



**2019
HUMANITARIAN
CAPACITY BUILDING
ANNUAL REPORT**

 **Save the Children**

Martin Kharumwa / Save the Children

CONTENTS

A MESSAGE FROM RACHEL O'BRIEN

WHO WE ARE AND WHAT WE DO

OUR REACH IN 2019

PREPAREDNESS PORTFOLIO

REACTIVE CAPACITY STRENGTHENING

ADVISORY & CONSULTANCY

OUR EAST & CENTRAL AFRICA HUB IN FOCUS

IMPACT & INNOVATION

THE HCB & HLA INTEGRATION



A MESSAGE FROM RACHEL O'BRIEN

DIRECTOR OF GLOBAL HUMANITARIAN CAPACITY AND CAPABILITY, SAVE THE CHILDREN

2019 saw an increase in the number of humanitarian crises and in the number of people affected, in a trend that has been predicted to continue to rise. At the point of writing this, the world finds itself in unprecedented times, facing a global health crisis.

For Save the Children, which delivers humanitarian assistance to children and communities and works with local and national responders, this Covid-19 pandemic poses catastrophic risks to these children and their communities, due to added restrictions and pressure on already fragile services. Never has it been so critical for ensuring that our capacity strengthening initiatives are supporting the staff and partners delivering lifesaving assistance and to support in effective and timely responses.

Looking back on what the Humanitarian Capacity Building team has achieved in 2019 highlights the breadth and depth of how the team have adapted and responded to support this work. From preparedness activities to reactive capacity building as well as responsive advisory capacity strengthening support, all areas of the team's work focuses on how to make impact where it is needed most. Innovation and new technology are the cornerstone to help us take all of this to greater scale and maximise our accessibility, reach and relevance and the scope of what the team have already achieved is shown in this report.

Looking forward to what is to come in 2020 with the Humanitarian Capacity Building team integrating with the Humanitarian Leadership Academy, helps me to retain hope in this time of darkness, as this will enable a capacity strengthening and learning unit of increased scope and capability. This area of work will continue to serve the wider sector as well as Save the Children and the team's evolving geographical spread fits well with the intent to be 'as local as possible, as international as necessary' in a world where this will be of utmost importance to respond effectively.



WHO WE ARE & WHAT WE DO

WHO WE ARE

Our team delivers globally, through a wide range of programmes and activities, working with humanitarians in areas affected by disaster, alongside agencies across the whole sector.

We believe that local responders understand best the needs of those affected by disaster, now and in the future. So, we partner with them, sharing our experience and expertise, building confidence when it matters most.

When an individual increases their capacity, and passes on their learning, the affected community is stronger - so the impact is multiplied. Our aim is to be impactful, sustainable and effective.

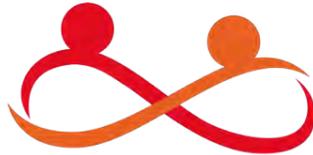
WHAT WE DO

We work both responsively and proactively in areas affected by disaster, across the Middle East and Eastern Europe, Asia Pacific, Eastern and Southern Africa, West and Central Africa and Latin America. We draw on our experience and share best practice from global responses including from Indonesia, Rohingya, Syria, Yemen, DRC, Nigeria and many other contexts.

We pass on what we do best in the field of humanitarian support - from basic essential skills to specialist knowledge. We do this through a flexible and varied programme delivery. We also coach and mentor participants, both as part of those programmes, and as a standalone offer.

We work with NGO's, INGO's and local government agencies to create and deliver programmes. Our participants come from a wide spectrum of agencies. We believe that establishing and sharing good practice across the sector can be transformative.

We all have different ways of learning. So, we offer tailored support in many different formats, depending on the programme. From simulations to mentoring, from online distance learning to face-to-face training, from group work to one-to-one coaching. Depending on the programme, we can work in different languages relevant to local participants including Arabic, English, French and Spanish.



HUMANITARIAN Capacity Building

WE WORK BROADLY ACROSS FOUR AREAS



UK Creative Team



PREPAREDNESS PORTFOLIO

We support humanitarians from across the sector be prepared, whilst aligning with the work of the wider Save the Children Movement, helping children survive, learn and be protected. We continue to build and develop our regional teams, enabling them to lead, identify and support future learning needs within their regions. We are proud to have regional hubs in East & Southern Africa, West & Central Africa, Asia and the Middle East.



Mohamed Osman / Save the Children

REACTIVE CAPACITY STRENGTHENING

We help develop the capability of technical and operational staff in big responses so that critical activities can be done within the first 6-8 weeks, or the more fragile phases of a prolonged crises when capacity is most stretched.



