

INTER-AGENCY STANDING COMMITTEE
WORKING GROUP

IASC Subsidiary Bodies

Report on Humanitarian Coordination Group Activities in 2011

[9 February 2012]

I Report on Activities Undertaken in 2011

This document builds on the IASC Humanitarian Coordination Group (HC Group) Work Plan for 2009-2011 adopted by the HC Group on 19 January 2010 and takes into account the strategy paper “Strengthening the HC System: the Unfinished Agenda”.

The overall objective of the IASC HC Group’s work remains to strengthen the humanitarian coordination leadership function, whether performed by Humanitarian Coordinators (HCs), Deputy Humanitarian Coordinators (DHCs) or Resident Coordinators (RCs).

1.1 Achievements in line with the 2011 workplan

The HC Group made progresses in most of its areas of work, although with different speed and ultimate level of success. Detailed activities and objectives are presented in the matrix in page 2.

Overall, the work of the Sub Working-Group in 2011 was both supported and influenced by the discussions taking place during the year at the PTT/Principals level as part of the Transformative Agenda.

1.2 Opportunities and constraints faced by the subsidiary body

The process launched by the ERC and the IASC Principals through the Transformative Agenda has offered a new momentum for moving forward on issues relevant to the work of the HC Group. In particular, the issues of strengthened accountability of HCs, DHCs and HCTs, as well as the streamlining and improvement of selection process for Humanitarian Coordinators benefitted from the renewed commitment and engagement of all IASC partners through the Transformative Agenda.

At the same time, some delay was experienced as the HC Group was waiting for this process at Principals level to conclude. For instance, although a paper spelling out concrete options to strengthen accountability of HCTs was developed by the HC Group in the first quarter of 2011, further progress on this matter was stalled as discussions were still taking place in the framework of the Transformative Agenda.

In addition, the HLSU team within OCHA, which supports the implementation of many activities of the HC Group, was weakened by staff turnover and re-organization. As a consequence, important activities were delayed and implementation will start in 2012.

II Status Update with Reference to Objectives Set in the 2011 Work Plan

[Please use the table of the 2011 work plan and include a status column to the right, as shown below. Please indicate the status of your work and the results achieved in relation to the original objectives/planned activities.]

Objectives	Activities	Focal point(s)	Timeframe	Status / Update
1. Accountability of HCs, DHCs, and HCTs is strengthened.	Developing and submitting to the IASC WG a paper spelling out concrete options to strengthen accountability of HCTs.	OCHA-Humanitarian Leadership Strengthening Unit (HLSU)	Paper submitted to the WG by Q1, 2011.	The issue of HCT accountability was discussed throughout the year in the framework of the Transformative Agenda process. The HC Group was not able to make any progress on it as it was waiting for this process to conclude.
2. IASC HC Panel is effectively utilised.	<p>Regularly convening the HC Panel to consult the IASC on:</p> <ul style="list-style-type: none"> ▪ the most suitable model for the HC function (when a new HC/DHC function is established, and if major changes in circumstances have occurred in a country where an existing HC function becomes or is about to become vacant); and ▪ the most suitable candidate for the HC/DHC function (when a new HC/DHC function is established, and when an existing HC function becomes or is about to become vacant). 	OCHA-HLSU	Continuous activity.	<p>The HC Panel was convened 5 times in 2011, including a face-to-face day-long meeting in July.</p> <p>The function of the Panel has changed: the Panel no longer discusses candidates for RC/HC functions. Instead, the ERC and UNDG Chair meet after the IAAP to review shortlisted candidates.</p>

<p>3. The HC Pool reaches optimal size and is effectively utilised.</p>	<ul style="list-style-type: none"> ▪ Enlarging the HC Pool. ▪ Messaging and advocacy by HC Group members and OCHA to promote the Pool. ▪ Increasing the deployment rate of HC Pool members for HCs, DHCs and other senior humanitarian coordination posts. 	<p>OCHA-HLSU</p>	<p>Continuous activities.</p>	<p>The HC Pool grew from 33 to 39 members. Further enlargement was stalled due to staff turnover in OCHA. The deployment rate of HC Pool members continues to be low due to HC Pool members' reluctance to apply for posts, lack of concerted support by IASC agencies to HC Pool members in the RC selection phase, and low selection rate of HC Pool members by the Secretary-General.</p>
<p>4. Roles and procedures relating to HCs, DHCs and RCs performing humanitarian coordination functions are clear and codified.</p>	<p>Developing policy papers on the following subjects:</p> <ul style="list-style-type: none"> ▪ Terms of Reference of Deputy HCs; ▪ Strengthening support to RCs and HCs; ▪ Options for humanitarian coordination leadership architecture; ▪ Criteria and procedures for designating HCs a.i. 	<p>OCHA-HLSU</p>	<p>Paper submitted to the WG by Q4, 2011.</p>	<p>Papers not developed due to staff shortages in OCHA-HLSU.</p>

<p>5. RCs, HCs, DHCs, and HC Pool members have sufficient and adequate knowledge to perform their humanitarian coordination functions effectively.</p>	<ul style="list-style-type: none"> ▪ Developing a three-year learning strategy for HCs, DHCs, HC Pool members and RCs performing humanitarian coordination functions, and submitting it to the IASC WG. ▪ Designing, developing and conducting 3 workshops for RCs and HCs on the use of legal frameworks in humanitarian advocacy. ▪ Designing, developing and conducting 2 workshops for HC Pool members covering humanitarian coordination leadership issues. (Workshop on Working with Partners and Workshop on Humanitarian Diplomacy: Advocating and Negotiating Using Humanitarian Norms and Principles) ▪ Delivering 4 sessions on Effective Leadership in Emergency Contexts delivered as part of the UNCT Leadership and Coordination Skills Workshop. ▪ Delivering 1 induction workshop for RCs on emergency preparedness, response and recovery. 	<p>OCHA-HLSU</p>	<p>(a) Strategy developed by Q2, 2011. (b) 3 workshops for RCs and HCs delivered by Q3, 2011. (c) 2 workshops for HC Pool members delivered by Q4, 2011. (d) 4 sessions on Effective Leadership in Emergency Contexts delivered by Q4, 2011. (e) 1 RC induction delivered by Q4, 2011.</p>	<p>(a) A draft strategy has been developed and will be circulated to partners shortly for comments. (b) Two regional workshops for RCs and HCs on the use of legal frameworks in humanitarian advocacy were organised in March in Panama and in September in Bangkok. The third one was postponed to February 2012. (c) A workshop for HC Pool members on working with partners was held in February. The second one was postponed to 2012. (d) Four sessions on effective leadership in emergency contexts were delivered as part of the UNCT Leadership and Coordination Skills workshop in Turin. (e) An induction workshop for RCs on emergency preparedness, response and recovery was delivered in December in New York as part of the week-long RC induction workshop.</p>
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