



CENTRE FOR
HUMANITARIAN
LEADERSHIP



Humanitarian Leadership Programme/ Graduate Certificate of Humanitarian Leadership

Information Pack

Course 10

November 2017 - June 2018

HLP
HUMANITARIAN LEADERSHIP PROGRAMME

Centre for Humanitarian Leadership



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 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), Institute for International Strategic Relations (IRIS), World Vision (WV), Oxfam, Relief International, Care, Fire and Rescue New South Wales, Outlaw Consulting, Care, the Asian Disaster Reduction and Response Network (ADRRN), Peter Berry Consulting (PBC), Plan International, and the Humanitarian Advisory Group (HAG) and PMI (Indonesian Red Cross).

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 lead in the delivery of 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 academic lectures, 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 professionalisation 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 responses 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.

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

The course takes a systemic perspective, encompassing disaster risk reduction, effective response delivery and transitioning to recovery. Going beyond theoretical learning, the course 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 academics, coaches and facilitators in addition to peer feedback, 360° feedback, psychometric assessment and mentoring.



'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)

The HLP-GCHL is a graduate level course and requires significant commitment by students. The distance learning elements require 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. They will have access to student and academic support services, Deakin academic standards and policies, the library and online resources.

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 10 will commence on 6 November 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 schedule below:

Unit	Dates	Activity	Location
Unit 1/AHL701	6 November 2017 - 2 February 2018	The Humanitarian World CloudDeakin/Distance 10hrs study per week	CloudDeakin (Online)
Unit 2/AHL702	7 February 2018 - 13 February 2018	Developing Humanitarian Leadership 7-day residential	Melbourne, Australia
Unit 3*/AHL703	5 March 2018 - 25 May 2018	Delivering Humanitarian Operations CloudDeakin/Distance 10hrs study per week	CloudDeakin (Online)
Unit 4*/AHL704	2 June 2018 - 8 June 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 3, 2017/18 (November - February) and Academic Trimester 1, 2018 (March - June).

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 question of strategic and operational leadership and its application in specific contexts (eg. localisation, urban humanitarian emergencies, international law).

Residential Units

The HLP-GCHL consists of two intensive residential units, one to be held in Melbourne, Australia in February 2018 and the second one in Semarang, Indonesia in June 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. Visits from relatives are not permitted during this time as students are required to remain at the site of the intensive for its entire duration. Only participating students will be accommodated.

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 strong 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 should expect to commit substantially more time.

Learn more about studying in Deakin's Cloud Campus.
www.deakin.edu.au/courses/study-online/how-it-works

Course Fees & Other Costs

The Humanitarian Leadership Programme/Graduate Certificate of Humanitarian Leadership is made possible thanks to the generous contributions of partners. Financial contribution from the IKEA Foundation and support from 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 by the 5th of November 2017 before Unit 1 commences, and fees for the second trimester by the 1st of March 2018.

Fees will be charged according to the following scale:

Tier 1: Government, non-profit and community-based organisations of non-OECD nations/below top 40 HDI**

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

Tier 3: Students from United Nations agencies or Governments of OECD nations/top 40 HDI** nations

	Tier 1	Tier 2	Tier 3	Full Fees
Per trimester (2 units)	\$1,995 AUD	\$2,700 AUD	\$3900 AUD	\$5400 AUD
Complete course (4 units)	\$3,990 AUD	\$5,400 AUD	\$7,800 AUD	\$10,800 AUD
*% Value of part-scholarship	63%	50%	28%	0%
Approx. cost in other currencies*				
	USD / GBP / Euro	USD / GBP / Euro	USD / GBP / Euro	USD / GBP / Euro
Per trimester (2 units)	\$1574/ £1228/ €1339	\$2130/ £1662/ €1812	\$3077/ £2401/ €2617	\$4260/ £3325/ €3623
Complete course (4 units)	\$3148/ £2456/ €2678	\$4260/ £3324/ €3624	\$6154/ £4802/ €5234	\$8520/ £6650/ €7246

** HDI Nations refers to those listed in the Human Development Index as published by UNDP. * other currencies approximation based on spot rate 23 August 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 \$150 AUD will also be applied to each invoice.

Please note: Invoices will be issued by Save the Children on behalf of the Centre for Humanitarian Leadership. If you inadvertently receive an invoice issued by Deakin University please contact CHL Accounts immediately for advice (accounts@centreforhumanitarianleadership.org).

Scholarships:

Limited additional scholarships will be available to support eligible students for the second half of the course. These are awarded based on engagement and successful performance during the first half of the course in addition to 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, study support services, the library, psychometric assessments and individual coaching sessions. The fees also includes the 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

Applications close: Sunday 15 October 2017 (Midnight AEDT)

For enquiries: apply@centreforhumanitarianleadership.org

Deakin University

We offer students an outstanding learning experience, and are proud of being a multi-award winning, internationally recognised university. With a history of being innovative and cutting edge, we offer excellent facilities, exceptional teaching and flexible learning to all of our students, whether on campus or online.

'I call on all those whose lives have been touched by Deakin to join with me in achieving our vision – that we will be Australia's premier university in driving the digital frontier to enable globally connected education for the jobs of the future and research that makes a difference to the benefit of our students, our staff and the communities we serve.'

PROFESSOR JANE DEN HOLLANDER
Deakin VICE-CHANCELLOR

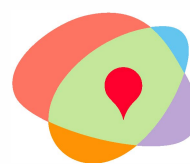
Save the Children Australia

As a member of the wider Save the Children movement globally, we have almost a century of supporting children, their families and communities prepare for, respond to and recover from crises. This has been both in Australia and internationally, and we are able to draw upon rich experience of developing and supporting humanitarian workers and leaders across the humanitarian system.

'As each new major humanitarian challenge presented itself, humanitarian leaders have found ways to adapt and renew the humanitarian enterprise in response.'

'The challenges the humanitarian system faces today requires a similar renewal. And we need a new generation of leaders to lead that renewal.'

PAUL RONALDS
Chief Executive Officer, Save the Children Australia



**CENTRE FOR
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A Save the Children - Deakin Partnership



Save the Children



Deakin wishes to pay respect and acknowledge the traditional ownership of our land. Deakin is committed to recognising, building and sustaining understanding and respect between Aboriginal and Torres Strait Islander and non-Indigenous Australians.