Strengthening Humanitarian Leadership

1 November 2012

IASC Inter-Agency Standing Committee

UNHCR FAO WFP OCHA UNICEF UNFPA UN HABITAT WHO IOM SCHR World Bank OHCHR RSG on Human Rights of IDPs InterAction ICVA IFRC UNDP

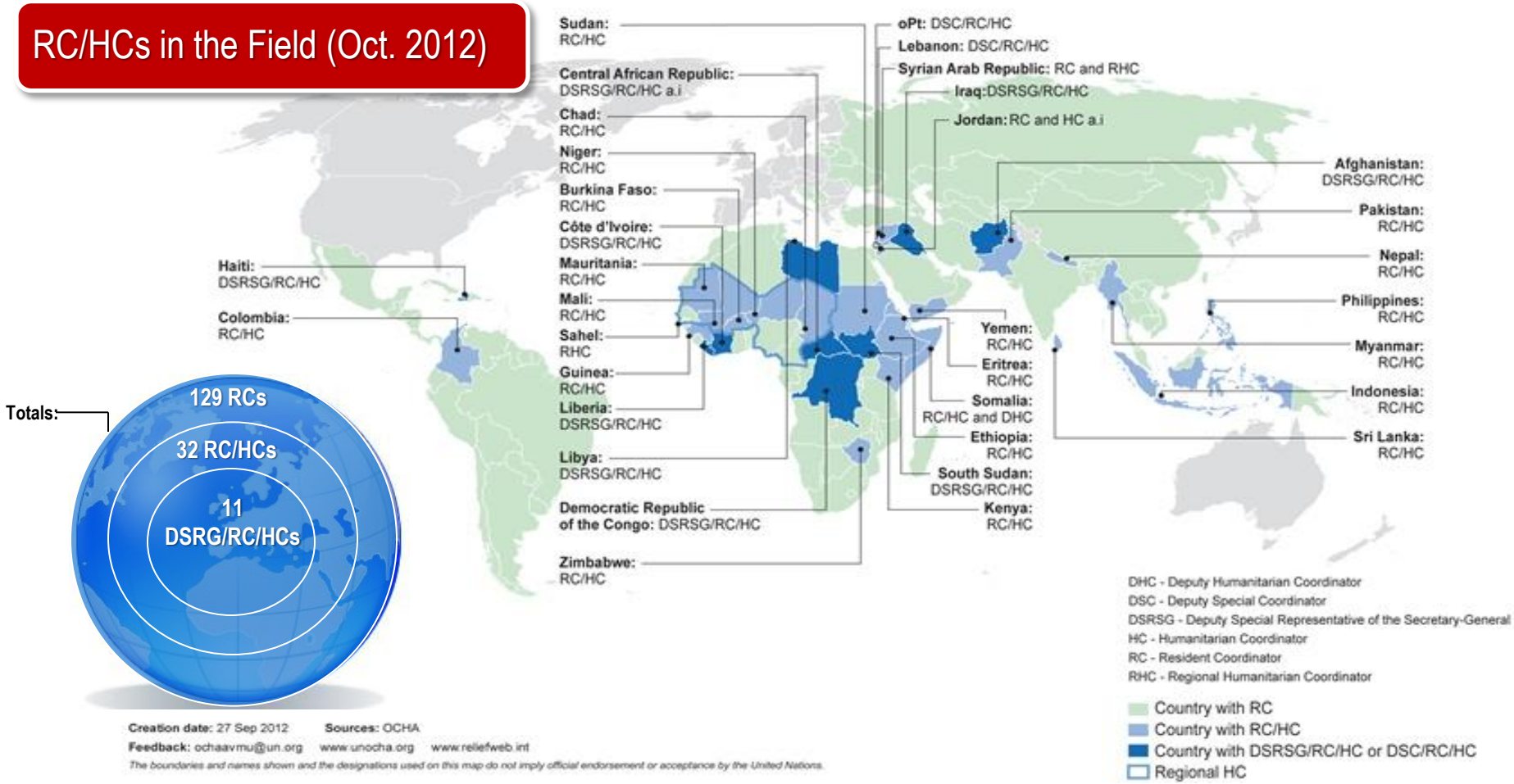
Outline

I. Introduction: RC/HC deployments and context

II. Three levels of leadership strengthening

III. Conclusion: IASC support to leadership strengthening

RC/HCs in the Field (Oct. 2012)



