and tools.
- Reinforce the Participant's confidence in negotiation.
- Provide practical examples.

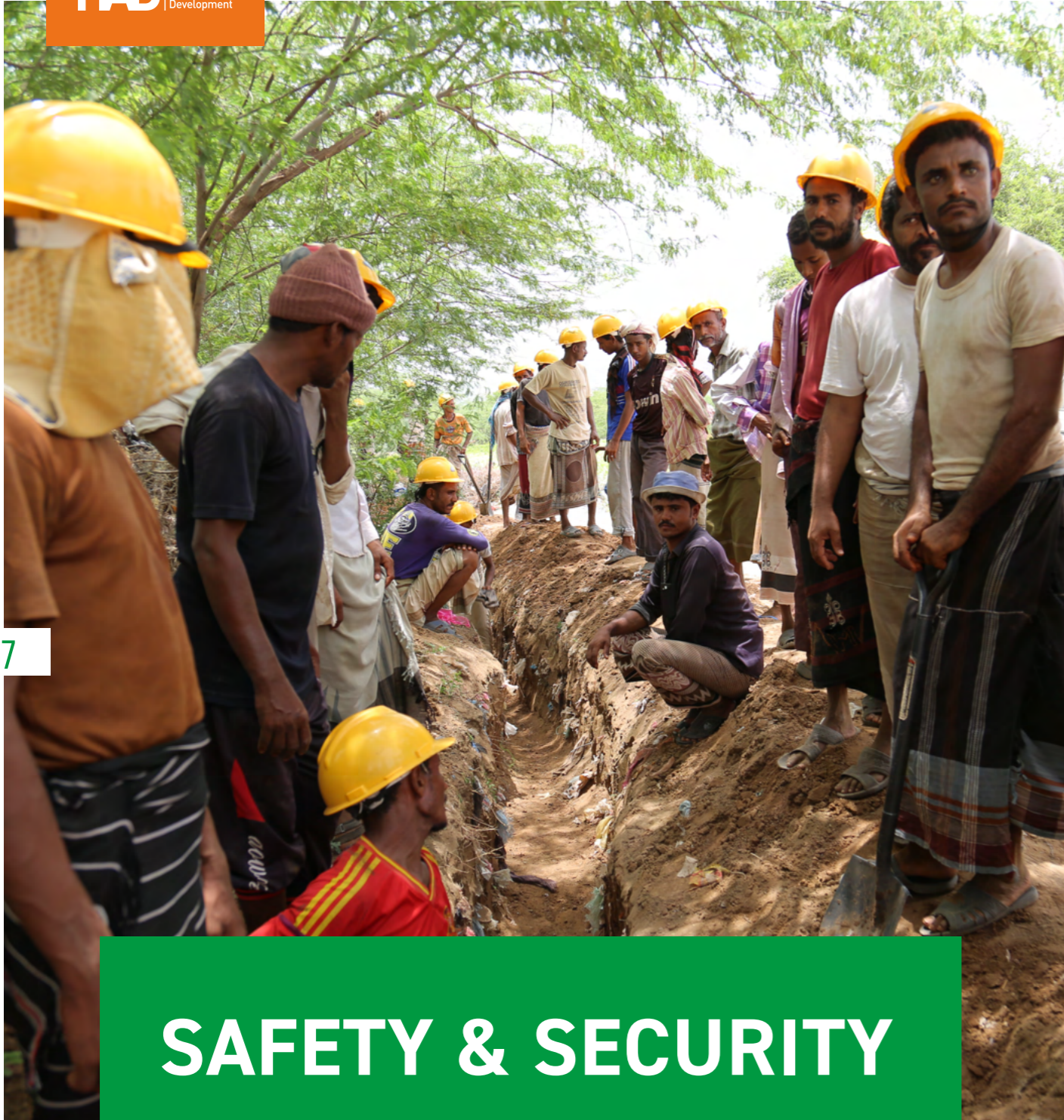
## WHAT WILL YOU LEARN?

## WHO IS THIS COURSE FOR?

- 01 Understanding**  
Understand negotiation in the given context.
- 02 Preparation**  
Power of preparation: evaluate the context of negotiations, purpose and information required to prepare for negotiations.
- 03 Self-Assessing**  
Self-assessing weaknesses and strengths of negotiation.
- 04 Approach**  
Learning structured approach in negotiation.

- This course is for all those who need to upskill themselves to effectively understand policy/ research and negotiate with local and international authorities on important subjects.





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# SAFETY & SECURITY

## TRAINING OVERVIEW

Humanitarian practitioners are working in increasingly insecure environments and attacks on these groups are rising. Therefore, knowing how to ensure safety and security when carrying out their work in Fragile, Conflict or Violent (FCV) countries and emergency situations is essential. Training in this area will allow the humanitarians to take steps towards the safety and security of themselves and the wider community.

68

# The Main Objectives



- To prepare participants for fieldwork in insecure and FCV environments. Participants will be able to plan accordingly, understand risk management and be knowledgeable on relevant security and safety procedures. They will also be able to the essential BSAFE training by UNDSS.

## WHAT WILL YOU LEARN?

## WHO IS THIS COURSE FOR?

- 01 Understanding**  
Understand negotiation in the given context.
- 02 Preparation**  
Power of preparation: evaluate the context of negotiations, purpose and information required to prepare for negotiations.
- 03 Self-Assessing**  
Self-assessing weaknesses and strengths of negotiation.
- 04 Approach**  
Learning structured approach in negotiation.

- Students and academics with little or no experience of field work in FCV environments.
- Practitioners who plan field work can also take this course.



# 100%

OF ALL TRAINEES  
REPORTED  
EXCELLENT  
OR GOOD  
IMPROVEMENT  
IN 2019



# **TRAINING SKILLS**

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## COACHING & MENTORING

### PROGRAMME OVERVIEW

This training is about learning and practising the essential coaching skills to have a higher levelled, more conscious conversation with people you are in contact with, whether there are clients, peers or you manage them. This is a very interactive and hands-on workshop with lots of practice. You will learn to use a very useful coaching model and to give feedback in a constructive and sensitive manner. There will be a little pre-work and you will be asked to bring some situations to work with core Skills

## The Main Objectives



- To plan a presentation, research the audience and prepare appropriately.
- To understand what coaching is, what it entails and how to coach effectively.
- Types of coaching
- When to coach and the ethics of coaching
- The effect of coaching and how it impacts your personal effectiveness.
- The range of coaching within an organisational workplace.

### WHAT WILL YOU LEARN?

### WHO IS THIS COURSE FOR?

- 01 What coaching is**  
What coaching and mentoring is and what it is not.
- 02 Core Skills**  
The core skills of coaching and mentoring.
- 03 Ethical Considerations**  
Ethical considerations.
- 04 Coaching Spectrum**  
The coaching spectrum within organisations.

