

## ANNEX – Transformative Agenda Global Implementation Action Plan

Objective 1: Key stakeholders briefed/trained on the TA		
Related Activities	Focal Point	Status
1.1 Dissemination of TA materials to International and National NGOs through webplatforms and mailing lists	NGO Consortia, IASC Agencies to NGO networks supported by IASC Secretariat	<p><b>IMC/Concern/HHI:</b> 'Building a Better Response' project being implemented with roll-out workshops. E-learning program beta-testing has begun.</p> <p><b>ICVA/InterAction:</b> Joint mission to Syria included time with NGOs on the ground to foster greater understanding of TA architecture; ICVA Scoping Mission to Philippines underway to assess response coordination efforts and engage with international/national NGOs on support required for effective NGO coordination.</p> <p><b>InterAction:</b> Completed TA protocols were distributed to all members, NGO field forum representatives and made available on website in January 2013; materials distributed and introduced again at IA NGO Field Consortia meeting in May 2013; regular updates to IA Advisory Committee; sessions on humanitarian architecture and expectations on engagement held with members. NGO Field Coordination bodies have had regular updates, tailored to their interests and needs. Several articles published on TA, and visibility provided to TA on IA website; research on Perceptions, Expectations and Realities of NGO Coordination in Humanitarian Leadership completed/disseminated; NGO survey underway in key contexts on perceived impact of TA.</p> <p><b>UNDP:</b> Information shared with NGO partners in Early Recovery Cluster WG.</p> <p><b>UNHCR:</b> CCCM, GPC, and Shelter working to make the HPC and CPM tool available through their portal.</p> <p><b>WFP:</b> TA discussed as main topic during annual consultations with NGOs (Oct 2013); TA material provided to participants.</p> <p><b>WHO:</b> Dissemination of TA materials to partners in the Global Health Cluster mailing list (international NGOs).</p>
1.2 Dissemination of TA materials to all Cluster Coordinators/Clusters (in-country/rostered)	Cluster Lead Agencies/ Global Cluster Coordinators	<p><b>FAO/ WFP:</b> Strategic Plan (2013-14) of Global Food Security cluster strengthened to increase field support through capacity development; knowledge and lessons learning; support and surge deployment; and advocacy communications and partnerships.</p> <p><b>IOM:</b> TA principles, including on cluster performance monitoring, included in CCCM training. Discussion on system-wide Accountability to Affected Populations being led through the multi-sectoral information management tools within the CCCM cluster. TA elements included in training for government officials/partners on CCCM in 12 countries.</p> <p><b>OCHA:</b> Regular support provided to Cluster Training Events and Cluster Retreats to provide updates on TA principles and implementation.</p> <p><b>UNDP:</b> Information shared with partners in Early Recovery Cluster WG. Support improved to Country Teams and Offices for enhanced response as cluster lead for Early Recovery.</p>
1.3 Dissemination through Cluster mailing lists	Cluster Lead Agencies/ Global Cluster Coordinators	
1.4 Incorporation in Cluster Coordinator training/Cluster Retreats	Cluster Lead Agencies/ Global Cluster Coordinators	
1.5 Agency-specific Executive Committee Briefings	Individual IASC Agencies	<p><b>Save the Children:</b> As co-Global Lead for the Education Cluster, providing cluster coordination training, updated with TA elements, to field staff.</p> <p><b>UNHCR:</b> Cluster coordinators informed of all tools and support made available to the field. Incorporation of TA in all cluster coordination training and emergency management training (which includes partners)</p> <p><b>UNICEF:</b> TA material received by all GCCs, and GCCs involved in the development of HPC. Sessions on the TA included in Education, WASH, Nutrition, Child Protection, GBV annual Cluster meetings and TA elements to be included systematically in trainings. New Nutrition Cluster Strategic Response Plan includes TA. ToRs of Clusters/AORs reviewed and amended to reflect the newly-refined cluster functions.</p> <p><b>WFP:</b> TA material is circulated to WFP-led clusters through the internal WFP Cluster WG, which includes Global Cluster Coordinators and support staff; TA material is included in all cluster training. Three-hour session on TA provided at ETC emergency training event in (Sep 2013), including desk-top simulation exercise on the IARRM.</p> <p><b>WHO:</b> TA materials disseminated to all cluster coordinators as well as through the cluster mailing list. TA included in Health Cluster training as well as in surge training (June 2013. TA discussed and explained in Global Health Cluster Lessons Learned Workshop (June 2013), as well as in GHC retreat (November 2013).</p> <p><b>FAO:</b> Regular briefings to the FAO humanitarian donor group on the progress of TA implementation (most recent 30 October 2013, 20 November 2013).</p> <p><b>InterAction:</b> IA Advisory Committee have had regular updates, tailored to their interests and needs.</p> <p><b>OCHA:</b> Regular briefing to the OCHA Donor Support Group (ODSG) on its implementation of the TA (most recent: June 2013, November 2013)</p>

