



CENTRE FOR  
HUMANITARIAN  
LEADERSHIP



# Humanitarian Leadership Programme/ Graduate Certificate of Humanitarian Leadership

Information Pack  
Course 9  
July 2017 - March 2018

**HLP**  
HUMANITARIAN LEADERSHIP PROGRAMME

# Centre for Humanitarian Leadership



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Over 65 million people are displaced around the world due to conflict and disaster, and with the severity and frequency of disasters increasing, the humanitarian sector is facing significant challenges.

At the Centre for Humanitarian Leadership, we are working towards addressing some of humanity's major challenges. Through education, research, policy and practice and innovation in the humanitarian sector we are better serving communities affected by crises with more responsive, efficient and relevant actions. We are transforming the way the humanitarian workforce is led, how humanitarian organisations operate, and challenging current approaches to humanitarian crisis response.

Our success is built on creating a unique partnership between humanitarian experts and academia which promotes engagement with students, practitioners and stakeholders in a way that ensures our work has a measurable impact. Vital support from our partner organisations means we can continue to fill an internationally recognised gap in education, innovation and research and export our programmes globally.

Partners of the Centre for Humanitarian Leadership include Deakin University, Save the Children, the IKEA Foundation, the Australian Department of Foreign Affairs and Trade (DFAT), Action Contre la Faim (ACF), Oxfam, World Vision (WV), Relief International, Fire and Rescue New South Wales, Outlaw Consulting, Care, the Asian Disaster Reduction and Response Network (ADRRN), Peter Berry Consulting (PBC), Plan International, Institute for International Strategic Relations (IRIS) and the Humanitarian Advisory Group (HAG).

The Centre for Humanitarian Leadership, along with all of our partners, are pleased to invite humanitarian professionals from around the world to participate in the Humanitarian Leadership Programme – Graduate Certificate of Humanitarian Leadership.

## Our Partners



# Developing Leadership to Transform Humanitarian Response

The Humanitarian Leadership Programme/Graduate Certificate of Humanitarian Leadership is a uniquely intensive and challenging leadership accredited course designed for humanitarians and emergency responders.

The HLP/GCHL is a comprehensive eight month course designed by an expert group of humanitarians, academics, and leadership development specialists to transform the leadership offered by humanitarians and emergency responders and their organisations.

Developed, tested and refined since 2012, this course will challenge you intellectually and emotionally. It has been designed to enhance your understanding of the humanitarian system, build your ability to deliver humanitarian operations in complex emergencies and support you to develop the quality of leadership you offer others in some of the most challenging environments.

"Do it. I learnt more about leadership and about myself on this course than any other."

'An incredible opportunity to be tested in a diverse group of students and to learn about how to lift my performance as a leader.'

**- HLP/GCHL Student Feedback**

Through expert-led seminars and workshops, guest speakers, individual coaching, peer learning, cutting edge distance learning resources and intensive simulation exercises you will put yourself through an experience that is unrivaled, and have the opportunity to develop and put your leadership to the test in a safe and supportive environment.

Successful students will be awarded a Graduate Certificate of Humanitarian Leadership from Deakin University, and join a growing alumni of humanitarian leaders who represent the vanguard of change in the humanitarian industry.

## The HLP/GCHL's Objectives

- To provide humanitarian and emergency professionals with an intensive, challenging and richly rewarding personal development experience that gives them the capability and confidence to successfully lead humanitarian operations in complex settings;
- To make a significant contribution towards the professionalization of the sector;
- To improve the quality of leadership offered by agencies or organisations responding to humanitarian disasters, from disaster risk reduction to managing major responses, and supporting the transition to long-term recovery and development;
- To develop a multi-agency and multinational cohort of humanitarian leaders who have shared a common learning experience and are committed and able to improve humanitarian operations across various regions;

To create a collaborative approach to learning across agencies that directly impacts on how we work together to achieve our goals.

"It was an eye opener. It has helped me to understand the humanitarian dynamics and how best I can be an instrument of change to ensure the service is delivered with integrity"

– Hannah Ndungu  
Adventist Development Relief Agency

# Course Content

This course examines the leadership and strategic issues faced by managers in the humanitarian sector. It covers the principles and methodologies of humanitarian operations and explores the organisational processes and leadership practices that enable humanitarian teams to deliver in the most challenging contexts.

The course takes a systemic perspective, encompassing disaster risk reduction, effective response delivery and transitioning to recovery. Going beyond theoretical learning, the programme provides students with the experience, support and challenges that will help them develop their skill and confidence in offering leadership to others. Students will benefit from high quality feedback and support from experienced coaches and facilitators in addition to peer feedback, 360° feedback, psychometric assessment and mentoring.

The HLP-GCHL is a graduate level course and requires significant commitment by students. The distance learning elements require a commitment of at least 10 hours per week for the duration of the units. Students who wish to achieve a high level of performance and high grades should expect to commit at least 10 hours a week.