- Those who wish to empower others to understand their own objectives and explore their best options.
- If you manage people and desire to better connect with your team, empathise, connect and help their





# TRAIN THE TRAINER

## PROGRAMME OVERVIEW

TTT provides the skills to prepare and deliver engaging training, encouraging participants to think through how best to deliver training for the intended effect. This ILM endorsed course is provided in person and online and is designed to enable anyone to deliver training as part of their role, to develop the key skills for the design and delivery of effective training. It will also help delegates transform their training from a traditional, didactic approach to a more learnercentred,

# The Main Objectives



- To understand how to become an assured, competent and qualified trainer.
- Facilitate and conduct the whole training cycle.
- To quality assure the standard of future training across the organisation.
- To enable subject matter experts (SME's) to share their expertise in order to improve outcomes for beneficiaries.
- To align with the Core Humanitarian Standard (CHS) commitment 7 " Humanitarian actors continuously learn and improve."

## WHAT WILL YOU LEARN?

## WHO IS THIS COURSE FOR?

01

### Training

Design and implement effective training to accommodate for different learning styles.

02

### Learning Platforms

Deploy different learning platforms and use multimedia to enhance the learning experience, making learning memorable.

03

### ILM Quality Assure

To deliver training to an ILM quality assure standard.

04

### Meet Standards

To design and assess training to conform to recognised 'Best Practice' standards.

- Any employer in any sector or any industry, especially international organisations.
- Anyone who wishes to become a capable, confident and qualified trainer.
- Trainers seeking proficiency across the





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# TRAINING DELIVERY

## PROGRAMME OVERVIEW

This two day course builds the participant's confidence by breaking down training delivery into simple steps. It has been specifically designed for both new & experienced trainers or educators to optimise and professionalise their current method. Considering areas from the well-known ADDIE model, this workshop provides expertise in three essential areas: design, development and delivery. This training provides participants with the opportunity to implement learning including giving constructive feedback.

78

# The Main Objectives



- Plan and prepare for delivery appropriately
- Harness nerves and present with confidence
- Understand the importance of non-verbal communication
- Learn to manage a difficult audience
- Put into practice lessons learned

## WHAT WILL YOU LEARN?

### 01 Design

How to design effective training sessions.

### 02 Deliver

How to deliver training with confidence and impact.

### 03 Manage

How to manage any nerves they experience.

## WHO IS THIS COURSE FOR?

- Individuals aspiring to transition from a 'presenting' to a 'delivery' styled approach.
- Individuals who want to improve their stage presence through preparatory toolkits including audience management
- Those delivering content that originates elsewhere or on behalf of others.

# 16.6%

THE PERCENTAGE  
INCREASE OF  
PEOPLE THAT NEED  
HUMANITARIAN  
ASSISTANCE AND  
PROTECTION

Source: Global Humanitarian Overview





# **HUMAN RESOURCES**

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83

# RECRUITMENT & SELECTION

## TRAINING OVERVIEW

Recruitment and selection plays a pivotally important role in shaping an organisation's effectiveness and performance. It is estimated that the difference in value between a good member of staff and an average member of staff is between 40% and 70% of the salary. Employing the best person for the job will ensure that your organisation benefits both materially, and in performance too.

# The Main Objectives



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- For participants to be able to explain the roles and responsibilities they have in the recruitment and selection process.
- To follow a process that ensures recruitment of new staff is executed in a timely manner.
- Be able to conduct recruitment and selection in accordance with legal requirements.
- Conduct an interview in a professional manner.

## WHAT WILL YOU LEARN?

## WHO IS THIS COURSE FOR?

01

### Decision Making

How to make better decisions when recruiting staff.

02

### Procedures

How to protect the organisation by ensuring that managers are adequately trained in best practice processes and procedures for recruitment and selection.

03

### Fairness

How to ensure that applicants are treated fairly and, whether successful or not in securing employment, have a positive experience.

