

IASC HC Group

Work Plan, Sept. 2009- Sept. 2011

Endorsed on 19 January 2010

This work plan builds on the IASC HC Group Work Plan adopted by the HC Group on 12 September 2007 and takes into account the strategy paper “Strengthening the HC System: the Unfinished Agenda”, as requested by the IASC Working Group in March 2009. As such, it supersedes the September 2007 Work Plan.

The overall objective of this work plan is to strengthen the humanitarian coordination leadership function, whether it is performed by RCs, RC/HCs, HCs, or DHCs. The work plan will be implemented collectively by IASC agencies with OCHA facilitation and in close cooperation with all relevant stakeholders, particularly UNDOCO for issues pertaining to the RC system. A prioritization exercise will be undertaken by the HC Group. Synergies will be sought with the activities of Global Cluster Lead Agencies aimed at building the humanitarian coordination leadership capacity of their staff. The work plan also includes (in italics) actions that should be taken by other stakeholders to achieve the overall objective.

I. Policy Development

The objective of this component is collectively to clarify key normative issues relating to the humanitarian coordination leadership function.

To this end, policy papers will be drafted based on consultations with all stakeholders (RCs, RC/HCs, HCs, DHCs, IASC agencies, UNDOCO, etc.) These papers will be submitted to relevant IASC bodies for their approval, and a mechanism will be identified to monitor their implementation. Issues to be addressed will include:

- Relationship between the HC and the OCHA Head of Office
- Criteria and procedures for establishing and disestablishing HC positions, including circumstances under which a separate HC may be designated, and the process for such designation
- Guidance for Humanitarian Country Teams
- Terms of Reference of the Deputy Humanitarian Coordinator
- Criteria and procedures for appointing HCs a.i.
- Accountability framework for RC/HCs, HCs, DHCs, HCTs and Cluster Lead Agencies

II. Career Development

The objectives of this component are to:

- a) Groom candidates for humanitarian coordination leadership positions¹
- b) Contribute to retaining high caliber RC/HCs, HCs and DHCs in the humanitarian coordination leadership track.

¹ These include RC/HC, HC, DHC, and other senior humanitarian coordination leadership positions.

To this end, an inter-agency career development program for the humanitarian coordination function will be developed, covering both upstream paths — those leading to an HC or DHC posting — and downstream ones — those following such a posting — and dovetailing with the leadership development programs of IASC agencies.

- Upstream, the program will identify and fast-track promising individuals, and develop career paths for them that would include postings in different types of organisations (UN and non-UN, humanitarian and development).
- Downstream, the program will offer HCs and DHCs a gamut of options depending on their performance, ranging from short-term or long-term field positions to return to their agency of origin at their current level of seniority.

III. HC Pool

The objectives of this component are to:

- a) Build a sizeable pool of high caliber candidates for humanitarian coordination leadership positions that is diverse and balanced in terms of gender, geographical origins, and agency of origin of its members.²
- b) Ensure that IASC agencies are able to participate in the selection of candidates for humanitarian coordination leadership positions.

To this end, the following steps will be taken:

- The HC Pool will continue to be enlarged and replenished.
- HC Pool members will be provided with the following professional development opportunities:
 - Two trainings (using legal frameworks in humanitarian coordination and working with UN and non-UN partners), to be held on a biennial basis.³
 - Shadowing of an experienced RC/HC, HC, DHC, OCHA Head of Office, or Agency Country Representative, as appropriate and feasible.
 - Secondment to IASC agency or OCHA offices in the field, as appropriate and feasible.
- The HC Pool Assessment Panel will continue to meet biannually for succession planning purposes.
- A mapping study of how clusters select and develop cluster coordinators will be conducted, identifying potential synergies.

IASC Agencies to:

- *nominate high caliber candidates to the HC Pool*
- *release their staff members who are members of the HC Pool for training and secondment*
- *provide secondment opportunities to HC Pool members*
- *[UN agencies]: support HC Pool members undergoing the RC selection process.*

² Candidates may also be submitted for RC positions in countries where the RC is expected to perform humanitarian coordination functions.

³ Members will also be required to take two self-learning courses on security developed by UNDSS and the UN Country Team Leadership and Coordination Skills Workshop organised by the UN System Staff College in Turin.