		<p><b>UNICEF:</b> Deputy Executive Director briefing to Executive Board on the TA and its status, June 2013.</p> <p><b>UNHCR:</b> TA related briefings provided at Standing Committee and Executive Committee.</p> <p><b>WFP:</b> Briefings provided to Executive Board in June and October 2013.</p> <p><b>WHO:</b> Director General briefed Regional Directors at the GPG (Global Policy Group) meetings, which includes all regional Directors. Briefing provided to the GEMT (Global Emergency Management Team), which includes all relevant directors and regional advisors.</p>
<b>Objective 2: Protocols and material on ITA disseminated to global/field level agency staff</b>		
<b>Related Activities</b>	<b>Focal Point</b>	<b>Status</b>
2.1 Integration of ITA materials into Agency-specific training events, reflecting the messaging of the IASC uniform tools	Each IASC Agency	<p><b>FAO:</b> Emergency guidance notes for staff and partners produced on thematic and cross-cutting issues affecting work in emergency and transition settings. TA included in emergency/roster training materials.</p> <p><b>FAO/WFP:</b> Multi-phased needs assessment toolkit for food security and livelihoods support completed, providing common indicators and survey methodologies for each L3 stage.</p> <p><b>IOM:</b> Trainings on TA/MCOF application conducted for senior staff; session held in Iran for local authorities. DTM included in the NATF/MIRA. Training conducted on CCCM and TA principles. Workshop on 'Information Management and Technology in Migration Crises' held to enable more strategic and streamlined information management and enhance accountability to affected populations. Enhanced inter-sectoral trainings related to humanitarian principles and the TA held to ensure more coherent and systematic integration into field-level operations.</p> <p><b>OCHA:</b> TA elements being integrated into on-going revision of OCHA Induction programme, Humanitarian Field Coordination Programme training, and development of Core Curriculum under new Organisation Learning Strategy. Simulation-based training workshops being developed around HPC; Inter-Cluster Coordination training being developed for roll-out Q1 2104.</p> <p><b>OHCHR:</b> Annual five-day training for staff modified to include dedicated TA session, and staff supported to participate in other relevant exercises, including L3 simulation.</p> <p><b>UNDP:</b> Trainings for Early Recovery Advisor held Nov/Dec 2013. Consistent inclusion of TA briefings during missions to COs. TA applied during UNDP internal simulation on response to an earthquake so that staff understood it better.</p> <p><b>UNHCR:</b> TA included in cluster coordination, emergency management, and Senior leadership training and new representative inductions, as well as global and regional meetings.</p> <p><b>UNICEF:</b> Integrated Humanitarian Learning Strategy for UNICEF being developed to be consistent with/ reinforce TA application. Inter-divisional Institutionalization and Implementation Plan developed with inputs from HQ, ROs and COs. Training of IRT staff in Brindisi plus coordination and cluster personnel being prepared for Q1 2014. RRT retreat in June resulting in harmonized approaches to training, improved coordination. Stand-by partner training includes inter-agency and coordination procedures, including TA protocols</p> <p><b>UNFPA:</b> TA incorporated into global and regional meetings and orientation/ induction for new staff.</p> <p><b>WFP:</b> TA-related modules included in WFP's Emergency Preparedness and Response training, particularly Corporate Response Exercises and Functional And Supporting Training for Emergency Response; All cluster training events include TA, most recently at the IT Emergency Management training for WFP staff and partners (Sep 2013).</p> <p><b>WHO:</b> Developing standard training modules to build common understanding of Emergency Response Framework and WHO's TA obligations. TA included in induction training for WHO Heads of Country Offices. Training provided to country and regional offices on MIRA and included in the surge training. Information on TA provided to the biannual meeting of Heads of Country Offices (November 2013), but in special events section as well as in plenary session.</p>