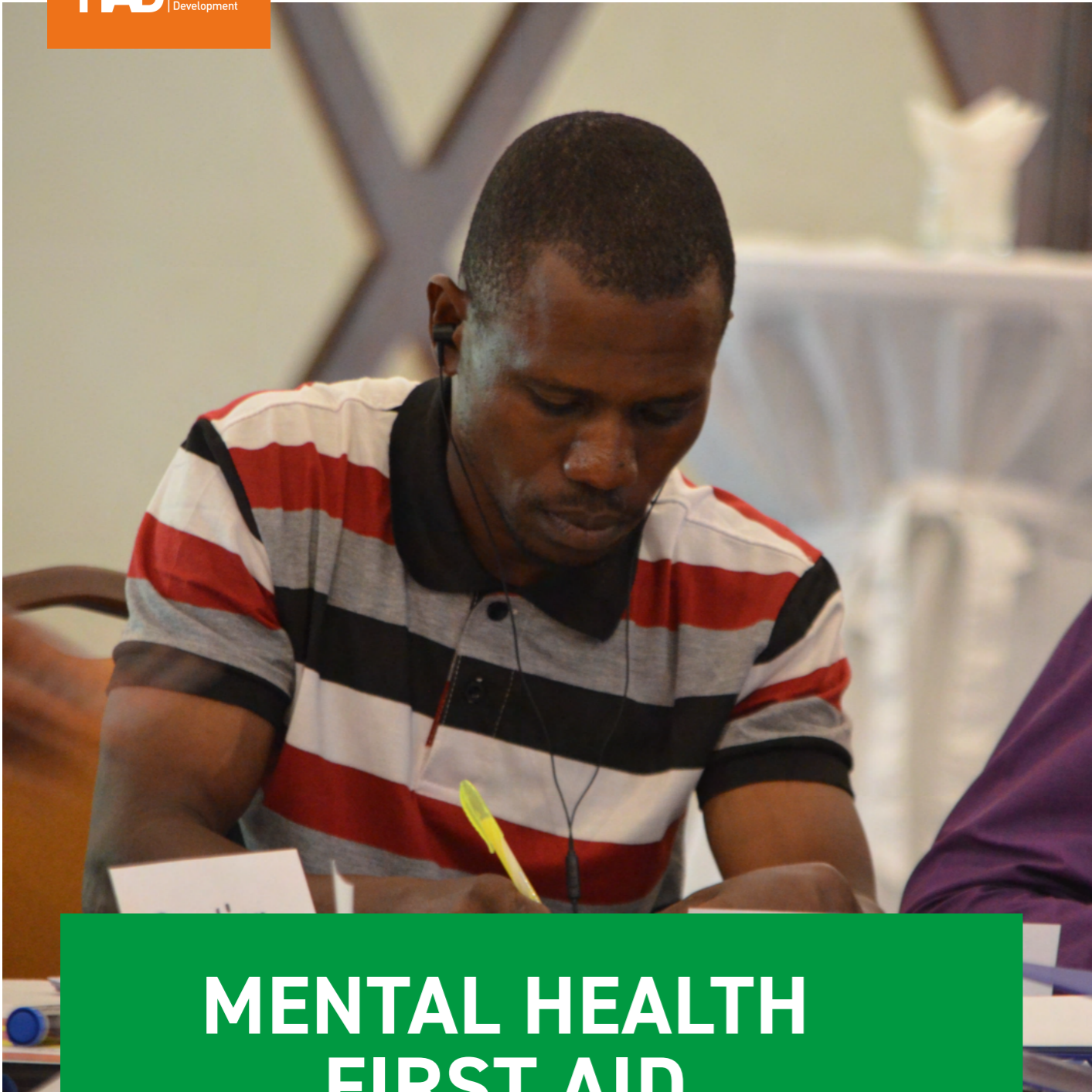
04

### Reduce Complaints

How to reduce the numbers of complaints and legal challenges relating to recruitment and selection.

- Managers looking for clear roles & responsibilities within the recruitment & selection process.
- First time managers seeking more structure around interviews and interview techniques.
- Individuals seeking exposure to short-listing effectively against the job description.





# MENTAL HEALTH FIRST AID

## TRAINING OVERVIEW

A study in the humanitarian sector spanning 36 countries with 192 participants found that 63% were unaware of, or have not received training on self-care or stress management from their agencies. Attending this interactive, highly engaging and participative two day course will give you the skills and knowledge required to recognise the signs and symptoms associated with common mental health issues, respond effectively and provide “first line” help and support in order to reduce the trauma experienced by someone with mental health issues.

# The Main Objectives



- To understand what mental health is and to understand the range of potential effect mental health can have on other areas of work.
- To understand how to deal with mental health issues and how to spot the “symptoms”.
- Learn how to provide “first line” help and support in order to reduce the trauma experienced by someone with mental health issues.

## WHAT WILL YOU LEARN?

- 01 Recognise**  
Recognise the signs and symptoms associated with common mental health issues.
- 02 Responding**  
Respond effectively when speaking to anyone experiencing those issues.
- 03 Provide Support**  
Provide “first line” help and support in order to reduce the trauma experienced by someone with mental health issues.
- 04 Challenging**  
Help challenge the stigma and discrimination experienced by those with mental health issues.

## WHO IS THIS COURSE FOR?

- Individuals looking to build an understanding of mental health.
- Members of staff looking to be trained in assisting others with mental health issues.





# PERFORMANCE APPRAISAL

## TRAINING OVERVIEW

Appraisals are a key component in the motivational toolbox of a manager. They can not only improve individual performance, the discussion can reveal organisational obstacles / weaknesses that prevent the employee from producing their best.

# The Main Objectives



- To improve the quality and effectiveness of appraisals and thus increase staff satisfaction and motivation.
- To develop team members and thus improve their performance and contribution to the organisation.

## WHAT WILL YOU LEARN?

- 01 Understand**  
Understand the essential role and principles of effective performance appraisals.
- 02 Conduct**  
Conduct insightful and productive appraisal meetings.
- 03 Provide Support**  
Apply effective strategies and best practices in performance appraisal management.
- 04 Identify**  
Identify organisational obstacles and weaknesses that might hinder employee performance and learn ways to address them.

- 05 Implement**  
Foster a conducive and motivational environment to stimulate the development and productivity of team members.

## WHO IS THIS COURSE FOR?

Newly appointed managers and more experienced managers who want to optimise their appraisals.

# **PERSONAL EFFECTIVENESS**

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91



# PRESENTATION SKILLS

## TRAINING OVERVIEW

Presenting information effectively is a make-or-break skill in some jobs. It can also be a terrifying prospect, the thought of talking to a group is many people's worst nightmare. This course builds confidence by breaking it down into simple steps. You will learn how to plan and prepare presentations, and how to tailor it for your intended audience. We will also show you how to work effectively with visual aids and demonstrate best practice when dealing with questions.

92

# The Main Objectives



- To plan a presentation, research the audience and prepare appropriately.
- To gain confidence in presenting engaging presentations using good practice in effective techniques of delivery, such as body language and voice projection

## WHAT WILL YOU LEARN?

### 01 Structuring

Structuring their presentation effectively.

### 02 Engaging

Secret to engaging and winning presentations.

### 03 Techniques

Applying techniques such as positive body language and voice projection.

## WHO IS THIS COURSE FOR?

- Those new to the 'stage' looking for skills & structure to enhance delivery.
- Empowering those who battle nerves to harness the energy and transform it into positive enthusiasm.
- People wanting to make their style more engaging, memorable and punchy.





# TIME MANAGEMENT

93

## TRAINING OVERVIEW

Implementing effective time management strategies helps to balance the conflicting demands of work and can reduce stress or that feeling of 'never enough time'. This course introduces tools and techniques that will help people become more efficient and effective in their roles.

94

# The Main Objectives



- To identify factors that have an impact on time.
- To plan durations and workload to achieve more within the same amount of time.
- To prioritise tasks, balance time spent and thus be more effective.

## WHAT WILL YOU LEARN?

## WHO IS THIS COURSE FOR?

01

### Identify

Identify what gets in the way of effective time management.

02

### Methods

Use at least one new method to manage your time more effectively.