Humanitarian Coordination Leadership

Strengthening at 3 levels

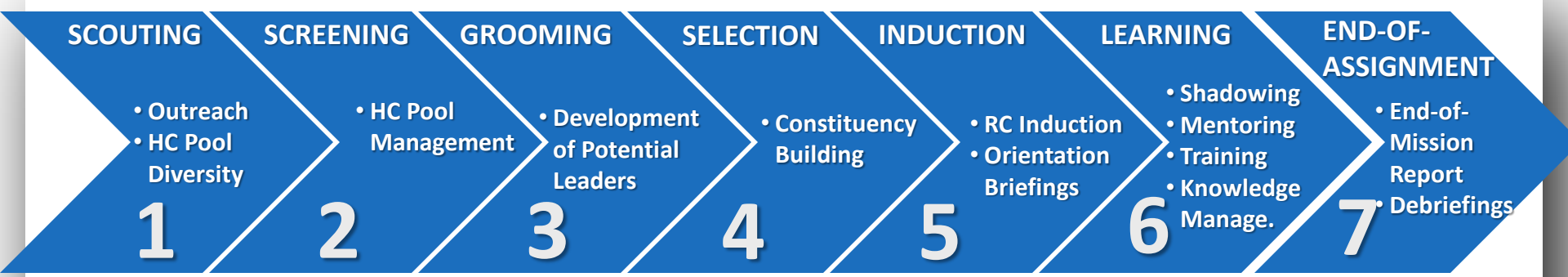
III.
INSTITUTIONAL
IASC, UN System environment

II.
MANAGEMENT
OCHA support

I.
INDIVIDUAL
knowledge, skills and experience

I. Individual Level

Performing leaders



HC Pool

A roster of high-caliber candidates available for:

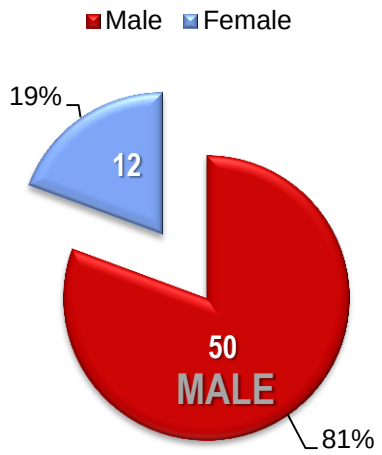
(a) RC-track post (RC, RC/HC, DSRG/RC/HC);
(b) Stand-alone HC posts, DHC posts;
(c) Surge deployment as HC/DHC.

Candidates screened by IASC Emergency Directors.