2.2 Mainstream the ITA approach through inclusion with job descriptions, communications, as	Each IASC Agency	<p><b>ACF:</b> Organization-wide assessment of the TA and development of internal policy on engagement underway.</p> <p><b>ICVA/InterAction:</b> IASC updates sent out regularly, including new protocols and information on EDG visits. Information on perceptions of TA being collected through informal survey.</p> <p><b>InterAction:</b> TA raised regularly through panel participation. Several articles published on TA, and visibility provided to TA on IA website.</p>

conference topic		<p><b>FAO:</b> Importance of TA and the implications for work communicated to FAO field offices; TA is being mainstreamed in all emergency communications. Webinars and video conferences used for regional/ field offices to discuss elements of TA relevant to their context. PSEA routinely included into senior management team meetings, job descriptions, ethics practices and audit exercises.</p> <p><b>HfH:</b> AAP/PSEA work improved, including through new Code of Conduct, internal and a community-based feedback mechanisms.</p> <p><b>IOM:</b> Overarching Humanitarian Policy Framework being formalized to articulate IOM humanitarian priorities, including on TA. Field operations sensitized on TA process, including specific direction on enhanced leadership, systematic representation in HCT, etc.</p> <p><b>OCHA:</b> Strategic Framework, 2014-2017, and results frameworks now integrate TA; reflected in Global Management Retreat, OCHA Heads of Office workshops; integrated into standard reporting formats for Regional/Country Offices.</p> <p><b>OHCHR:</b> TA reflected in internal strategy on engagement with humanitarian action; TA messaging included through internal communications tools, including 'peacekeeping bulletin' and dedicated section on humanitarian action on internal internet portal.</p> <p><b>Save the Children:</b> Revision of operational guidelines across all functional areas is underway, now systematically referencing the TA. Guidance on SC engagement within the cluster process reflected in internal essential standards. Humanitarian advocacy toolkit and training modules revised to provide background/links on further learning on the TA.</p> <p><b>UNDP:</b> UNDP's Strategic Plan for 2014-2019 now includes outcomes on responding to crises. TA included in briefings to staff in missions to UNDP Country Offices</p> <p><b>UNFPA:</b> Webinars and video conferences used for regional/ field offices to discuss elements of TA relevant to their context.</p> <p><b>UNHCR:</b> Communications sent to the field, recently specific communication in support of Philippines operations. Global Representatives meeting included full session on coordination and partnership.</p> <p><b>UNICEF:</b> Measures to further institutionalize TA agreed in Global Management Team meeting (Sep 2013). Presentations on TA featured at all Regional Management Team meetings, focused on TA evolution, L3 simulation findings, and particular emphasis on the HPC and Strategic Response Plan. Dedicated sessions held at annual cluster face-to-face meetings, Global Emergency Network meeting. Emergency Focal Points in Programme Division briefed on developments in the TA and implications for programme delivery. Dedicated intranet page set up.</p> <p><b>WFP:</b> Executive Director issued two circulars to Country Directors on their role in HCTs and in representing clusters; also issued regular communications to staff on the TA (most recently in August; another communication planned before end 2013). Briefed on TA in Global Management Retreat (Dec 2012).</p> <p><b>WHO:</b> WHO's Emergency Response Framework (ERF) has integrated measures of TA into the response procedures and performance standards. WHO's Director-General has included TA in her messages to Regional Directors. TA was a conference topic at WHO meetings, including the Global Health Cluster meeting, Lessons Learned seminar, Heads of Country Office meeting, Global Emergency Management Team meeting.</p>
2.3 Integration of improved coordination mechanisms, attitudes and approaches into general emergency management training, including pre-deployment briefs	Each IASC Agency	<p><b>IOM:</b> Continued efforts to implement PSEA commitments in staff training, cooperation agreements, appointing field focal points, creating interdepartmental task forces, drafting/updating policies or codes of conduct.</p> <p><b>FAO:</b> TA included in Handbook for Emergency Preparedness and Response training and roll out for FAO field offices. TA incorporated in declaration and response protocol for L-3 emergencies and in FAO Handbook for Emergency Preparedness and Response. FAO is leading an IASC initiative to adapt the TA to slow-onset L-3 emergencies such as natural disasters.