

Progress on the Transformative Agenda Global Implementation Plan: Update November 2013

A. LEADERSHIP

Objective	Related Activities	Focal Point	Time Frame (2013-2014)	Indicators	Status
1. HC Pool maintained and effectively utilised, including for Level 3 emergencies	1.1 Manage and promote the HC Pool and identify potential HC Pool candidates, pro-actively seeking diversification in the Pool (gender, language, geographical)	OCHA/HLSU	On-going	# of individuals available for appointment and/or for deployment in L3 emergencies % breakdown by country of origin, language spoken and gender	<ul style="list-style-type: none"> 8 candidates readily available (including 1 woman and 2 candidates from non-OECD countries) Call for HC Pool applications scheduled Q1 2014 Identification of circa 100 candidates by Talent Scout
	1.2 HC Pool contains sufficient candidates with the required skills, experience, geographical and language diversity	OCHA/HLSU (On-going	% of total HC positions filled with a HC Pool member.	<ul style="list-style-type: none"> 34% (11 out of 32) In 2013 to date, 5 of 9 designated HCs are HC Pool members
	1.3 Nomination of high-calibre candidates to the HC Pool, and its L3 element, including support to this by IASC organisations sitting in the IAAP	OCHA/HLSU	On-going	# nominations/HC Pool members by organisation, including from humanitarian NGOs	<ul style="list-style-type: none"> In consultation with partners, call for application for the HC Pool scheduled for Q1 2014
2. HC performance effectively and systematically managed	2.1 Complete ERC-HC Performance Compacts for 2013	OCHA/HCSU	March 2013 (annually)	% Performance Compacts completed	<ul style="list-style-type: none"> ERC/HC Compacts for 2013 signed at HC Retreat, May 2013 ERC/HC Compact preparation for 2014 scheduled for December 2013
	2.2 Hold annual meeting of the IASC HC Panel to elicit IASC feedback on HC performance	OCHA/HCSU	March 2013 (annually)	Records of Annual Review of HC Performance	<ul style="list-style-type: none"> Annual meeting held 1 February 2013
	2.3 Incorporate IASC feedback into annual ERC performance appraisal of all HCs	OCHA/HCSU	March 2013 (annually)	Performance Appraisals	<ul style="list-style-type: none"> HC performance appraisals for all applicable HCs completed (March 2013)
	2.4 ERC performance appraisal informs UNDG RC appraisal process	OCHA/HCSU	April 2013 (annually)	Records of UNDG Appraisals	<ul style="list-style-type: none"> HC performance appraisals have been reflected in relevant UNDG appraisals
	2.5 Regular support and feedback on performance provided through monthly calls with HC/OCHA	OCHA/HCSU	On-going	Monthly call records and tracked actions	<ul style="list-style-type: none"> Regular calls /contact with HCs scheduled. Monthly average (20)
3. Knowledge and skills of RCs, HCs, DHCs and HC	3.1 Individual HC orientation programmes and learning referrals	OCHA/HLSU	On-going	% of incoming HCs for whom orientation programs are organised.	<ul style="list-style-type: none"> 100 % in 2012 65% in 2013 (5 of 9 HCs, as well as RCs in DPRK and Cameroon)

Objective	Related Activities	Focal Point	Time Frame (2013-2014)	Indicators	Status
Pool members enhanced	3.2 RC Induction Workshop (HC elements)	OCHA/HLSU	February 2013	Workshop Evaluation	<ul style="list-style-type: none"> Completed. Planning underway for revamped RC Induction Workshop Q1 2014
	3.3 Regional Workshop on Humanitarian Advocacy (Dubai)	OCHA/HLSU	March 2013	Workshop Evaluations	<ul style="list-style-type: none"> Completed (April 2013)
	3.4 Annual HC Retreat	OCHA/HLSU	May 2013	Retreat Report and Evaluation	<ul style="list-style-type: none"> Completed (May 2013).
	3.5 Workshop for HC Pool Members	OCHA/HLSU	Q4 2013	Workshop Evaluation	<ul style="list-style-type: none"> ***Activity postponed to 2014
4. HCs supported in their leadership role	4.1 Maintain mentoring programme for newly-established HCs	OCHA/HLSU (On-going	Mission reports/Evaluations	<ul style="list-style-type: none"> Since March 2011), 39 HCs were designated. 24 were first time HCs but only 14 required mentoring. 9 of 14 have received; 2 in progress; 3 scheduled
	4.2 Mentoring Lessons Learned Workshop	OCHA/HLSU	April 2013	Survey feedback from mentors/mentees and Workshop report	<ul style="list-style-type: none"> Completed (June 2013)
	4.3 Deloitte Leadership Workshop	OCHA/HLSU	May 2013	Participant Survey	<ul style="list-style-type: none"> Completed (May 2013)
	4.4 Executive leadership coaching for sitting HCs	OCHA/HLSU	On-going	Survey feedback from coaches/coaches	<ul style="list-style-type: none"> On-going (currently 8 coaching relationships)
5. HCT leadership and performance strengthened	5.1 Finalise strategy on Team Development, for implementation in initial 5 Countries [ideally, to be harmonized with the TA priority countries], and related in-country support	OCHA/HLSU	September 2013/on-going	Endorsed strategy on team development and effectiveness	<ul style="list-style-type: none"> HCT Team Effectiveness Strategy presented to IASC SWG on Leadership (November 2013) HCT Team Effectiveness Workshops: Sudan, Pakistan, the Philippines, Yemen, Liberia