Sacha Myers / Save the Children

ADVISORY AND CONSULTANCY

Our goal is to be there for local humanitarian teams when they need it. Our on-demand consultancy service offers advice on best practice and practical suggestions. We enable local teams to identify their own needs, find solutions and to enhance the overall capacity of front-line humanitarian staff.



Sacha Myers / Save the Children

IMPACT AND INNOVATION

Innovation and new technologies are critical for us to maximise our reach and effectiveness. They help us connect with people. Digital is a fundamental element of our offer and evolving all the time across all our programmes and activities.

Our innovative game concept for example, aims to replicate the complexity of real-world emergency response situations and provide a safe space for participants to learn. Through our own digital design team, we are leading the way with innovative technologies to help participants learn.

We are working with colleagues across the entire humanitarian sector. To deliver effectively, now and in the future, humanitarians need the ability to adapt their skills. By challenging and supporting one another, we can all do what we do, better.



UK Creative Team

We have developed a community of coaching – mentors and advocates who better leverage the incredible expertise and talent that we have in the sector and further increase our impact.

We have established a network of professional senior humanitarian coaches to support the development of our leaders and senior staff, alongside leading a programme to build our pool of technical mentors, spanning 28 countries and in collaboration with 12 INGOs.

OUR REACH IN 2019

WE DELIVER GLOBALLY AND AT SCALE



709 humanitarians, based in **57** countries, and directly trained through **33** face-to-face capacity strengthening initiatives.



3,711 registered online learners for our two flagship digital programmes HOP Fundamentals and FIELD and total of nearly **1,700** subscribers to our portfolio of micro-learning resources.