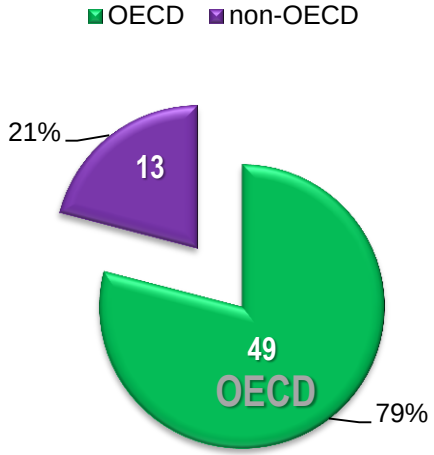
HC Pool

Composition: 62 Members from 21 organizations

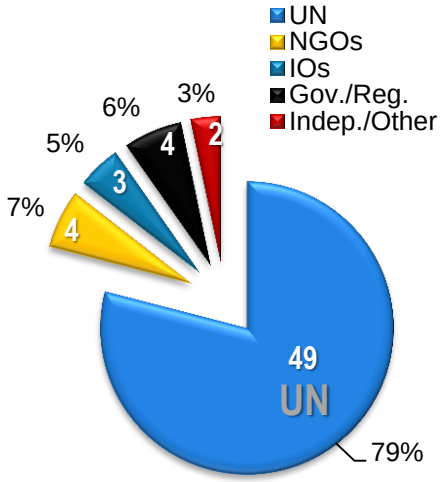
A. Gender



B. Nationality



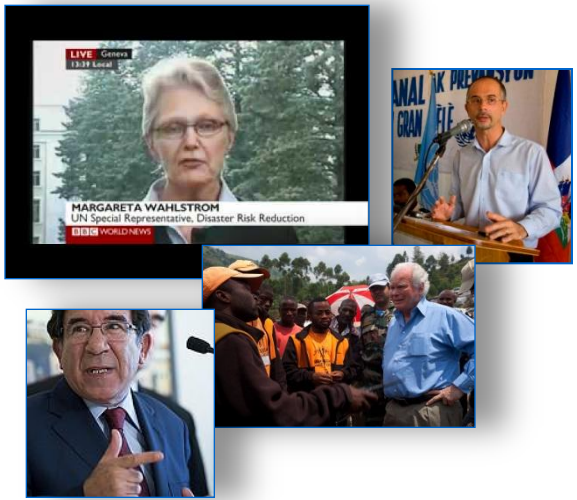
C. Affiliation



Too few women, French, Arabic speakers, non-OECD and non-UN representatives

Level 3 HC Pool

Status Report



- **Pool Established June 2012**
  (18 senior officials from 6 IASC agencies: UNICEF, WHO, IOM, UNHCR, WFP, OCHA.)

- **Next Steps: L3 Pool Members Event 1st quarter 2013**
  (Review of procedures, roles, expectations.)

High Potential Pool

Grooming future leaders

- **Career development plan**.
- **Developmental assignments** e.g. shadowing a HC; serving as Deputy HC or OCHA Head of Office a.i.
- **Emergency deployments** through OCHA surge mechanisms and as deputy HCs.
- **Inter-agency exchanges** within clusters; from a cluster to multi-sectoral coordination
- **Learning/training referrals** in consultation with parent agency.