Successful applicants will enrol with Deakin University, and will have access to student and academic support services, as well as library and online services.

## Key questions that this course will address:

- What are the major challenges and changes impacting the humanitarian sector and what can we do together to address these?
- What are the best ways to organise and lead teams in high-consequence, high-uncertainty, rapidly evolving humanitarian crises?
- What is the role of leadership in such situations and which behaviours and skills are most important?
- What can we do to develop our own skills and the leadership we offer others?

## Topics covered include:

- Humanitarian principles, theory and ethics
- Humanitarian system and actors
- Emerging trends and challenges Strategic issues in leading humanitarian responses
- Role of leadership in humanitarian contexts



## 'I will vouch for the HLP'..

During the HLP, I kept telling myself this opportunity should not go to waste. When the next mega disaster happens, I will volunteer to be part of the first Response Team for the ADRA Network so that I can practice what I've learned.

Lo and behold! Right here in Canada on May 3, 2016 a large forest wildfire in Fort McMurray, Alberta, fuelled by wind and dry conditions, doubled in size and changed direction. As the winds increased the fire was spread across the river causing neighborhoods to become engulfed in flames. A mandatory evacuation order was issued shortly thereafter and 88,000 people in a matter of hours were homeless.

I left for Alberta and determined in my heart that we would be in this for the longer haul. After several meetings with officials, out of all the other non-profits, I had the privilege of signing the agreement, on behalf of ADRA Canada, with the Province of Alberta to manage all country wide in-kind donations for the Fort McMurray disaster. There are specific skills that I gained from the HLP course that helped me achieve this.

37 days later I returned to home and I am reflecting on the whole venture. No. It wasn't smooth, nor was it a joy ride. But the goal was achieved and the team of 10 staff that I put together and oriented, continue the job on the ground in a sustainable way.

Thank you HLP. You did contribute to improving the humanitarian response in the recent Mega disaster in Canada.

- Anita Odoni (ADRA, Canada)

- Decision-making in humanitarian contexts
- Humanitarian response design and delivery
- Leading teams in emergencies
- Leading the transition from response to recovery, through to development.

Students will learn through a range of learning methodologies, including distance and online learning; residential intensives; small-group work; scenario-based learning and simulated environment; individual coaching; mentoring; psychometric assessment and 360° feedback.

Students will be assessed through written submissions, group work, individual presentations, project work and observation during simulated exercises.

Responding to the 7.8 magnitude earthquake that struck Nepal in 2015 was difficult work, but it gave me the opportunity to apply what I was learning in the HLP, alongside some of my fellow HLP classmates. We served the affected people to a high standard, which made me proud to be a student of the HLP. As I continue to work in Nepal two years on, I apply what I have learned and continue to learn as a result of the HLP.

– Kabiram Magar  
World Vision International

## Course Schedule

The Humanitarian Leadership Programme – Graduate Certificate of Humanitarian Leadership consists of four units. Unit One / AHL701 for HLP 9 will commence on 10 July 2017 . The course will run over a period of eight months and students must be prepared to complete all four units of the programme, as per the below:

Unit	Dates	Activity	Location
Unit 1/AHL701	10 July 2017 - 29 September 2017	The Humanitarian World CloudDeakin/Distance 10hrs study per week	Home-based
Unit 2/AHL702	1 November 2017 - 7 November 2017	Developing Humanitarian Leadership 7-day residential	Melbourne, Australia
Unit 3*/AHL703	6 November 2017 - 2 February 2018	Delivering Humanitarian Operations CloudDeakin/Distance 10hrs study per week	Home-based
Unit 4*/AHL704	14 March 2018 - 21 March 2018	Demonstrating Strategic Leadership 8-day residential	Semarang, Indonesia

It is important to note that successful completion of Unit One/AHL701 and Unit Two/AHL702 is a pre-requisite for Unit Three/AHL703 and Unit Four/AHL704. Students will only progress to the second half of the programme upon achieving a passing grade in the first two units.

## Online Units

The HLP-GCHL's online units run with the Academic Trimester 1, 2017 (July - September) and Academic Trimester 3, 2017 (November - February).

The first online unit focuses on the origins of humanitarianism, principles and values, the actors and the humanitarian system as a whole. It raises questions on each of the topic studied, the dilemmas and is specifically designed for students to share their understanding and critically reflect on some of the challenges they face on a daily basis. The second online unit addresses the questions of leadership and its application in specific operational contexts.

## Residential Units

The HLP-GCHL consists of two intensive residential units, one to be held in Melbourne, Australia in November 2017 and the second one in Semarang, Indonesia in March 2018. All students are required to participate in and successfully pass these residential units in order to complete the course.

