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changing humanitarian landscape -  
*complex & protracted crisis*





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IASC (2011) adopted  
“Transformative Agenda”

- Leadership
- Coordination
- Accountability

*Potential dividends of **diverse and inclusive** leadership in the humanitarian sector remains largely unexplored*

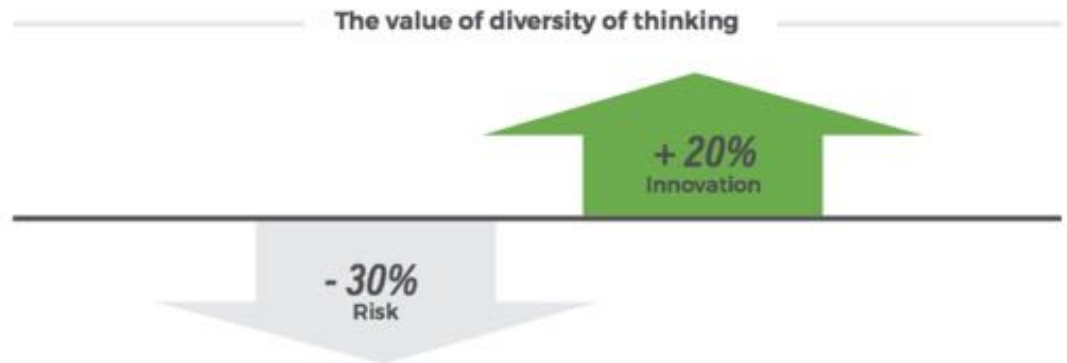


# Research Methodology



# Dividends of DIVERSITY & INCLUSION in Private Sector

“Companies with the greatest gender diversity (8 out of every 20 managers were female) generated about 34% of their revenues from innovative products and services in the most recent three-year period. That compares with innovation revenues of 25% for companies that have the least gender diversity (only 1 in 20 managers were female).”



*In many response operations - national leadership that exists prior to an emergency is side lined to give way to a more internationally dominated leadership structure*

**Figure 3: National, regional and international leadership composition of humanitarian clusters during response phase and preparedness phase operations**





“The critical and urgent needs of women are frequently overlooked in relief efforts, thereby aggravating existing vulnerabilities ... the tendency to overlook the needs of women and girls can happen where humanitarian response teams are made up predominantly of men who speak primarily to male leaders” (Transforming Surge Capacity Project)

*Barriers women face in surge response concern personal safety and security, confidence and skills, wellbeing and support and accommodation*



It's not all about diversity

It is also about making sure that organisations are drawing on their diversity and fostering an environment that is

**INCLUSIVE**

Numbers matter but there is more to it than what is visible.....

*“when humanitarian coordination meetings are held in English, you immediately eliminate local contributors from the discussion. It is then only the international actors and local elites with certain education background, class and economic power who become part of the conversation”*

INGO Country Director, Nepal



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Website: <https://humanitarianadvisorygroup.org/wp-content/uploads/2018/07/Drawing-on-our-Diversity-Humanitarian-Leadership.pdf>