WE DELIVER FOR THE SECTOR



53% of our direct participants came from outside Save the Children

OF WHICH

37% were from local and national organisations



WE DELIVER WHERE THE NEEDS ARE THE GREATEST



7 humanitarian responses supported



87% of our direct participants came from disaster affected/prone countries

WE STRIVE TO ENSURE RELEVANCE OF OUR PROGRAMMES WHERE WE CAN



40% of our direct participants were female

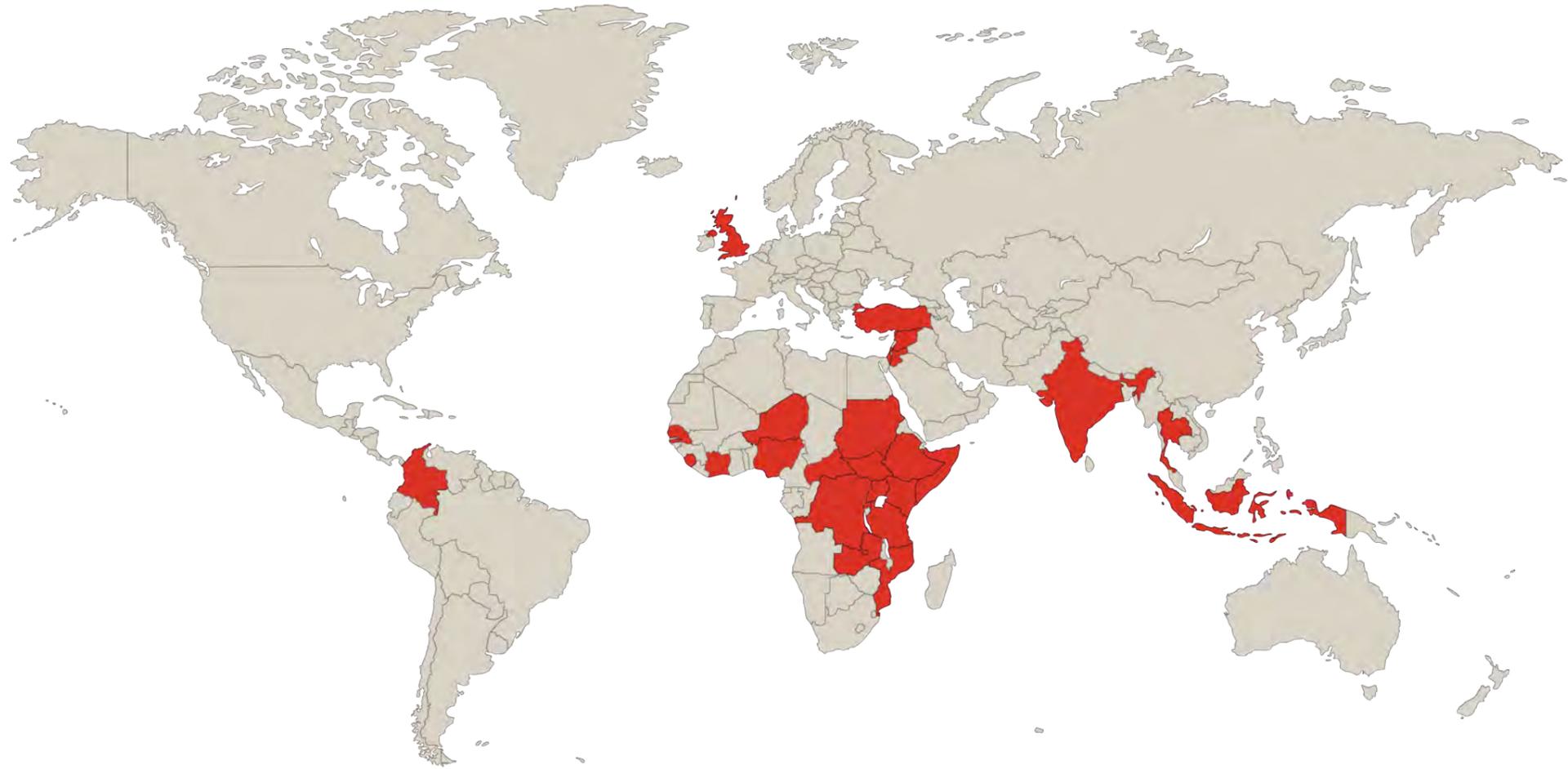


We have delivered training or resources in **5 LANGUAGES** (English, French, Spanish, Arabic & Portuguese)



11 of our team members are based outside the UK





We have delivered learning initiatives in 21 countries in 2019.



PREPAREDNESS PORTFOLIO

PUBLIC HEALTH

“After my training, I wrote a proposal for UNICEF to conduct capacity building in Syria. It was agreed and next month I start training”

Graduate, Public Health Training



Andrew Pacutho / Save the Children

HIGHLIGHTS

During 2018 and 2019 we have been active in delivering programmes for communities in Syria using funds from our Syria Appeal. For example:

- 25 people, from a range of national and international organisations, successfully completed the Health and Nutrition Diploma.
- We delivered 2 Infant and Young Child Feeding (IYCF) short courses for Syrian ‘nutrition cluster’ (NW Syria, Southern Syria); 2 WASH courses, and 2 Training the Trainer courses.
- We developed: a Mid-Level WASH training package, with an Arabic translation.

Health capabilities in countries affected by disaster or conflict can become severely challenged. Individuals can become vulnerable to a range of health risks and problems including child mortality and epidemics such as malaria; poor Sexual and Reproductive Health, malnutrition and more. Sustaining health of communities is fundamental and requires a professional response. Planning, integration, monitoring and evaluation and mobilising communities, are all key elements.

We partner humanitarian responders from across the sector with an integrated approach to Health, Nutrition and WaSH. We support them in their professional development, enabling them to identify their learning needs or practice their skills, working to their own goals, in the context in which they work. In the last five years, we have worked with practitioners from Tanzania to Bangladesh, Somalia to Syria.

WHAT'S NEXT

- RECAP consortium project led by LSHTM – “Research capacity strengthening and knowledge generation to support preparedness and response to humanitarian crises and epidemics” – working with Save the Children offices in Bangladesh, Somalia and South Sudan
- Working as part of the Global WASH Cluster capacity development group with a pilot project in Cox’s Bazaar



Andrew Pacutho / Save the Children

EDUCATION IN EMERGENCIES

‘For our organisation EiE is becoming more of a focus in humanitarian aid. I am involved in the project design of all EiE interventions in different countries since completing the EiE CAS’
Education Manager, MEEE Region



HIGHLIGHTS

In 2019, the EiE PDP reached;

- 52 DIRECTLY
- 305 INDIRECTLY

In South East Asia region, over 70% of participants in the EiE CAS said they had been more involved in humanitarian responses within just 9 months of completion. Of those people, 100% of them felt that the EiE contributed to this increased involvement.

The EiE PDP offers a range of EiE capacity strengthening guidance, resources and courses, including the EiE Certificate of Advanced Studies (CAS) - a comprehensive 450-hour blended learning programme accredited by the [University of Geneva \(UNIGE\)](#).

EiE PDP courses have been delivered in East & Southern Africa (ESA), the Middle East & Eastern Europe (MEEE), South East Asia and South Asia regions, with hubs established in the ESA & MEEE region.

Education is a fundamental component of a humanitarian response: it contributes to the physical and psychological protection of children, their families and communities; it supports and promotes the continuation of child development and learning and helps prevent drop out; it presents an opportunity to improve the reach, quality and relevance of education, including building resilience. A key part of being able to initiate, design and implement timely and quality education in emergencies (EiE) responses is having the education/EiE staff with the right competencies to do so. Developing these competencies where they are needed - in emergency-prone contexts, countries and regions - is the aim of the sector-facing [EiE Professional Development Programme \(PDP\)](#).



WHAT'S NEXT

- Finalise a series of shorter online, face-to-face and blended courses.
- Translate the EiE Fundamentals course into French and Arabic.
- Continue to make more Education in Emergencies content accessible on Kaya.

