

Specifics of Level 3 Empowered Leadership

Syria crisis

The appointed Humanitarian Coordinator (HC) will be responsible, on behalf of the Inter-Agency Standing Committee (IASC), for leading the international humanitarian response to the Syria crisis, in consultation with the Humanitarian Country Team (HCT), local authorities and other relevant actors.

For an initial period of three months [with possible extensions], the HC will be empowered, with the HCT, to make timely decisions in the following key areas: setting overall priorities; allocating resources; monitoring performance; and dealing with underperformance.¹

Within 5 days of deployment, the HC will:

- Provide the ERC with a simple and initial strategic statement outlining the scale and scope of the crisis and an initial prioritization for the response.
- Recommend to the ERC the optimal cluster configuration for the response (i.e. which clusters will need to be activated or strengthened).

Within 7-10 days of deployment, the HC will:

- Lead the process to allocate at the country level the ERC's *L3 initial CERF allotment of US\$10 million to 20 million* and send an official CERF request to the ERC.

Throughout the initial period of three months, the HC will be empowered to:

- Take decisions on behalf of the HCT in circumstances where there is no consensus, and where a delay in making a decision could have a serious effect on the welfare of people for whom the humanitarian operation exists.
- Act as the primary focal point for the Syria humanitarian operation as a whole,² including in dealing with senior government officials, such as the President, Prime Minister, Minister of Finance, and the National Disaster Management Authority, leading the HCT in donor coordination meetings³ and developing and implementing in consultation with the HCT a coherent strategy for humanitarian access negotiations with all parties to the conflict.⁴ HCT members would join the HC in such meetings according to the topic, while maintaining and building on their own relationships with government and civil society partners and donors.
- Ensure, to the extent possible, that messages are commonly agreed by the HCT to give a collective view of the scale of the crisis and strategy to address it and receive from agencies the public statements/press releases they intend to make in support of their work, for his/her information (not clearance), shortly ahead of their release.⁵
- Raise HCT member and cluster lead performance issues with HQs of the relevant organizations.

Accountability:

The HC will be accountable to the Emergency Relief Coordinator (ERC), on behalf of the IASC, for the overall management of an effective and well-prioritized response to the humanitarian crisis in Syria. The HC will need to exercise considerable judgment to enable swift decision-making. This decision-making ability will be supported through enhanced accountability to the ERC, who will request regular briefings from the HC.

¹ In accordance with the IASC Transformative Agenda Reference Document *What Empowered Leadership Looks Like in Practice*.

² Noting that in emergencies which involve refugees, the UNHCR representative has the mandate to prepare for, lead and coordinate the refugee response.

³ Note: HCT members would join the HC in such meetings according to the topic, while maintaining and building on their own relationships with government and civil society partners and donors. This would not prevent Heads of Agency meeting with senior government officials, but ideally should be done in consultation, and preferably together with, the HC.

⁴ Note: While the Senior/Emergency Humanitarian Coordinator will lead negotiations on access, individual agencies may undertake bilateral discussions, as needed, in consultation with the Senior/Emergency Humanitarian Coordinator informed of these efforts and in accordance with the overall access negotiation strategy.

⁵ This would apply to information provided either by an agency as Cluster Lead or by an agency in its own capacities.