B. COUNTRY LEVEL SUPPORT FOR TA IMPLEMENTATION

Objective	Related Activities	Focal Point	Time Frame (2013-2014)	Indicators	Status
1. Review of Country Operations by Emergency Directors	1.1 Mid-Year Review Meeting updates and assesses progress against December 2012 recommendations	Emergency Directors Group	June 2013	Record/Recommendations of MYR Review	<ul style="list-style-type: none"> Did not take place
	1.2 Annual Meeting reviews operations in priority countries/additional countries of concern	Emergency Directors Group	December 2013	Record/Recommendations of Annual Meeting	<ul style="list-style-type: none"> Planned for December 2nd 2013 Review countries: Sudan, South Sudan, Somalia, oPT, Yemen, Mali, CAR, DRC, Afghanistan, Pakistan, Myanmar, Colombia
2. Operational Support to Country Operations (HC/HCT) by Emergency Directors	2.1 <i>Ad hoc</i> Emergency Directors Meetings review and recommend actions to provide support to specific country operations	Emergency Directors Group	As required	Record/Recommendations of EDG country-specific meetings	<ul style="list-style-type: none"> Some 26 EDG meetings held on Syria, Mali, CAR, Philippines and other operational contexts between January and November 2013. This includes one donor meeting on the Transformative Agenda and six donor meetings on the Syria Crisis.
3. Missions to support TA Implementation	<p>3.1 Priority Countries receive targeted support through ITA Missions and technical support as appropriate (see Country-Level Process for ITA Implementation)</p> <p>3.2 Identification of priority countries for ITA missions, ensuring coherence with HPC/ Response Monitoring/ Technical country support</p> <p>3.3 Finalisation of Self-Assessment Tool and 'Success Matrix',</p> <p>3.4 Identification of 'pool' of potential mission members (TA Focal Points)</p>	<p>Emergency Directors Group</p> <p>TA Focal Points from IASC agencies (Mission Roster members)</p>	May – December 2013	<p>List of Priority Countries Mission Pool established Final Self-Assessment Tool and Success Matrix</p> <p>Mission Reports and Action Plans</p>	<ul style="list-style-type: none"> EDG undertook joint missions to Syria, Afghanistan, Pakistan, DRC, CAR Missions to Yemen and Mali postponed TA Priority Countries identified: Yemen, Mali, DRC, CAR, Sudan, Syria, Pakistan, Myanmar, Afghanistan, South Sudan Self-Assessment Tool and Success Matrix finalized. Senior-Level TA Implementation Team established. On-going discussions on TA Focal Points