Students find these face to face units very fulfilling as the content of the learning becomes more personal and relationships are forged with other students and faculty. However, you should be aware that these units are very intense and challenging in nature, **similar to that of a first phase emergency response**. They are not the usual university classroom lectures but rather intensive classes. They require the full participation and undivided focus of the student, starting at 0830 hours and with formal sessions finishing at or after 2100 hours.

In order to facilitate your active participation in each of the residential units, we ask that you make the necessary arrangements with your employer and family, to facilitate your full participation during the residential period. We also ask that visits with family and friends are not arranged during this time as students are required to remain at the site of the intensive for its entire duration. Participating students will be accommodated, but no other guests are permitted to stay or visit for the duration of the intensive.

Being a blended course, it was a great opportunity. The intensives provided unique opportunities to build a network with other students and learn from their experience. The partnership between a university and INGOs makes this training very relevant to field practitioners.

- Akebou Sawadogo

## Eligibility Criteria

To be selected, applicants need to demonstrate:

- Five year's experience of working with recognised national and international non-governmental organisations, UN Agencies, private sector organisations or relevant government bodies related to humanitarian and emergency responses;
- A minimum of three years in a senior managerial role;
- A desire to develop their leadership skills in order to make a positive contribution to and impact the future of the sector
- Excellent verbal and written English communication skills. Must have equivalent English language level to 6.5 IELTS, as per University requirements. You may be requested to undertake a written test or undergo interview during the application process.



As an accredited post-graduate level university qualification, the course requires significant commitment by students. The distance learning elements of the course require at least 10 hours per week of study, and students who wish to achieve a high level of performance and high grades should expect to commit substantially more time.

Students enroll with Deakin University, and have access to Deakin's library, as well as student and academic support services.

## Course Fees & Other Costs

The Humanitarian Leadership Programme/Graduate Certificate of Humanitarian Leadership is made possible thanks to the generous contributions of partners. Financial support from the IKEA Foundation and the Australian Aid Program allows us to offer part-scholarships for up to 60 students in each course. Students, or (where requested) their sponsoring organisation, will be invoiced for course fees in two stages. Fees for the first trimester will be due in July 2017 before Unit 1 commences, and fees for the second trimester in November 2017.

Fees will be charged according to the following scale:

**Tier 1:** Government, non-profit and community-based organisations of non-OECD nations.

**Tier 2:** International non-government organisation staff on international or headquarters contracts.

**Tier 3:** Students from United Nations agencies or Governments of OECD nations.

	Tier 1	Tier 2	Tier 3	Full Fees
Per trimester (2 units)	\$1,995 AUD	\$2,700 AUD	\$3900 AUD	\$5130 AUD
Complete course (4 units)	\$3,990 AUD	\$5,400 AUD	\$7,800 AUD	\$10,260 AUD
*% Value of part-scholarship	58%	47%	24%	0%
<b>Approx. cost in other currencies*</b>				
	USD / GBP / Euro	USD / GBP / Euro	USD / GBP / Euro	USD / GBP / Euro
Per trimester (2 units)	\$1516/ £1216/ €1436	\$2045/ £1641/ €1918	\$2954/ £2371/ €2770	\$3885/ £31129/ €3644
Complete course (4 units)	\$3032/ £2434/ €2808	\$4090/ £3283/ €3836	\$5908/ £4742/ €5541	\$7771/ £6238/ €7289

\* other currencies approximation based on spot rate 5 April 2017. All fees will be invoiced in Australian dollars.

A Student Services and Amenities Fee of \$60 AUD is charged by the university per student, and this will be added to the invoice. An administration charge of \$100 AUD will also be applied to each invoice.

**Please note: Invoices will be issued by Save the Children on behalf of the programme.**

### Scholarships:

Limited additional scholarships will be available to support eligible Tier 1 and Tier 2 students for the second half of the course. These are awarded based on successful performance during the first half of the course and submission of a scholarship application at the end of the first residential unit. As such, we encourage students to pro-actively seek financial support to facilitate their participation in the course. Previous students have been successful in securing support from local/international Foundations, while others have successfully negotiated a salary payment plan with their employer.

## What is covered by the course fees?

Course fees include teaching and all learning material, access to Deakin University's distance education platform and library catalogue, psychometric assessments and individual coaching sessions. The fees also include cost of accommodation and all meals during the residential units. Unlike many other university courses, students are not charged extra for these costs. However, course fees do not cover the cost of flights or transport to and from the residential units, nor accommodation outside of the residential unit dates. Students or their sponsoring organisation are expected to cover these costs.

**APPLY VIA OUR WEBSITE**

[www.humanitarianleaders.org](http://www.humanitarianleaders.org)

**Applications close: Friday 2 June 2017 (Midnight AEST)**

For enquiries: [apply@centreforhumanitarianleadership.org](mailto:apply@centreforhumanitarianleadership.org)