03

### Important Tasks

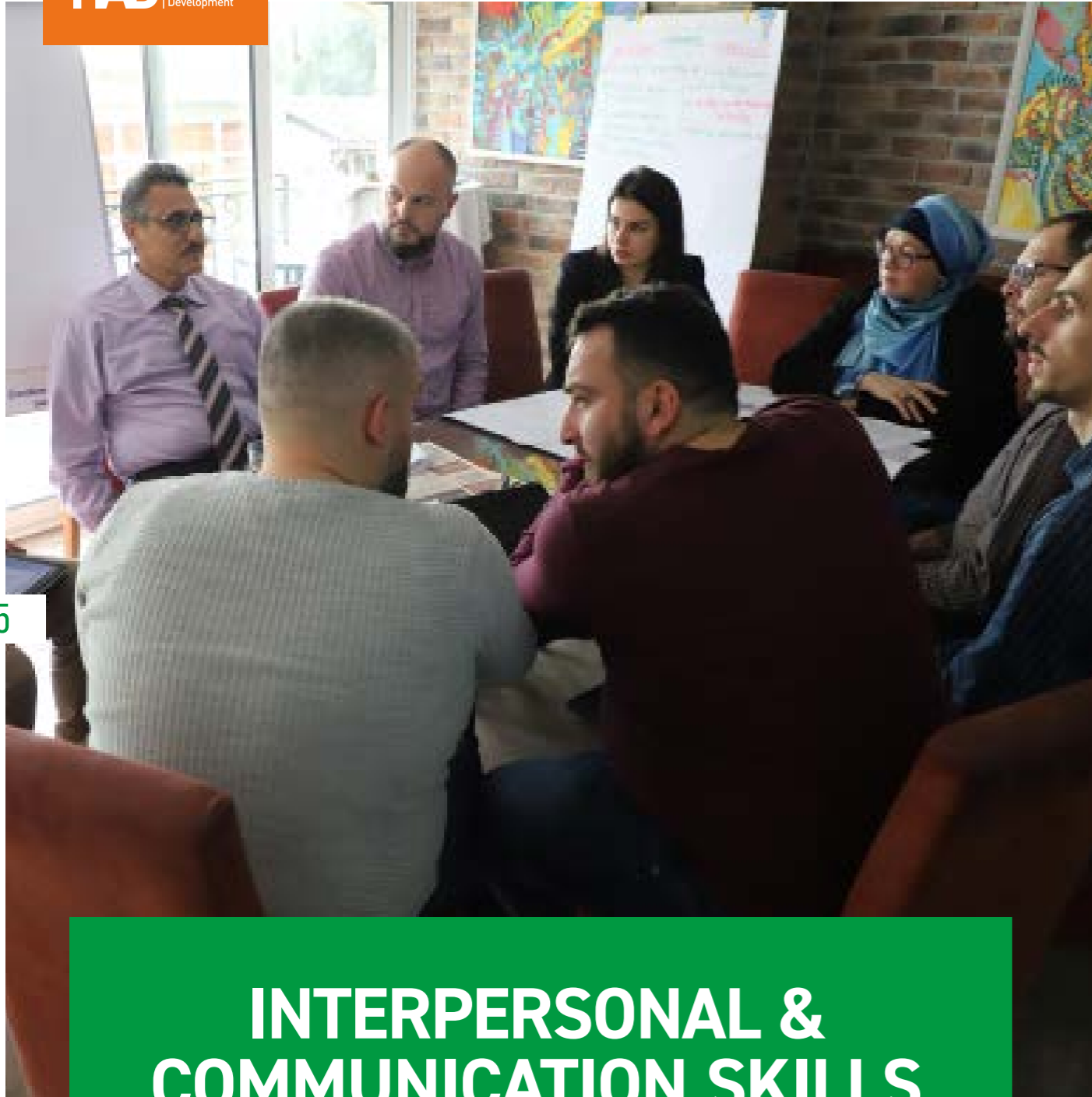
Differentiate between urgent and important tasks.

04

### Delegation

Describe to role of delegation to improve time management.

- People who want to achieve more with less stress.
- Individuals wanting to take control of their day.
- Those seeking to clarify goals and objectives and learning how to prioritise



95

## INTERPERSONAL & COMMUNICATION SKILLS

### TRAINING OVERVIEW

The ability to communicate interpersonally is crucial to personal and professional success. From the initial interview to participating in meetings to leading diverse teams and managing departments, interpersonal communication skills will largely determine employees' success at work. Effective communication (both verbally and in writing), becomes even more important at senior levels, as it plays a central role in delegation, evaluation, and preventing conflict in the workplace. The importance of

96

# The Main Objectives



- To describe the key components of the communication process.
- To discuss the five principles of interpersonal communication.
- To develop effective strategies that can improve your communication competence.

## WHAT WILL YOU LEARN?

### 01 Understanding Barriers

What are the barriers to effective communications and how to overcome them.

### 02 Techniques

How to demonstrate active listening skills and techniques.

### 03 Types of Communication

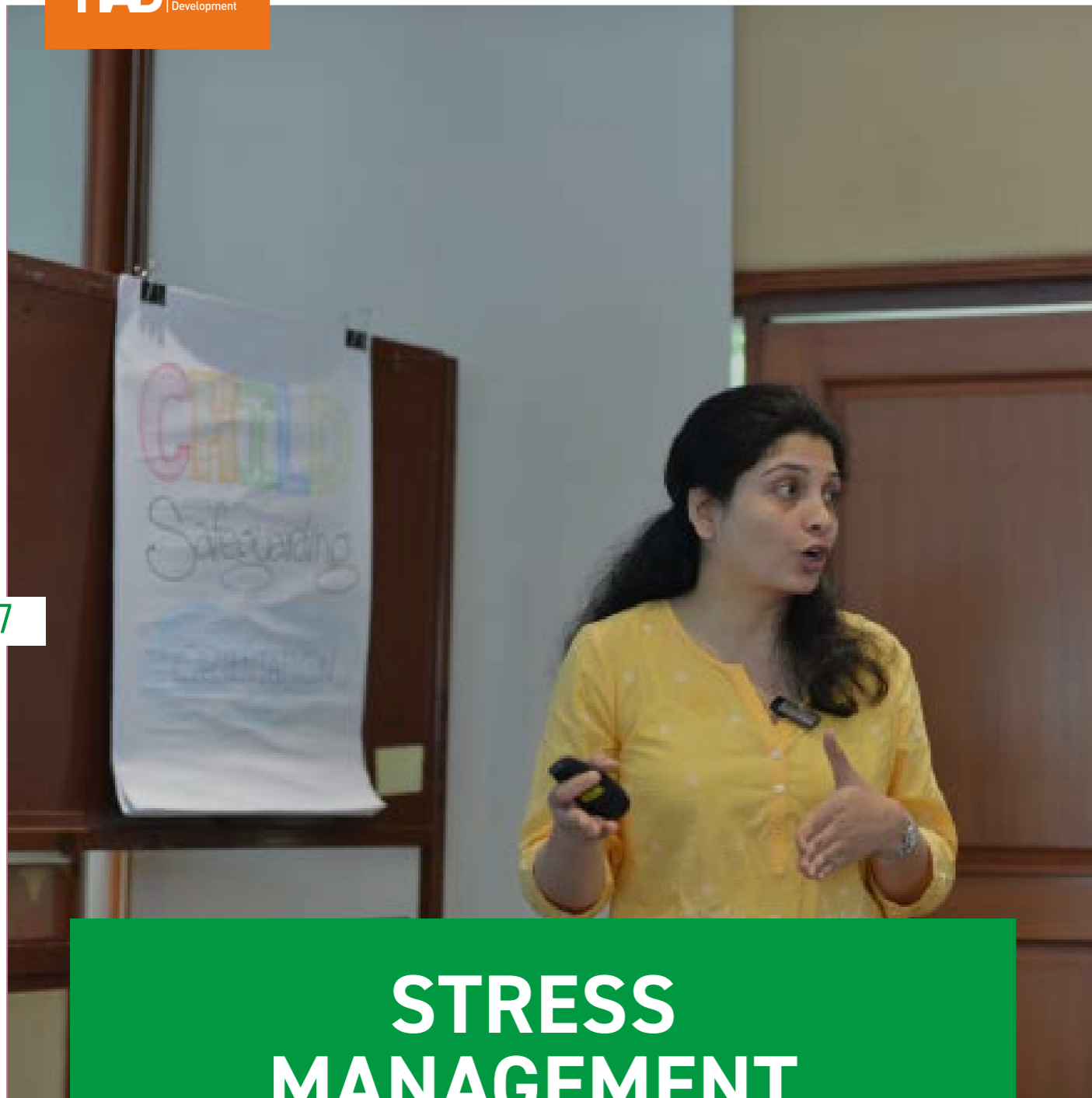
How to utilise verbal and non-verbal communication at the workplace.