</p> <p><b>OCHA:</b> Relevant element included in OCHA FIRST training for its Emergency Response Roster and for Standby Partner personnel within OCHA's Standby Partners Programme.</p> <p><b>UNDP:</b> Staff on UNDP SURGE roster briefed.</p> <p><b>UNHCR:</b> Internal review and reflection in process with aim of ensuring refugee coordination approach seamlessly interfaces with TA. Working in consultation with key NGO partners to strengthen coordination and partnership, in tune with the TA.</p> <p><b>UNICEF:</b> Integrated Humanitarian Learning Strategy developed to be consistent and reinforce application of the TA. Cluster Lead Agency Evaluation and Preparedness Evaluation have been finalized with recommendations on TA alignment, and ToRs of cluster and AoR will be reviewed and amended based on the newly refined cluster functions.</p> <p><b>WFP:</b> Developed and started roll-out of Corporate Readiness Exercise to stress-test systems and procedures through simulated large-scale sudden onset disaster</p>

		<p>response (includes relevant elements of L3 activation protocols and IARRM). Regional CRX held in Amman based on 'real-time' Syria crisis scenarios (Dec 2012). Additional CRXs planned for 2014.</p> <p><b>WHO:</b> Topic included in WHO surge training. Part of the pre-deployment briefing.</p>
2.4 Oversee agency-specific preparedness, with particular focus on L3 mechanisms (i.e. ensuring availability of personnel for deployment through IARRM)	Each IASC Agency	<p><b>FAO:</b> Emergency Response Roster launched (Nov 2013) with evaluation of candidates against TA as a competency; provides pre-release policy for staff in L3. "No-regrets" window established for immediate deployment upon declaration of L3. Surge personnel are systematically briefed and provided TA protocols.</p> <p><b>IOM:</b> Emergency Response Guidelines for L3 emergencies drafted to provide cohesive and operational framework for field and HQ to take rapid and effective action. Migration Emergency Funding Mechanism contributions has enabled faster initiation of IOM response to crises. L3 procedures activated in response to Typhoon Haiyan, including deployment of Rapid Response Team, enhanced cluster coordination capacity and release of start-up funds from MEFM.</p> <p><b>OCHA:</b> Revised Emergency Response Policy Instruction disseminated all staff in advance OCHA Corporate/IASC System Simulations (June 2013); Regional Office deployment protocols, Emergency Response Rosters, Senior Surge Roster refined. UNDAC Strategy and complementary deployment modalities being defined.</p> <p><b>OHCHR:</b> Maintaining internal roster for emergency deployment for humanitarian crisis response; TA included in related training; staff committed to IARRM</p> <p><b>UNDP:</b> Completed, with update pending. Simulation in February 2013 to test response procedures. UNDP hosted multi-agency Capacity for Disaster Reduction Initiative (CADRI), was extended and expanded into a new phase with greater emphasis on preparing country teams better for response.</p> <p><b>UNFPA:</b> Internal humanitarian surge roster established; TA incorporated into surge training, 3 regional emergency simulations held.</p> <p><b>UN-Habitat:</b> strengthening technical surge capacity on meeting humanitarian challenges in urban areas.</p> <p><b>UNICEF:</b> Preparations for training of UNICEF IRT staff in Brindisi in Q1 2014, plus coordination and cluster personnel. RRT retreat in June resulted in harmonized approaches to training, improved coordination. Standby partner training includes inter-agency and coordination procedures, including the TA protocols.</p> <p><b>UNHCR:</b> Roster of L3 capable Senior Emergency management, L3 capable cluster coordinators and support staff is being maintained.</p> <p><b>WFP:</b> As above. All three WFP-led/co-led clusters have also established emergency rosters with L3-capable staff.</p> <p><b>WHO:</b> Emergency Response Framework revised and published (February 2013). Mapping of staff undertaken to identify Health Emergency Leader profiles. Agreements established with Standby Partners for support to WHO/Global Health Cluster.</p> <p><b>WHO:</b> Emergency Response Framework revised and published (February 2013). Revised Emergency Standard Operation Procedures under revision. Mapping of staff undertaken to identify Health Emergency Leader profiles. Agreements established with Standby Partners for support to WHO/Global Health Cluster. First training of surge leaders/other emergency team members. Training included in L3 simulation exercise. Readiness checklist prepared for the three levels of the organization (country, regional, global). Organised an internal Grade 3 simulation exercise. L3 compatible staff made available and deployed in both emergencies in 2013.</p>