C. SYSTEM-WIDE ACTIVATION PROCEDURE AND INTER-AGENCY RAPID RESPONSE MECHANISM

Objective	Related Activities	Focal Point	Time Frame (2013-2014)	Indicators	Status
1. Updated mapping of inter-agency rapid response capacity	1.1 Survey undertaken to update July 2012 'snapshot' and analysis of agency/cluster-specific rapid response capacity and gaps	OCHA/SCLS	June 2012	Analysis of rapid response capacity	<ul style="list-style-type: none"> Survey undertaken and most agencies completed.
	1.2 Updated central list of staff for IARRM deployment against core coordination functions	OCHA/SCLS	June 2013	List of agency/cluster staff for L3 deployment	<ul style="list-style-type: none"> Partial update in advance of L3 Simulation (April/May 2013) Agencies refined internal lists/provided lists of actual 'deployees' for L3 Simulation 'Mapping' of L3 capacity maintained during L3 response to Philippines to date
2. Review and test system-wide activation procedure	2.1 L3 Activation Simulation, involving IASC Principals, Emergency Directors, Global Cluster Coordinators	Emergency Directors with support from Simulation Steering Group	June 2013	Exercise report, evaluation and Lessons Learned	<ul style="list-style-type: none"> Completed (June 2013)
	2.2 Field Simulation Exercise, testing the deployment of IARRM personnel in support of a L3 response and implementation of the Humanitarian Programme Cycle (HPC) functions in the first 10 days of an emergency	Emergency Directors with support from Simulation Steering Group	24-28 June 2013	Exercise report, evaluation and Lessons Learned	<ul style="list-style-type: none"> Completed (June 2013)
	2.3 Lessons learned inform fine-tuning of relevant protocols	Emergency Directors with support from Simulation Steering Group	September 2013	Updated Protocols	<ul style="list-style-type: none"> Updated Protocols reviewed by IASC Working Group (November), for endorsement by IASC Principals (December). Protocols concerned: HPC Reference Module (Version 1.0) Concept Paper on the Inter-Agency Rapid Response Mechanism Operational Framework for Accountability for Affected Populations Common Framework for Capacity Development for Emergency Preparedness

D. NORMATIVE FRAMEWORK: COMPLETION AND REVIEW

Objective	Related Activities	Focal Point	Time Frame (2013-2014)	Indicators	Status
1. TA Protocols and Normative Framework Completed	1.1 Finalisation Reference Module for the Humanitarian Programme Cycle	HPC Working Group (OCHA/PSB)	Pre-Simulation Draft, June 2013. Finalisation¹ September 2013	Final Protocols	<ul style="list-style-type: none"> Revised Module presented to IASC Working Group; minor amendments proposed (October 2013) Presentation to IASC Principals (scheduled December 2013) Field testing for Version 1.0 (Q1 2014) Version 2.0 schedule April/May 2014
	1.2 Concept Paper on the Inter-Agency Rapid Response Mechanism	Technical Working Group on the IARRM (Co-Chairs WFP; Early Recovery Working Group, UNDP)	Final draft pre-Simulation, June 2013. Finalisation¹ September 2013	Final Protocol	<ul style="list-style-type: none"> Revised concept presented to IASC Working Group (October 2013) Minor amendments to be made (including link to other coordination mechanisms) (for end November 2013) Presentation to IASC Principals (scheduled December 2013)
	1.3 Operational Framework for Accountability to Affected Populations	AAP Task Force Co-Chairs (ICVA, WFP)	Estimated October 2013	Final Protocol	<ul style="list-style-type: none"> Operational Framework presented to IASC Working Group (October 2013) Final amendments due end November 2013 Presentation to IASC Principals (scheduled December 2013)
	1.4 Common Framework for Capacity Development for Emergency Preparedness	SWG on Emergency Preparedness Co-Chairs (WFP, UNICEF)	Estimated September 2013	Final Protocol	<ul style="list-style-type: none"> Approved by undg and isdr Endorsed on 'no objection' basis by IASC Principals, 1 November 2013
	1.5 Oversight of finalization by the Emergency Directors	Emergency Directors Group		All Protocols Endorsed	<ul style="list-style-type: none"> The IASC Principals assigned the responsibility for the TA to the EDG in March 2013. IASC Principals final endorsement of Protocols scheduled December 2013
2. Guidance and Templates for Country Response Monitoring Framework	In context of broader HPC development and roll-out, finalise response monitoring framework and supporting mechanisms appropriate for use in all emergency response contexts	HPC Steering Group (OCHA) & Monitoring Technical Group (OCHA)			<ul style="list-style-type: none"> Meetings of the MTG restarted September 2013, following the revision of HPC and Strategic Response Plans
	2.1 Finalise Country Response Monitoring Framework concept and related practical guidance/SOPs	Monitoring Technical Group OCHA)	Concept completion July/ Guidance December 2013	Final Concept Note, Guidance and SOPs	<ul style="list-style-type: none"> Concept note completed. Summary version included in HPC Module Completed Guidance Document scheduled for end December 2013 Guidance 'field useable' for early 2014