CHILD PROTECTION IN EMERGENCIES

“The programme is greatly put together in that, it is rich in theory, translates the theory into practice and provides actual exposure to demonstrate the learning through simulation and other practical techniques. The use of multiple facilitators adds to the value of the training.”

Graduate, ESA CPiE PDP



Jonathan Hyams / Save the Children

HIGHLIGHTS

- Our teams in Asia Pacific, the Middle East and East & Southern Africa trained a total of 94 participants
- 89% of respondents on all completed CPiE Professional Development Cycles report having passed knowledge to others, helping protect more children in emergencies and multiply the impact.

The Child Protection in Emergencies (CPiE) Professional Development Programme combines distance learning and face to face training to ensure maximum impact. Blending theory on child protection in emergencies, cross cutting themes and hands on learning, participants have opportunity to work face to face with Child Protection experts, access a mentor, take part in simulations, as well as undertake a job placement or action research. Topics range from child injuries to psychosocial distress; from justice for children to strengthening family environments and much more. Themes include, for example: gender, conflict sensitive programming and disaster risk reduction. Each stage of learning is monitored in line with a transparent marking system. There are several graded tasks including: a reflective report, a training plan and a group presentation.

WHAT'S NEXT

- Run the programme in Asia Pacific, Eastern and Southern Africa and expand to West and Central Africa.
- Modularising Child Protection in Emergencies content on Kaya.
- Work with the Alliance for Child Protection in Humanitarian Action to develop e-learning module on Child Protection Minimum Standards.



Sacha Myers / Save the Children

CASE STUDY CHILD PROTECTION IN EMERGENCIES

EAST & SOUTHERN AFRICA

RANSOMED

CPiE PDP ESA CYCLE 1 GRADUATE
CPiE PDP ESA CYCLE 2 FACILITATOR

As someone who had participated in the first East and Southern Africa Child Protection in Emergencies Professional Development Programme, Ransomed was invited to take part in the second cycle as a facilitator. *“It felt nice to give back to a programme that gave me so much.”*

Ransomed also sees benefit for his work practice having been a facilitator. *“I have learnt a lot observing and have picked up a lot in my time here. I will try and translate that into our programmes.”* This highlights that the PDP is a shared learning experience and that facilitators can take away lessons from participants and other facilitators.

His advice to Cycle 2 participants was for them to invest their time and energy into the programme, as he knows first-hand the benefits it can serve. *“Try to make use of the mentoring system as this massively helped me. I deployed to Niger so I was able to apply it immediately and my managers saw I came back with lots of learnings.”*

The simulation was a real highlight of the residential for Ransomed as a participant, because of the amount of feedback. *“That’s what makes this programme stand out. I have taken part in other programmes around the world, but the CPiE PDP stands out. Its designed so different people give you feedback on improvements but also what you did well. For people who haven’t worked in emergencies, the simulation gives you a very good insight.”*

MARIA

CPiE PDP ESA CYCLE 2 GRADUATE

For Maria, who works for the Department of Children Services in Kenya, the online learning component of the programme was something new to her, and taught her a lot of skills in digital learning, as well as Child Protection in Emergencies. Whilst she admitted it was a challenge, Maria is now able to guide people how to use the technology herself.

Maria has found the PDP useful as the teachings have been contextualised so that the work *“applies in my area. I see organisations responding, but I lacked the knowledge, so now I understand the context better and will be able to also better coordinate.”*

When asked about a key moment that she identified from her work since the start of the programme, Maria was able to recognise that she had gaps as a Children’s Officer, so started thinking differently after the Safeguarding module. Her workplace used the principle of Best Interest of the Child, and Maria feels that child safeguarding is an added value to this principle. She also said that *“I understand case management better now as I am more experienced.”*

As a result of the PDP, Maria feels that she is now able to input more to crisis coordination meetings: *“The country steering group meetings are headed by the Government Drought Management Authority. They normally invite me, and I see Food Security being discussed, but never Child Protection. Now I can input on what is expected in terms of Child Protection so it is a more holistic approach.”*



HUMANITARIAN OPERATIONS PROGRAMME

“It helped me understand what humanitarian response is all about and what is expected of us as humanitarian workers”

Participant, HOP Core training, Nigeria



Jonathan Hyams / Save the Children

HIGHLIGHTS

- In 2019, we trained 79 participants in Kenya, Nigeria, South Sudan and Zambia.
- In an evaluation survey, 100% of respondents said they felt more confident in the subject matter after completing the HOP Fundamentals online modules.

The HOP helps strengthen the capacity of staff working in emergency response at national and regional level. Designed for those wishing to understand fully the fundamental principles of humanitarian action, it covers essential elements in setting up and running a humanitarian response.