Selection

Building constituencies

IASC Inter-Agency Standing Committee

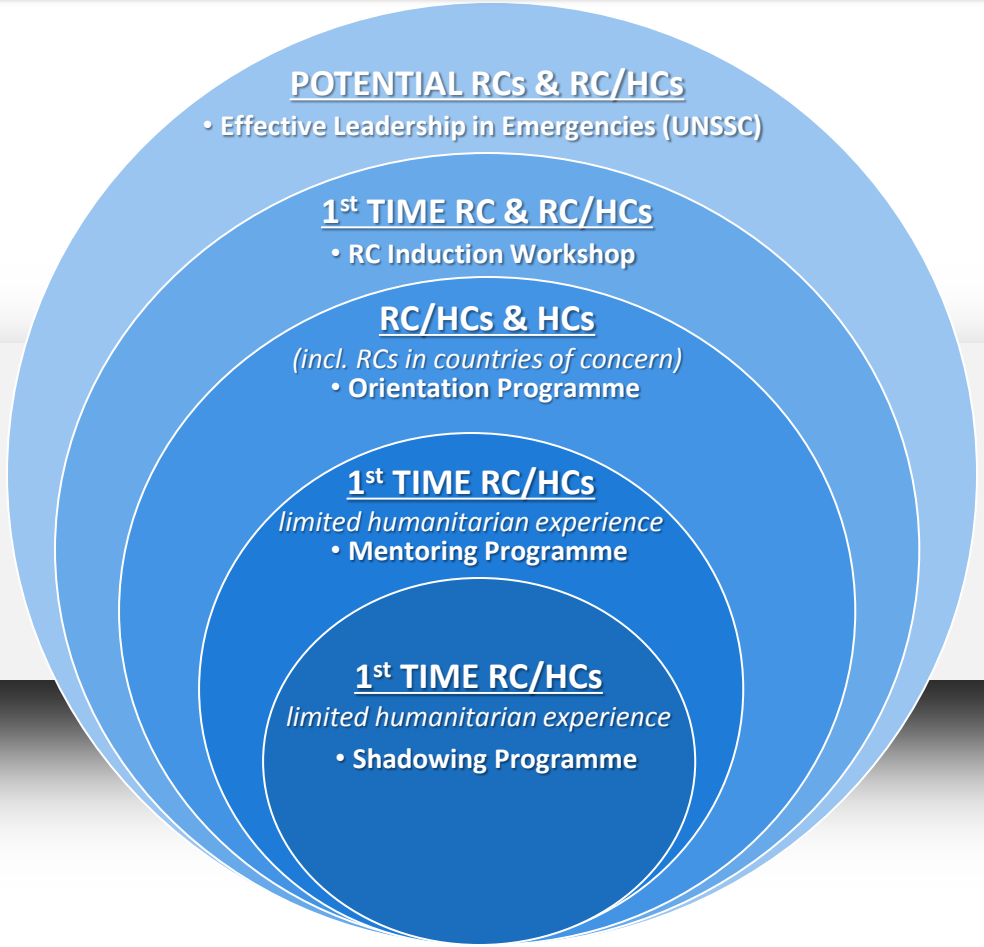
UNITED NATIONS DEVELOPMENT GROUP

- Aligning IASC agencies' votes for RC/HC posts.
- ERC/UNDG Chair meet to review shortlisted candidates for RC/HC posts.
- IASC HC Panel consultations on HC designations.

Induction

Getting on track

Tailored programming to match Coordinator's skills, knowledge and experience.



Shadowing

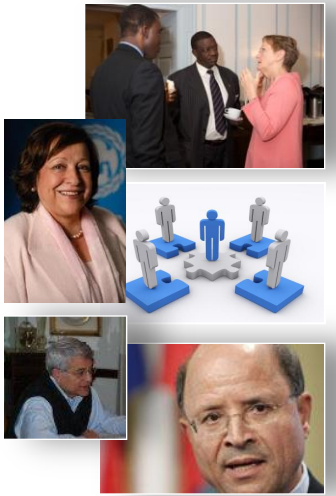
For RCs/HCs with limited humanitarian experience; and Non-UN HC Pool members

Objective:	Enhance understanding of RC/HC role.
Resources:	Experienced RC/HCs.
Duration:	2 to 8 weeks.
Sponsor:	OCHA (travel, DSA, administrative support).
Results:	3 shadowing relationships in process.

Mentoring

For First-time HCs with little or no humanitarian experience

Objective:	Enhance on-the-job performance.
Resources:	Experienced/Retired RC/HCs
Duration:	1 week mission; followed by distance mentoring (3 months).
Sponsor:	OCHA (Travel, DSA, administrative support)
Results:	Since Mar. 2011, all first-time HCs requiring mentoring (10 out of 28) received it/will receive it.