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	2.2 Finalise standard indicators with Global Cluster Coordinators (for needs/targets/measuring results)	NATF (OCHA /CASS) and Global Cluster Coordinators for individual sector indicators	August 2013	Standard Indicators and Guidance available	<ul style="list-style-type: none"> Completed. New set of Humanitarian (needs and response) indicators agreed with GCCs, and posted online on Humanitarian Response site Improvements to Registry on-going
	2.3 Define context specific monitoring frameworks for response for six countries based on pre-existing practice/objectives	Monitoring Technical Group (OCHA)	April 2014	Country-specific monitoring frameworks/Mission Reports	<ul style="list-style-type: none"> No progress. To be taken forward Q1 2014, through MTG and GCCs
	2.4 Incorporate monitoring elements and relevant templates in tools, guidance and exercises (IARRM Simex, CAP, etc) in IARRM Simulation Exercise	Monitoring Technical Group (OCHA)	December 2013	Updated/revised Tools, Templates and Guidelines	<ul style="list-style-type: none"> SIMEX - Verifying Response Monitoring aspects are taken into consideration from the start of the emergency response. HPC Ref Module - chapter on Monitoring completed. New guidance for preparation of strategic response plans completed; guidance on monitoring and indicator in development OCHA HPC briefing: Monitoring component under development RC manual revision – on-going. Revising monitoring element
3. Guidance and methodology available for Operational Review and Response Evaluation	3.1 Develop Operational Peer Review (OPR) Methodology	HPC Steering Group (OCHA)	July 2013	Operational Peer Review Methodologies developed	<ul style="list-style-type: none"> OPR element included in HPC Module; Expanded document/TORs (December 2013)
	3.2 Develop Response Evaluation Methodology	(OCHA)	July 2013	Response Evaluation Methodologies developed	<ul style="list-style-type: none"> Inter-Agency Evaluation element included in HPC Module
4. Updated TA Protocols	4.1 Collection of good practices and feedback on tools/processes from the field	Dedicated Capacity	December 2013	Updated TA Protocols, Communication and Training materials	<ul style="list-style-type: none"> Pending establishment of dedicated support to the ITA
	4.2 TA Protocols/TA materials updated in light of field comments, training/mission feedback and for coherence	Dedicated Capacity	December 2013		<ul style="list-style-type: none"> Pending establishment of dedicated support to the ITA
5. Maintain repository of Protocols and TA materials	5.1 Establish accessible web-based repository for TA-related materials (ensuring these are available within existing platforms: IASC, Humanitarian Response)	Dedicated Capacity	December 2013	Web-based Repository of Good Practice/Feedback	<ul style="list-style-type: none"> Pending establishment of dedicated support to the ITA

E. COMMUNICATION AND DISSEMINATION OF TA PROTOCOLS

Objective	Related Activities	Focal Point	Time Frame (2013-14)	Indicators	Status
1. Compendium of Protocols shared with all key stakeholders	1.1 Dissemination of Compendium of Protocols, with explanatory overview to: <ul style="list-style-type: none"> • HC/HCTs • IASC Organisations • Global Clusters/Cluster Coordinators • Donors 	ERC, through IASC Secretariat	August 2013	Compendium disseminated	<ul style="list-style-type: none"> • Has been pending finalization of all Protocols
2. Availability of uniform communication and training material	2.1 Develop Transformative Agenda powerpoint(s), reflecting key provisions of Protocols and, when available, field feedback, for use in training and other events	Dedicated TA Capacity	September 2013	Powerpoints available on IASC Secretariat website/dedicated repository	<ul style="list-style-type: none"> • Has been pending finalization of all Protocols
	1.2 Update and develop FAQs on the Transformative Agenda, and provisions of its Protocols and, when available, field feedback	Dedicated TA Capacity	September 2013		<ul style="list-style-type: none"> • Has been pending finalization of all Protocols
	1.3 Adaptation of TA material for dissemination/communication with Governments and national actors	Dedicated TA Capacity	September 2013	<ul style="list-style-type: none"> • Adapted TA materials available • Records of briefings with governments /national actors 	<ul style="list-style-type: none"> • Has been pending finalization of all Protocols
	2.4 Webinar Support <ul style="list-style-type: none"> • Development and Delivery of TA Webinars/ web-based materials • Production of one-page Webinar concept • Identification of 'Experts' and their availability for Webinar Sessions • Establish schedule/subject area for Webinar Sessions • Development of recorded briefings/Presentations on the TA 	Dedicated TA Capacity	September 2013	# Webinars/web-based materials #/level participation	<ul style="list-style-type: none"> • Has been pending finalization of all Protocols
3. Dedicated capacity for the Transformative Agenda supports communication,	3.1 In support of the Emergency Directors Group, ensure dedicated ITA capacity until the end of 2014: <ul style="list-style-type: none"> • Identification of inter-agency 	Emergency Directors Group Chair: OCHA	September 2013	Dedicated capacity supporting ITA in place	<ul style="list-style-type: none"> • Senior TA Implementation Team identified and in place (November 2013) • Identification of agency focal points/roster members outstanding