### 04 Impact

How to evaluate your own interpersonal skills and identify areas for further development.

## WHO IS THIS COURSE FOR?

- Employees who wish to reduce, manage or prevent their own workplace stress.
- Employers and managers who wish to improve workplace productivity and wellbeing.



# STRESS MANAGEMENT

## TRAINING OVERVIEW

A brief overview of this programme and what it can offer you...

Every year, stress costs employers many working days and millions of pounds. As part of an organisation's health & safety strategy, it is essential for employers to strive to provide a stress free work environment. However, while stress is an organisational issue, individual employees can do a lot for themselves. This course focuses on the individual employee and offers practical solutions.

# The Main Objectives



- Understand what stress is and identify its signs.
- To deploy coping strategies, apply stress reducing techniques and thus manage stress more effectively.

## WHAT WILL YOU LEARN?

## WHO IS THIS COURSE FOR?

01

### Understand

Understand what stress is and identify its signs.

02

### Impact of Stress

Discuss the harm & impact of stress.

03

### Manage Stress

Manage stress more effectively.

04

### Techniques

Learn & apply stress reducing techniques.

- Employees who wish to reduce, manage or prevent their own workplace stress.
- Employers and managers who wish to improve workplace productivity and wellbeing.



# ADMINISTRATION & PROCUREMENT SYSTEMS



# HUMANITARIAN SUPPLY CHAIN

101

## TRAINING OVERVIEW

This course improves the effectiveness of humanitarian aid workers through optimising the logistical operation for quicker and more cost-effective response. It meets the requirements of international government departments, NGOs, UN agencies and other humanitarian players.

102

# The Main Objectives



To Understand the fundamentals of humanitarian supply chain principles to ensure participants have the tools to implement best practices in their day to day work.

## WHAT WILL YOU LEARN?

## WHO IS THIS COURSE FOR?

- 01 Understand**  
Understand Donor and Legal requirements when procuring items
- 02 Learn**  
Modern Slavery in their Organisation's Supply Chain
- 03 Mitigate**  
Be able to use various tools to mitigate the risks when purchasing
- 04 Assess**  
Assess the cost / benefit analysis of receiving in-kind donations

Anybody within the humanitarian sector, especially those who are working directly with beneficiaries.





103

# DATA PROTECTION

## TRAINING OVERVIEW

The Data Protection Training Course is an essential programme designed to empower organisations in the humanitarian sector with the knowledge and tools necessary to safeguard their sensitive data. The training programme highlights the various aspects of data protection, including compliance, best practices, data management, and security measures.

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# The Main Objectives



- Equip participants with the knowledge to understand the importance and scope of data protection.
- Enhance participants' skills in implementing effective data protection strategies.
- Enable participants to identify potential data threats and vulnerabilities.
- Develop proficiency in using data protection tools and techniques.

## WHAT WILL YOU LEARN?

## WHO IS THIS COURSE FOR?

### 01 Understand

Understand the fundamentals of data protection and the legal aspects surrounding it.

Anybody within the humanitarian sector, however the course is particularly beneficial for those

### 02 Identify

Identify potential threats and vulnerabilities in their data management systems.

### 03 Implement

Implement effective data protection strategies within their organisations.

### 04 Utilize & Foster

Utilize specific data protection tools and techniques for optimal data security. Foster a culture of data protection and security within their organisation.





## IT TRAINING (MS OFFICE)

### TRAINING OVERVIEW

The IT skills – MS Office training provides basic literacy and skills training for people with limited computer experience in Microsoft Office software, including Word, Excel and PowerPoint. Those taking the course will develop the skills and competencies in Word, Excel and PowerPoint needed for success in most jobs. This course is designed for adult learners.

# The Main Objectives



To understand the different programmes and become competent in using them in your day-to-day job.

## WHAT WILL YOU LEARN?

- 01 Word**  
Create documents, navigate through the different features of a Word document and much more.
- 02 Excel**  
Understand the workbook environment, work with data and navigate the worksheet and much more.
- 03 PowerPoint**  
Creating, editing and saving presentations, navigating through PowerPoint slides and much more.

## WHO IS THIS COURSE FOR?

Anyone who is working within the humanitarian sector and needs this type of training.





# CYBER SECURITY

## TRAINING OVERVIEW

The Cybersecurity Training Course is a comprehensive programme specially designed to provide women-led and focused organisations in the humanitarian sector in Afghanistan with the vital knowledge and techniques to safeguard their digital assets. In a world increasingly reliant on digital technology, the course underscores the importance of cybersecurity, raising awareness of potential cyber threats, and equipping participants with preventive and responsive measures.

# The Main Objectives



- Enhance participants' understanding of the importance and scope of cybersecurity.
- Provide participants with the skills to identify and mitigate potential cyber threats.
- Develop participants' ability to design and implement effective cybersecurity strategies.
- Facilitate a deeper understanding of the legal and ethical aspects of cybersecurity.

## WHAT WILL YOU LEARN?

### 01 Understand

Comprehend the fundamental principles and concepts of cybersecurity.

### 02 Recognise

Recognise various forms of cyber threats and vulnerabilities.

### 03 Design & Implement

Design and implement effective cybersecurity strategies and policies within their organisations.

### 04 Apply

Employ specific cybersecurity tools and techniques for optimal protection and understand the legal and ethical considerations of cybersecurity.

## WHO IS THIS COURSE FOR?

This course is tailored for women-led and focused organisations operating within the humanitarian sector. It is particularly relevant for those in roles involving sensitive data management, IT administration and those responsible for the cybersecurity needs of their organisations.

# CONSULTANCY SERVICES

We design, develop, and deliver high quality, essential, and tailored capacity development programmes to civil society and local non-governmental organisations, who are engaged in multi-sectoral humanitarian interventions throughout some of the world's most complex and crisis-affected contexts.