We use the Core Humanitarian Standards and the Core Humanitarian Standard on Quality and Accountability (CHS) as a foundation. The HOP is driven by the need to be relevant to the context in which participants work. We blend face-to-face learning with distance and simulation learning to maximise impact.

Participants learn theoretical knowledge and practice new skills so they are confident for future emergencies and can share their skills with others. Passing on learning helps multiply the humanitarian impact, supporting those affected by disaster. The HOP is also a platform for a successful career in humanitarian work, enabling participants to work across the sector in the future.

WHAT'S NEXT

- In 2020, HOP will be translated and contextualised to be piloted in Francophone Africa.
- We will launch the HOP Fundamentals online platform in French.
- We are committed to continue delivering the HOP to staff and partners based on need.



Alandry

CASE STUDY HUMANITARIAN OPERATIONS PROGRAMME

FRANCIS, SOUTH SUDAN

“The training exceeded my expectations, and my experience has enabled me to deliver for the community”



Francis works for a local organisation in South Sudan, working in emergency response and those affected by Gender Based Violence (GBV). He says that working with people, helping alleviate their suffering, is a key motivation for him. Francis signed up for the HOP so he could be ‘effective in service delivery’ in emergency response contexts. He says that both the HOP Core training and the Response simulation have been instrumental in his development in humanitarian response. He has gained a deeper understanding from both, on topics ranging from gender sensitivity to budgeting, from safeguarding to distribution, from radio use to rapid assessment.

Francis says that the HOP has had a big impact on his work. He is able to plan a programme while better considering factors that could impact it. Stakeholder mapping, risk assessment and setting priorities are vital, he says. Working in Monitoring & Evaluation, Francis believes that affected populations data is key. Through HOP he now better involves affected people throughout the humanitarian programme cycle. Listening and learning, Francis believes, is fundamental and he uses the skills he acquired on HOP to work with victims of rape and sexual assault.

“Partnering a wide range of organisations has the biggest role to play in addressing humanitarian crisis. My skills in working together with stakeholders have improved significantly and technically I have changed dramatically”

Francis passes on his expertise and skills, supporting community outreach workers, state co-ordinators, and programme officers. For example, he trains staff in asking most effective questions of affected populations and works with state co-ordinators to ensure that insights from affected communities are reported. This way, he believes, systems are strengthened, and delivery is improved.

“My HOP experience has been so important. My team working has been transformed”

“Any intervention that doesn’t put the affected population at the centre is a broken intervention. I have learnt a lot about working with affected communities.”

From the HOP, Francis has particularly valued the impact on his ability to deal with ‘huge volumes of work’. He has increased his responsibilities working across different departments. He also says that through the programme, he learnt a lot from friends across Africa and the UK.

FIELD MANAGERS IN EMERGENCIES LEARNING & DEVELOPMENT PROGRAMME (FIELD)

“I will share the link with all the management team in our organization and train all staff under my supervision”
Learner, FIELD course on Kaya



HIGHLIGHTS

We launched FIELD at the end of 2019. We have already reached close to 2,000 learners from 28 countries.

We have finalised pathways on:

- Cross cutting subjects
- Leading and Managing People in Emergencies
- Logistics

FIELD's focus is to develop the pool of local, national, and international staff who can prepare for and take charge of in-country operational programmes in humanitarian responses. It provides the vital skills required of a FIELD Manager to deliver equitable, high quality humanitarian programming. The programme covers all aspects of a Field Manager's role including: understanding of the humanitarian system and operating context; contributing to the development of an organisational humanitarian response; organising and leading diverse teams in rapidly changing and challenging humanitarian settings; actively participating in humanitarian coordination and inter-agency cooperation; better enabling humanitarian response to reach the most marginalised populations.

WHAT'S NEXT

- FIELD will develop a serious game alongside the remaining pathways
- Develop the Finance and Grant Management; Project Management; Safety and Security; MEAL; Working in a Humanitarian Context; and Communications, Advocacy and Media pathways.



TRANSFORMATION OF TRAINING (ToT)

“The ToT gave me skills and confidence to deliver trainings and transfer knowledge to any audience, ranging from fellow staff to other stakeholders in humanitarian work.”

Local NGO staff member, Uganda



HIGHLIGHTS

We delivered our Transformation of Training programmes in countries including Bangladesh, Turkey, Uganda, Jordan, Somalia and Nepal.

We trained 219 people at Foundation level and 66 through our technical programmes.

The digital pathway was launched globally on Kaya.

We enable trainers so that they can confidently deliver and design training programmes. We believe in supporting people, mentoring and motivating. They tell us this way they are at their best. We combine this with a robust assessment process to make sure trainers are set to deliver consistently to the highest standards. Their skills are adaptable, allowing them to work across the NGO community in the future, following whichever career path they choose.