Learning

Key activities 2012/2013

- **Deloitte Leadership Retreat for Humanitarian Coordinators**
  12-14 Oct. 2012, Dallas, Texas
- **Regional Workshops on Humanitarian Advocacy**
  7-9 Feb. 2012, Amman; 14-16 Nov. 2012, Nairobi; 2013 TBC.
- **RC Induction Workshop (HC Component)**
  1st 22-29 Feb. 2013, New York
- **DSRSG/RC/HC and HC Annual Retreats**
  29 May 2012; 14-16 May 2013, Montreux

Learning

Planned activities 2013

- IASC Leadership Development Strategy
- Learning Referral System
- “Just-in-time” Coaching

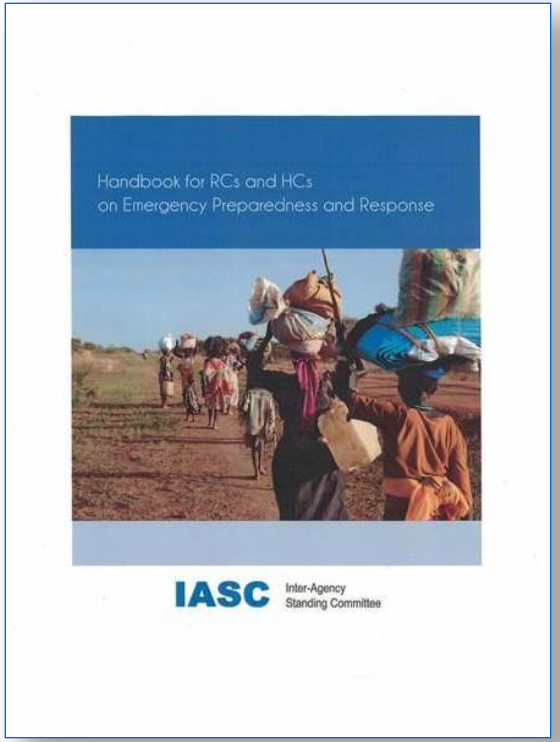
Handbook for RCs & HCs

New edition 2013

Revision 1st quarter 2013
(reflecting Transformative Agenda)

IASC consultation

Field distribution
(IASC agencies and partners).



II. Management Level

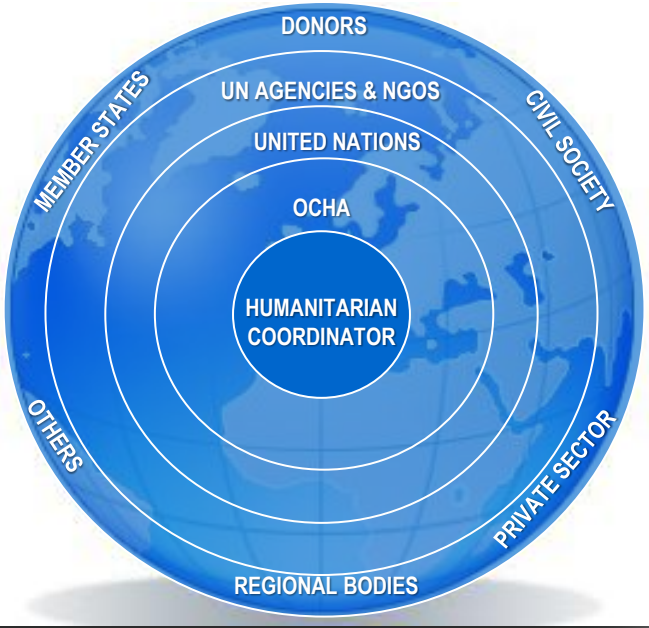
Managing and supporting HCs

- ERC-HC Compact and HC performance appraisal
- Regular HC dialogue w/ CRD Director
- IASC HC Panel performance review

III. Institutional Level

Fostering an enabling environment for HC leadership

- **Advocacy and outreach with partners and stakeholders**
- **Constituency building around the HC function**



HCT Team Development

Fostering collective leadership

3. Results

- Highly performing HCT

2. Process

- Tailor-made facilitation, coaching, training, and strategic planning

1. Assessment

- Work processes, team dynamics

Conclusion

How can you help strengthen humanitarian leadership?

1. Nominate candidates to the HC Pool.
2. Participate in HC Pool screening and interviewing.
3. Be a team player.