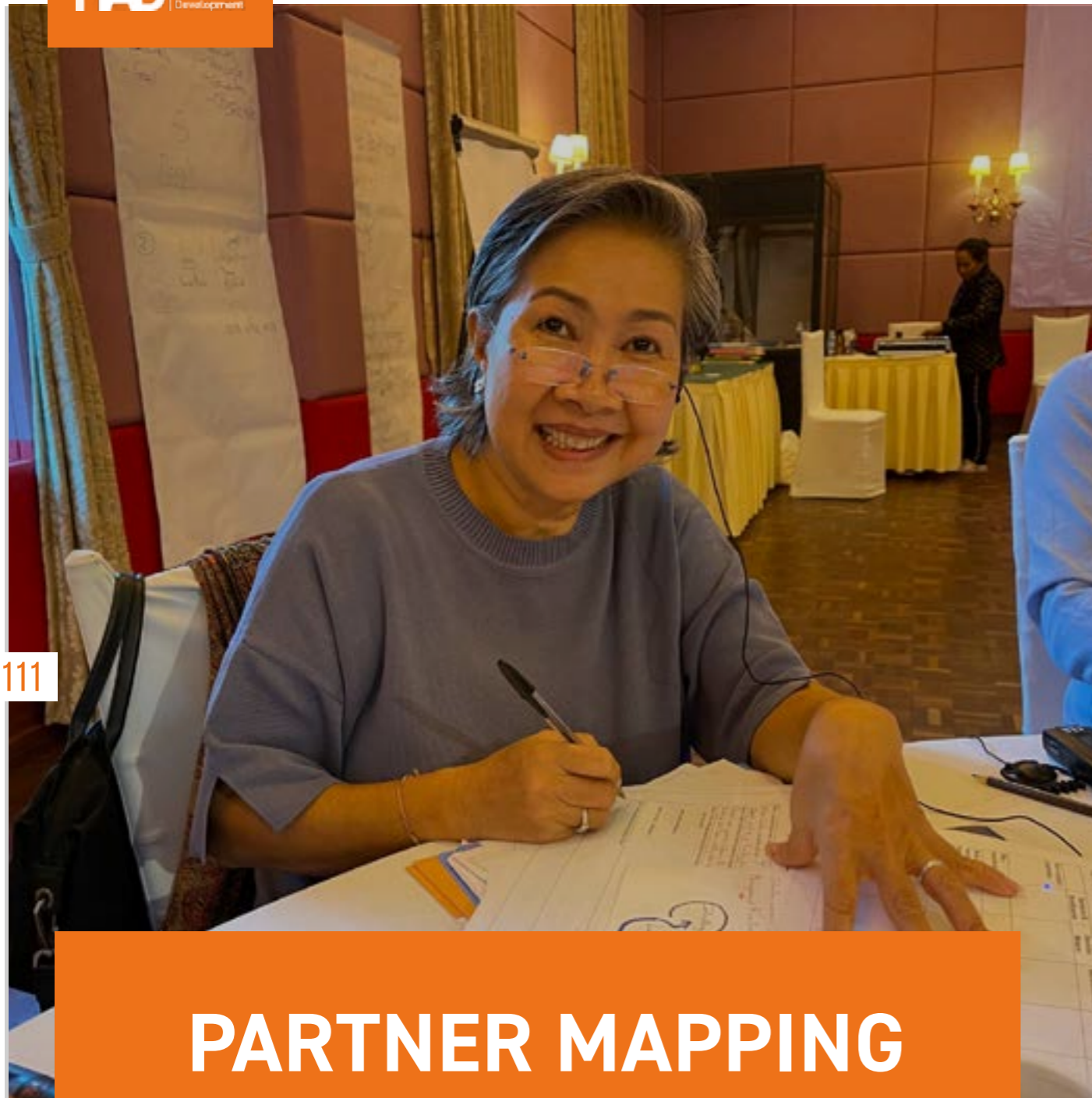
Learn more about our bespoke consultancy and other services by contacting us through:  
[info@had-int.org](mailto:info@had-int.org)



THE PROGRAMME  
HAS GIVEN ME THE  
OPPORTUNITY TO  
EXCHANGE  
KNOWLEDGE  
AND BE PART OF A  
BIGGER CHANGE.







111

# PARTNER MAPPING

## OVERVIEW

Partner mapping is an initiative to understand the presence of local organisations and the work they are engaged with on the ground. This helps to eliminate repetitive actions and incorporate the skills of local representatives. Typically, HAD will work to gather data in a number of different areas including organisational background, thematic focus/expertise, geographic reach, legal status, financial status, leadership & governance, partners, and policy, amongst others. This approach can be adapted according to the objectives of the assignment, as well as the local context and need.

112

# The Main Objectives



- Understand the current CSO and NGO landscape active within a specific region or country.
- Utilise and build on mapping data/activities that have already been conducted.
- Develop a methodology based on the objectives set out by the client.

## WHAT IT INCLUDES

- 01 Define & Identify**  
Define the objectives of the mapping process and identify targeted geographical areas and thematic sectors.
- 02 Review & Research**  
Compile a comprehensive list of active local organisations through reviewing existing cluster databases and reports, and collecting qualitative data through interviews and field assessments.
- 03 Assess & Record**  
Assess the capacity of local organisations through a quantitative survey and record the final list of organisations in a database.

## WHO IS THIS SERVICE FOR?

- International/national agencies, and other clients interested in building partnerships with local organisations and gaining a clearer understanding of the work they are engaged in.
- Institutional donors interested in delivering more funding in collaboration with local civil society and other local actors.



## NEEDS ASSESSMENT

### OVERVIEW

HAD recognises the necessity for a bottom-up approach when identifying the needs of local humanitarian actors to ensure that they have a central role in the design and planning of their capacity building activities that are fully tailored to job roles, level of knowledge, and training needs, which can later be detailed in a tailored capacity building plan. HAD uses various tools for conducting needs assessments such as the OCAT, TNA, and DNA, depending on our client's needs, the local context, and the objectives of the assignment.

# The Main Objectives



- Organizational Capacity Assessment Tool (OCAT) – The objective of the OCAT is to score the institutional abilities, systems, procedures, and policies of the organisation/s against sector relevant benchmarks in 7 capacity areas. This offers a quantitative and comprehensive way of recording organisational strengths and weaknesses before and after a training and capacity building intervention to measure its impact on the organisation/s.
- Development Needs Assessment (DNA) – The objective of the DNA is to identify an organisation's specific areas of development to recommend relevant training and capacity building interventions to address them. The DNA is a more flexible and qualitative process that can be adapted to the objectives of the assignment, the local context, and the preferences of the organisation.
- Training Needs Assessment (TNA) – The objective of the TNA is similar to the DNA, but this is aimed only at identifying training needs, often targeted to individuals or departments, rather than a comprehensive organisational development review.