We welcome participants from a range of organisations. We work across the sector, in partnership with NGOs and INGOs, building humanitarian capacity wherever needed to support those affected.

WHAT'S NEXT

- In 2020 we will launch the ToT Professional level globally.
- We will continue to deliver training, remotely and face to face, across the world.



REACTIVE CAPACITY STRENGTHENING



Lizzie Copestake / Save the Children

159 RESPONDERS DIRECTLY TRAINED ACROSS 7 DIFFERENT RESPONSES.

Our rapid onset activities and work in protracted crises grew fast in 2019 through our work in Bangladesh, Colombia, DR Congo, Indonesia, Mozambique, Syria and Yemen. Through our programmes, we helped provide the skills for local responders, to minimise the impact of emergencies and foster safe, healthy environments before, during and after emergencies or crises. At these sometimes-fragile stages we helped close the gap between humanitarian needs and teams' available resources. We shared our expertise, supporting responders from across the sector when they are stretched most. From startup phases which need rapid action, to longer term capacity development support, we help ensure effectiveness at every stage for affected populations.

HIGHLIGHTS

- In **Syria** we funded and supported delivery of two IYCF-E training courses in Gaziantep and Amuda for organisations working on the crisis. In addition, we developed and launched 5 EiE micro-learning videos in Arabic and English in collaboration with the Humanitarian Leadership Academy.
- In **Indonesia** we have developed a long-term mentoring programme for the Indonesia country office. Approximately 200 SC Indonesia staff and 40 partner and local government staff have received support.
- In **Bangladesh** the capacity building programme within the Rohingya Refugee response is in its third phase that focuses on local partners, with a Learning Needs Analysis conducted in partnership with locally based BRAC.
- In **Mozambique** an LNA was conducted and a Monitoring, Evaluation, Accountability and Learning (MEAL) in Emergencies training delivered. We designed and delivered a 2-day introductory operational humanitarian training programme (EmCore).
- We expanded our library of micro-learning resources, and added Portuguese translations to the existing French versions of the learning animations.

WHY

- We focus on direct, timely, light touch interventions ensuring best practice under pressure
- We help identifying and closing any capacity gaps, meaning quality of response has never been compromised.
- We help boosting confidence of inexperienced staff, allowing them to deliver expertly on the ground
- Coaching and mentoring 'on the job' can be invaluable experiences for staff's career, whichever organisation, meaning they continue to make a difference in the future – the ripple effect.

WHAT'S NEXT

- In 2020, we are growing fast across Asia and West and Central Africa.
- We expect to share learning and enable best practice from other global responses, delivering reactive capacity strengthening support whenever and wherever needed.

CASE STUDY

REACTIVE CAPACITY

STRENGTHENING

SAVE THE CHILDREN INDONESIA

‘After few trainings were done last year for staff who are working in Sulawesi Response, their capacity have improved significantly in the understanding of humanitarian code of conduct, and how the humanitarian workers should act positively during emergency response’.

Rosianto Hamid, Former Humanitarian Director SC-Indonesia



Junaedi Ulko

The SC Indonesia country office (then Yayasan Sayangi Tunas Cilik, YSTC) saw capacity building as an integral part of the response to the Sulawesi Earthquake from the beginning. The team was familiar with responses to smaller disasters but realised it would be scaling up the size and scale of its work significantly over the coming months. It was one of the first occasions in which HCB aimed to provide structured support in the first months of a response and was an important learning opportunity for both teams.

The Regional Office (RO) launched a Rapid Learning Needs Assessment after 2.5 months of the response once the response strategy and budget were agreed and many of the locally recruited staff who were likely to be part of the response for the long term were in place. The outcome of the assessment was built into a L&D strategy for the programme led by the CO Human Resources Director. This was key in ensuring that the approach was strategic, owned by the CO and sustainable in that activities would be implemented and followed up.

The capacity strengthening activities proposed under the strategy made use of a wide variety of content providers and approaches to try to build sustainability and impact into the outcomes.

The team worked with a local capacity development provider, SAUH Psychological Services (based on a recommendation by the RO), on Psychological First Aid training for the full HR team and the EiE and CPiE technical teams. This consisted of 2 separate sessions with staff and the HR team installed a focal support person in each field location as well as the capital.

YSTC (SC Indonesia) identified a need for local authorities and partners on Child Protection, a topic on which SC is considered a leader. The team developed a training that is delivered to local authorities and partners as such providing a wider contribution to the overall response by supporting others.

Building on the lessons learnt from the first phase mentoring programme supported by the HCB team they requested a ToT for the Indonesia team to run their own version and integrate it into their wider work. Using a mentoring approach for key staff was one of the ways of keeping the growing knowledge flowing around the organisation, even taking into account the challenge of staff turnover.