Objective	Related Activities	Focal Point	Time Frame (2013-14)	Indicators	Status
Development & implementation	personnel to provide dedicated support for ITA				
4. Key stakeholders briefed/trained on the TA	<ul style="list-style-type: none"> Briefings/presentations for DRSGs/RCs/HCs at: RC Induction Workshop HC Retreat DRSG/RC/HC Retreat 	OCHA (HLSU)	<ul style="list-style-type: none"> February 2013 May 2013 May 2013 	Event Agendas Records/Evaluations of Briefings	<ul style="list-style-type: none"> Completed. TA presented at RC Induction Workshop (16 RCs, 4 RC/HCs) (February 2013) A presentation and panel discussion at HC Retreat (7 RCs, 28 HCs and RC/HCs and 2 Regional HCs) (May 2013)
	4.1 Chapter/material on TA integrated into RC/HC Handbook	OCHA (HLSU)	September 2013	Updated RC/HC Handbook	<ul style="list-style-type: none"> Handbook being reviewed based on the finalized protocols and reference modules; Revised document due Q1 2014.
	4.2 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	July 2013	Material available on appropriate websites; material disseminated to NGOs	<ul style="list-style-type: none"> See attached annex
	4.3 Dissemination of TA materials to all Cluster Coordinators/Clusters (in-country/rostered)	Cluster Lead Agencies/ Global Cluster Coordinators			<ul style="list-style-type: none"> See attached annex
	4.4 Dissemination through Cluster mailing lists	Cluster Lead Agencies/ Global Cluster Coordinators	July 2013	Confirmation of circulation from CCs	
	4.5 Incorporation in Cluster Coordinator training/Cluster Retreats	Cluster Lead Agencies/ Global Cluster Coordinators	December 2013	Updated cluster training materials Cluster Coordinator Training/Retreat Agendas Record of participation of individual CCs in TA training session	
	Briefings/Exchange with Donors and Member States on the TA				
	4.6 Donor/Emergency Directors Meeting	Emergency Directors Group (Alice Sequi)	On-going	Records/Evaluations of Briefings	<ul style="list-style-type: none"> In progress. Meeting December 2012, and June 2013. Next meeting scheduled on TA Dec 2013
	4.7 Good Humanitarian Donorship Meeting	OCHA/PRMB (Luke McCallin)	July 2013	Records/Evaluations of Briefings	<ul style="list-style-type: none"> Pending.
	4.8 Member State Briefing on TA	OCHA/PRMB (Jean Verheyden)	TBD	Records/Evaluations of Briefings	<ul style="list-style-type: none"> Briefing by USG December 2012.
4.9 Agency-specific Executive Committee Briefings	Individual IASC Agencies	As per Agency schedules	Records/Evaluations of Briefings	<ul style="list-style-type: none"> See attached annex 	

F. INSTITUTIONALISATION OF THE TRANSFORMATIVE AGENDA

Objective	Related Activities	Focal Point	Time Frame (2013-14)	Indicators	Status
1. Protocols and material on ITA disseminated to global/field level agency staff	1.1 Integration of ITA materials into Agency-specific training events, reflecting the messaging of the IASC uniform tools	Each IASC Agency	On-going	Agency-specific Training Materials/Event agendas	<ul style="list-style-type: none"> See attached annex
	1.2 Mainstream the ITA approach through inclusion with job descriptions, communications, as conference topic	Each IASC Agency	On-going	Job Descriptions ITA Communications	
	1.3 Integration of improved coordination mechanisms, attitudes and approaches into general emergency management training, including pre-deployment briefs	Each IASC Agency	On-going	Training agendas/deployment briefing materials	
	1.4 Oversee agency-specific preparedness, with particular focus on L3 mechanisms (i.e. ensuring availability of personnel for deployment through IARRM)	Each IASC Agency	On-going	List of L3 capable staff Emergency Response procedures reflecting ITA commitments	
NGO Community supported in their understanding and engagement with an improved coordination system, (institutionalising the TA)	1.5 Facilitate a task-orientated advisory group to assist and guide the wider NGO community	NGO Consortia	Established and on-going	Advisory Group established Guidance provided	ICVA/Interaction/SCHR: IASC NGO group created (led by ICVA). The group has met and collaborates on IASC issues.