### WHAT IT INCLUDES

### WHO IS THIS SERVICE FOR?

01

#### Identify & Tailor

Tailoring of OCAT to ensure it captures the most relevant data under each category.

02

#### Data Collection & Analysis

Data collection through self-assessment surveys, focus group discussions (FGDs), and interviews staff members (KIs). This is followed by analysis and verification of the data through cross-referencing the organisation's responses to each method of data collection.

03

#### Review & Reporting

Preparation of a brief summary report to present the key findings of the needs assessment.

- Those organisations that are not aware of the areas that need strengthening.
- Organisations that want a training tailored to the exact needs of the local partners. Those organisations that want to develop a tailored capacity building plan.



# TAILORED CAPACITY BUILDING PLANS

## OVERVIEW

Following the needs assessment, HAD’s experts will work with organisations to support them in creating a capacity building plan that is tailored specifically to address the gaps identified. This is a collaborative and guided process rather than instructed and once completed, each organisation targeted will have their own tailored organisational capacity building plan.

# The Main Objectives



- Fill the gaps identified by the needs assessment to address specific areas of development.
- Tailor the capacity building plan to each organisation through a participatory approach.

## WHAT IT INCLUDES

### 01 Identify & Tailor

The first step towards producing a tailored capacity building plan is to conduct the needs assessment.

### 02 Tailored Capacity Building Plan

Facilitate a series of discussions within the organisation around the recommended interventions and how these can be best adapted to the organisation’s area of work, context, and any other preferences. This service can be conducted face-to-face, remotely or through a hybrid approach to offer flexibility.

## WHO IS THIS SERVICE FOR?

Organisations that require institutional capacity strengthening and have completed a needs assessment.





## DESIGN & DELIVERY

### OVERVIEW

Based on the findings from the needs assessment, and following the recommendations provided in the tailored capacity building plan, a training and capacity building programme will be designed in collaboration with the client and participating organisation/s, delivered according to an agreed methodology designed by HAD, and managed according to project cycle management.

## The Main Objectives



- To design a training and capacity building programme that meets the identified needs of the organisation/s through the delivery of the recommended interventions.
- To deliver the project or programme on time, on scope, and on budget, and according to the agreed methodology.
- To measure the impact of the programme to demonstrate the development that has been achieved.

### WHAT IT INCLUDES

01

#### Design

Produce a proposal outlining HAD's technical approach to the programme, including the proposed methodology, budget, and work plan for the required training and capacity building service.

02

#### Inception/Set up

Prepare an Inception Report outlining HAD's understanding of the assignment, the technical details of the intervention, and any logistical arrangements required. This will be conducted by liaising with participating organisations and incorporating any feedback from the client.

03

#### Planning

Review any existing plans and produce an updated work plan ready for implementation.

04

#### Implementation

Delivery of the project or programme activities face-to-face, online, or through a hybrid approach, to provide the training, coaching and mentoring, and/or technical support interventions recommended.

05

#### Exit/Closure

Analyse evaluation reports and feedback from participants to produce a final report outlining the activities delivered and the impact achieved.

### WHO IS THIS SERVICE FOR?

- This is for all those who enter into a contract with HAD; donor agencies, CSOs and LNGOs.



## COACHING AND MENTORING

### OVERVIEW

Coaching and mentoring is an important part of the training package. From providing support to deciding which trainings to conduct, to assisting the trainees during the training days and finally following up once the training is completed to ensure that the project has achieved its desired aims. A common failing of any training is that people 'leave their learning at the training room door'. Training can only be effective if learners actually put into practice what they have learned.

## The Main Objectives



- Maximise the transference of knowledge from theory to practice, by encouraging and guiding course participants through relevant practical tasks.
- Support participants to produce key outputs, by applying the learning they have acquired (e.g. preparing a proposal, writing a report, designing a fundraising campaign).
- Provide follow-up support to fill any gaps and clarify any uncertainties from the training received.

### WHAT IT INCLUDES

**01 Coaching**  
Short-term process to facilitate and support the practical implementation of a specific skill acquired from the training, through supervising the delivery of key outputs.

**02 Mentoring**  
Long-term guidance and advice for participants, to help them grow and evolve, provide them with direction, and clarify any questions or uncertainties they may have following the training.

**03 Technical Support**  
Provide support to individuals and departments to overcome specific challenges, develop and/or apply relevant policies/guidelines/processes, and better understand technical processes relevant to their work (e.g. leadership, human resources, programmes, finance).

### WHO IS THIS SERVICE FOR?

- CSOs & LNGOs who may need further support post training.

## MONITORING & EVALUATION

### OVERVIEW

For any training and capacity building programme, monitoring and evaluation is essential to measure the relevance, effectiveness, and impact of the intervention, ensuring a return on investment for training participants and their organisations. HAD has extensive experience and expertise in monitoring and evaluating the training and capacity building programmes we deliver, and we are also well placed to offer these services as a third party contractor.

## The Main Objectives



- To Evaluation of training and capacity building programmes, measured against sector standard criteria from the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC).
- Measure the impact of a training and capacity building programme using internationally recognised tools such as the Kirkpatrick model.

### WHAT WILL YOU LEARN?

- 01 Reaction**  
Capturing the participants' immediate feedback to the experience, and how satisfying, engaging, and relevant they found the training.
- 02 Learn**  
Measuring the level of learning acquired and how effective the training has been in helping participants to learn the desired knowledge, skills, or attitudes.
- 03 Behaviour**  
Assessing the level of understanding of the participants, and how well they are applying the learning in practice.
- 04 Result**  
Determining the impact of the training and capacity building programme on individuals, departments, and the organisation/s as a whole.

### WHO IS THIS COURSE FOR?

- Organisations who are receiving a training and capacity building programme delivered by HAD, and are interested in measuring the impact.
- Organisations who would like to contract HAD for Third Party Monitoring of an ongoing training and capacity building intervention, or a final evaluation of a completed training and capacity building programme.



# TALENT DEVELOPMENT

HAD's Talent Development department provides a range of services that focus on the training and development of future humanitarians who share our values and believe in our mission.

Learn more about our bespoke internships and other services by contacting us through:  
[Internships@had-int.org](mailto:Internships@had-int.org)



**MY INTERNSHIP  
WAS BENEFICIAL  
FROM THE GET-GO  
AND HELPED ME  
LAND A JOB  
I ENJOY!**





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# INTERNSHIP SCHEME

## SCHEME OVERVIEW

A work based learning opportunity through which graduates are assigned to an appropriate department and are offered a combination of practical work assignments and comprehensive training activities. Our Internship Programme is an opportunity for graduate and post-graduate students from diverse academic backgrounds to undergo work experience within a truly global humanitarian organisation.