‘The programme has supported almost all functions to prepare themselves better according to their role:TA(s), humanitarian talent pool, program operations, support staff members, Senior Management Team, Extended Management Team. It was very useful for the team to understand what to do at every stage of response starting from the first 24 hours. Through specific activities, we also equipped the humanitarian talent pool with leadership skills and identify more talents to become Response Team Leader for future response.’

Putri Paramesti Daryatmo, HR Strategy Manager, SC-Indonesia

‘Since we start to conduct the training, we are able to improve and increase our capacity especially in the humanitarian response. As an organization, it leads to increase our response capacity, not only me but also for all staff.’

Dino Satria, Humanitarian Director, SC-Indonesia

Before the ERT, most of the participants are not used to Save the Children’s humanitarian response system. Now they are more familiar with it and feel able to deliver to Save the Children’s humanitarian standards within the first 24 hours, 36 hours etc. They also feel more confident to conduct an emergency response.

ADVISORY & CONSULTANCY



Jiro Ose / Save the Children

By advising best practice, and being there to offer practical suggestions, we have enabled other teams to identify their own needs, find solutions and to enhance overall capacity of front-line humanitarian staff.

In 2019 we have delivered 12 exciting projects for our colleagues at Save the Children and other organisations to support them in their capacity strengthening agenda focusing on meeting needs and leveraging the incredible expertise and talent that we have in the sector.

HIGHLIGHTS

In collaboration with Save the Children technical experts we developed a rapid Learning Needs Analysis tool for Country Offices which has been integrated into the organisation's Quality Framework.

We conducted Ethiopia Country Office Cash Capacity & Readiness assessment and developed an action plan to enhance preparedness for Cash in emergencies.

Working with the Protecting Children in Conflict (PCIC) team, we launched an online module in English, and which is soon to launch in Arabic, French and Spanish, aimed at increasing staff understanding on Save the Children's approach to implementing international legal frameworks to protect children in conflict.

Working with the Monitoring, Evaluation, Accountability and Learning (MEAL) experts we developed an online module to increase Save the Children staff knowledge on MEAL governance.

All clients said they would use our service again, and would recommend us to others.



Sachia Myers / Save the Children

EAST AND SOUTHERN AFRICA HUB 2019 IN FOCUS



Fredrik Lerneryd / Save the Children

Our focus is on growing our regional capacity strengthening hubs. Embedding capacity strengthening experts into regional teams allows for a much faster and more adapted response, supporting Country Offices to strengthen their capacity.

Frontline staff can then draw on our expertise in understanding local context, accessing networks and resources, designing plans, funding initiatives and much more. As a result, staff and partners in-country are more confident in applying good practice in responses.

The East and Southern Africa hub, based in Nairobi, serves as a model for the other hubs we have started building in West & Central Africa, Middle East and Eastern Europe and Asia.

What is it – This is a blueprint for where global investment in capacity strengthening meets the demand and needs from humanitarians on the ground. The ESA capacity strengthening hub is a ‘small size high impact team’ working to research needs and match them to relevant opportunities.

The hub plays a pivotal role in ensuring continuous targeted capacity strengthening across the region.

Experience gained and lessons learnt from years of delivering capacity strengthening in the region brought out the importance of having the right expertise on the ground, to be able to act quickly and provide optimal support.

How does the hub work – the hub team collaborates with other capacity strengthening actors (internally and externally) to coordinate and deliver learning solutions based on actual needs of front-line humanitarians.

What’s next for the hub – in 2020, we will continue to grow our team in order to implement our new ESA capacity strengthening strategy which will guide our ongoing work across the region, supporting preparedness efforts and responses.

“The plans for an ESA Capacity Strengthening Hub is incredibly exciting. It will provide us with the ability to: operationalize Capacity Strengthening as a core component of front line emergency responses, to critically evaluate shifts in operational landscapes and develop new content and training packages for the next generation of humanitarians, and to strategically invest in the transition of skill sets from international to local – this would be a fundamental element of our localization commitments and could become a central element of our future business model.”

Thomas Jepson-Lay, East and Southern Africa Emergencies Director, Save the Children

HIGHLIGHTS

- Several courses were rolled out during the year using different approaches that included both face-to-face (workshops, classroom, desk-based scenario and immersive simulations), online learning, as well as coaching and mentoring.
- Learning Needs Assessments were conducted, including a Cash and Voucher Capacity Assessment for the Ethiopia Country Office; a Rapid Learning Needs Analysis for the Mozambique Country Office following cyclones Kenneth and Idai. The RLNA for Mozambique informed the design and delivery of capacity strengthening activities during the emergency and recovery phases of the response in different areas including technical, operational and preparedness.