IV. Leadership Development

The objective of this component is to enhance the skills and knowledge relevant to humanitarian coordination of RCs, RC/HCs, HCs, DHCs and HC Pool members.

A learning needs assessment of RCs, RC/HCs, HCs, DHCs and HC Pool members and a mapping study of IASC agency and cluster leadership development programmes will be conducted in Fall 2009, and on their basis a learning strategy for RCs, RC/HCs, HCs, DHCs and HC Pool members will be developed in early 2010.

In the meantime, the following activities will be carried out:

Orientation and Induction

- A standard individualised orientation package will be developed and rolled out for newly-appointed RCs, RC/HCs, HCs, and DHCs.
- A three-day induction workshop on preparedness, response and early recovery will be designed and conducted on a yearly basis as part of the RC induction programme.

Training

- Regional Workshops on Using Legal Frameworks in Humanitarian Coordination will be organised for RCs to provide them with practical tools for advocating with governments and non-state actors on the basis of international humanitarian and human rights law, and other relevant legal frameworks.

Knowledge Management

- The Handbook for RCs and HCs on Humanitarian Coordination will be published.
- The humanitarian coordination page of the UNDG website will be launched and maintained.
- A system for obtaining end-of-assignment reports from RC/HCs, HCs and DHCs will be developed.

V. Performance Appraisal

The objective of this component is to develop and implement a professional, transparent, participatory, and fair system to appraise the performance of RC/HCs, HCs and DHCs.

To this end, the humanitarian coordination section of the RC/HC/DO Performance Appraisal System will be enhanced as follows:

- The section will be aligned with humanitarian planning mechanisms (CHAP and equivalent), the ERC/HC Compact, and the HC Competencies.
- The linkage between performance appraisal and selection, training and career development will be strengthened and institutionalised.
- The development of a mutual performance appraisal system for Humanitarian Country Team members, RC/HCs, HCs and DHCs will be explored.

VI. Addressing Expectations and Perceptions

The objective of this component is to address stakeholders' expectations and perceptions of RC/HCs, HCs and DHCs.

To this end, more systematic opportunities for dialogue between RC/HCs, HCs, DHCs and their stakeholders will be created, in particular by organising:

- missions of RC/HCs, HCs and DHCs to IASC agency headquarters and donor capitals
- donor missions to the field.

RC/HCs, HCs and DHCs to communicate more/better with stakeholders.

Stakeholders to engage in and commit to coordination mechanisms in a predictable manner.

VII. Management and Support

The objective of this component is to enhance the way HCs and DHCs are managed (by OCHA) and supported (by OCHA and IASC agencies).

Papers will be drafted identifying key weaknesses in these respects, and proposing concrete measures to be taken to address them.

VIII. Engagement with the RC System

The objective of this component is to build synergies with and address constraints arising from the other UN functions that HCs may perform (RC, DO, DSRSG).

To this end, greater engagement will be sought with UNDG and DOCO, which respectively govern and support the RC system, and with UN entities that backstop other functions (DSS, DPKO, DPA, DFS). More specifically:

- A paper will be drafted identifying areas of engagement and possible courses of action
- A joint meeting between the IASC HC Group and the UNDG Working Group on RC System Issues will be organised (possibly on an annual basis).

UN Agencies that are members of the IASC to:

- *align their corporate positions on HC and RC system issues*
- *strengthen their interface with Regional Director Teams/UNDG Regional Teams*

OCHA to strengthen its interface with Regional Director Teams/UNDG Regional Teams

Donors to be encouraged to:

- *align their corporate positions on HC and RC system issues*
- *support the RC strengthening agenda.*

IX. Strengthen commitment to coordination

The objective of this component is to strengthen stakeholders' commitment to coordination.

To this end, once an accountability framework for HCs, DHCs, HCTs and Cluster Lead Agencies is developed (see under Policy), a paper will be drafted on possible mechanisms to monitor stakeholders' compliance with the framework and to review and address non-compliance.

Agencies to:

- *align the TOR of relevant staff with the accountability framework*
- *monitor staff compliance with the accountability framework through agencies' performance appraisal system.*

Donors to be encouraged to:

- *review the extent to which their behaviours strengthen coordination*
- *develop and implement an action plan to ensure that their behaviours strengthen coordination.*