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# The Main Objectives



Provides aspiring humanitarians with a range of entry level work based learning opportunities through which individuals can develop their skills and understanding of working in the sector. Interns will be involved in day-to-day tasks, giving them a valuable insight into how humanitarian and development organisations run and function. Interns will take on roles and responsibilities that help equip them for entry level jobs within the sector.

## WHAT WILL YOU LEARN?

## WHO IS THIS SCHEME FOR?

01

### Meaning

What it means to work for a humanitarian or development organisation.

02

### Understanding

An understanding of some of the different types of roles in a humanitarian or development organisation.

03

### Duties

Some of the duties of entry level humanitarian employees, equipping them with the skills and experience needed to enter the sector.

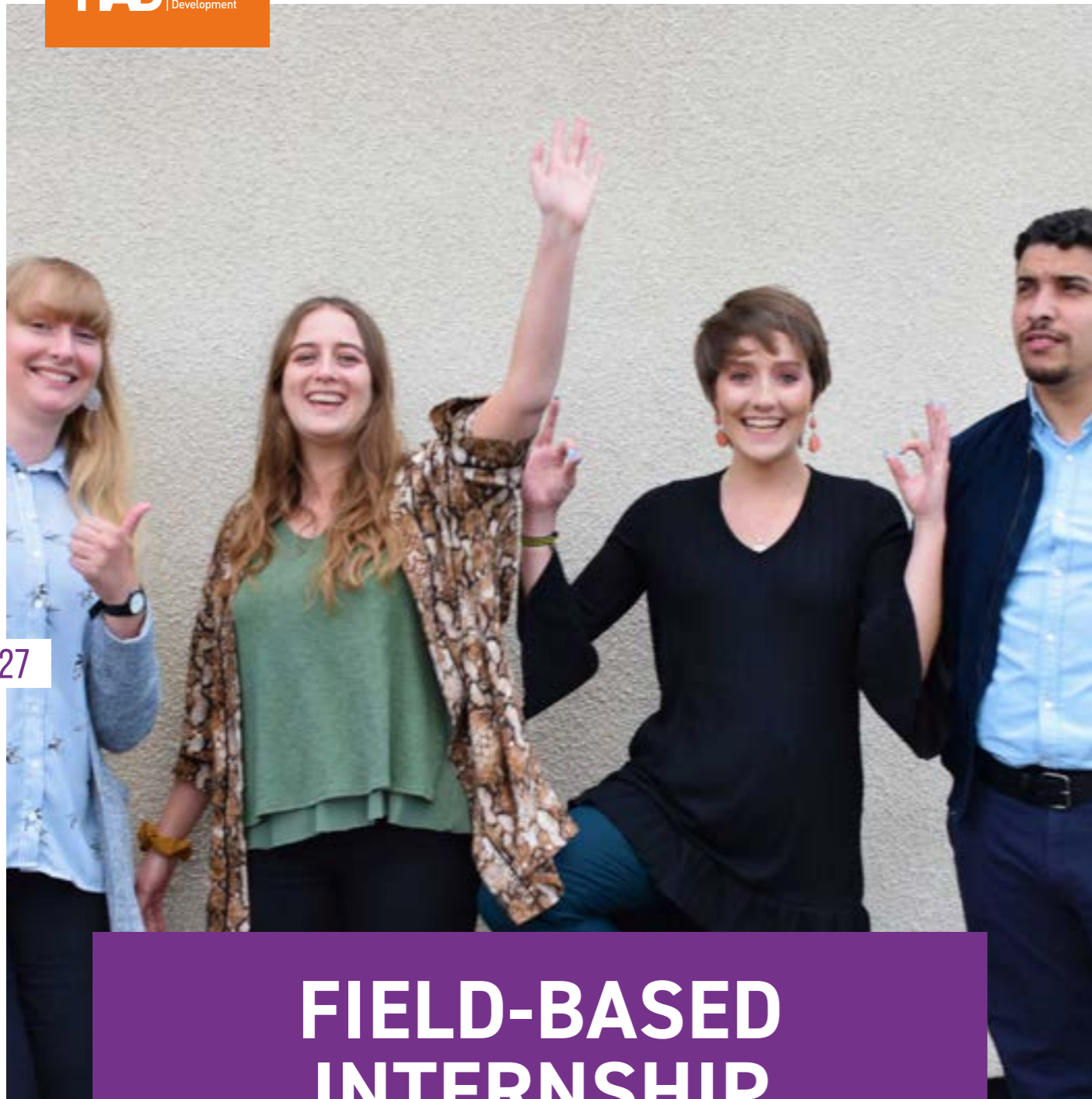
04

### RESULT

You will be given responsibilities that will enable you to create results which can prove to be very useful when applying for a job.

- Enthusiastic, highly-motivated, dynamic Interns who believe in our mission and share our values.
- A recent graduate wanting to explore a career in the humanitarian sector, willing to learn with a positive attitude.





## FIELD-BASED INTERNSHIP

### INTERNSHIP OVERVIEW

This three-months field based placement aims to provide you with an opportunity to experience working in the field, and operating in the front line of humanitarian and development delivery. With a variety of country offices around the globe, our field-based internships gives any budding young humanitarian the competitive edge to break into the sector.

# The Main Objectives



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To support the longer-term personal and social development of the volunteers, building their skills and enabling them to act as agents of social change within their communities and beyond. To provide interns with not just a theoretical understanding of field work, but also a hands-on practical experience- deepening their understanding of humanitarian and development work.

### WHAT WILL YOU LEARN?

### WHO IS THIS SCHEME FOR?

#### 01 Experience

Gain valuable first-hand experience and understand what it's like to work in the field.

#### 02 Understand

Gain a deeper understanding of the depth of humanitarian work and witnessing its complexities in more than a theoretical sense.

#### 03 Reward

The chance to work on rewarding projects and programmes around the globe.

- Enthusiastic, highly-motivated, dynamic Interns who believe in our mission and share our values to maintain the excellence for which we strive.

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Located at the heart of Birmingham with a close walking distance from the City Centre, you can be sure that you're in safe hands when it comes to your next meeting, event or conference.

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# ADDITIONAL SERVICES



## VENUE HIRE

HAD conference and meeting space is a unique and welcoming environment, refurbished to the highest standards, to give you a professional yet comfortable atmosphere in which to hold your event. Located within walking distance to Birmingham City Centre, our space is an excellent option for venue hire in Birmingham.

- **Catering service**
- **Car parking facility**
- **Varied room sizes**
- **Projectors, whiteboards & flipcharts available**
- **Executive suite available**



# STRENGTHENING THE HUMANITARIAN & DEVELOPMENT SECTOR WORLDWIDE

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