IMPACT & INNOVATION



“In collaboration with Save the Children, we carried out a series of experimental workshops on games-based learning methodologies with humanitarian workers in Jordan and Kenya. Participants loved it, and more importantly, they were learning. This research has already proven exceptionally important for the advancement of games-based learning in the humanitarian field. Data like this has never been collected before. It is the cutting edge of the field.”

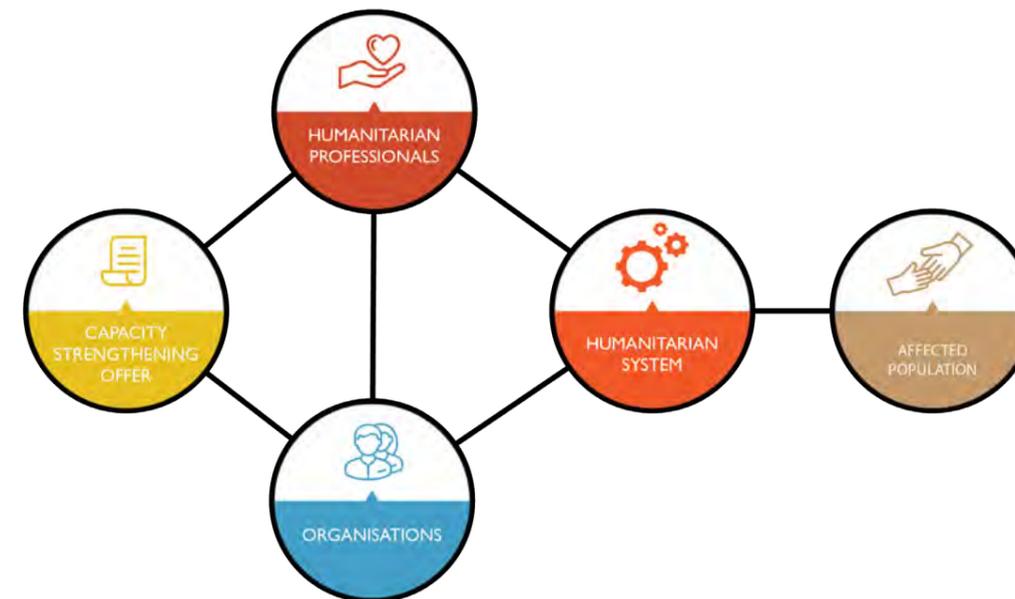
Matthew Stevens, Director, Lessons Learned Simulations and Training

IMPACT

We learn from evidence and all our programmes are underpinned by a thorough monitoring and evaluation processes telling us what works and what doesn't in regard to capacity strengthening.

We know what impact we made on the humanitarians we reached by helping to accelerate their careers, improve confidence and equipping with skills needed to respond to emergencies. They are all working for various international, national and local organisations taking their learning to their teams and improving efficiency and effectiveness of the work they do, to deliver most appropriate service to the affected populations.

Our Theory of Change



INNOVATION

Innovation and new technologies are critical for us to maximise our reach and effectiveness. They help us connect with people from across the globe where there might be physical limitations to access. Digital learning is a strong element of our offer and it is evolving all the time. The innovative game concept we continued working on in 2019, aiming to replicate the contextual complexity and real-world cause and effect (i.e. repercussions) of emergency response situations and provide a safe space for Field Managers to learn and fail, including commissioning research to take place in Nairobi and Amman on user experience around serious games.

WHAT'S NEXT

- We aim to take our games concept to development creating a sector-wide engagement with humanitarian games for learning and work to embed innovative, piloted and evidence-based approaches within our offer.
- We aim to expand our body of evidence that will allow us to better reflect on how to be more effective and impactful within ever changing environment.



Sacha Myers / Save the Children

THE HCB/HLA INTEGRATION

“The Humanitarian Leadership Academy (HLA) was born out of the humanitarian capacity building space at Save the Children. It was about localisation and surge. The basic spine of what we do hasn’t shifted, there’s not a cultural dichotomy”.

Gareth Owen, Humanitarian Director, Save the Children UK

2019 saw many changes in the humanitarian landscape, not least of which for the Humanitarian Leadership Academy which transferred back into SCUK in order to consolidate the work it had already achieved for the sector and expand this further.

OPTIMISING OUR IMPACT

In 2019 the process started to integrate the Academy back into SCUK and to start to join forces with the Humanitarian Capacity Building team. The purpose of this process is to become a single entity that capitalises and builds upon the extensive expertise and experiences of both teams – ensuring SCUK offers the most effective and impactful humanitarian capacity strengthening resource that it can, for both the Save the Children movement and the humanitarian sector.

CONTACT



<https://www.savethechildren.org.uk/what-we-do/policy-and-practice/humanitarian-capacity-building>



capacitybuilding@savethechildren.org.uk



**WITH THANKS TO EVERYONE IN THE TEAM
FOR ALL THEIR HARD WORK IN 2019.**