Annual Project Report 2016
STAIT: Strengthening the effectiveness of collective humanitarian response

Figure 1: Humanitarian impact of conflict

March, 2017

CONTRIBUTING DONORS:

IMPLEMENTED IN PARTNERSHIP WITH:

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ACRONYMS

AAP: Accountability to Affected People

CoP: Centrality of Protection

DRC: Danish Refugee Council

ECHO: European Union Humanitarian Aid and Civil Protection department

EDG: Emergency Director Group

ERC: Emergency Relief Coordinator

GBV: Gender Based Violence

GFSC: Global Food Security Cluster

GPC: Global Protection Cluster

HC: Humanitarian Coordinator

HCT: Humanitarian Country Team

IASC: Inter-Agency Standing Committee

ICCG: Inter-Cluster Coordination Group

ICRC: International Committee of the Red Cross

ICVA: International Council of Voluntary Agencies

INGO: International Non-Governmental Organization

IRC: International Rescue Committee

MDG: Millennium Development Goals

MSF: Médecins Sans Frontières

NGO: Non-Governmental Organization

NRC: Norwegian Refugee Council

OCHA: Office for the Coordination of Humanitarian Affairs

OPR: Operational Peer Review

PSEA: Prevention of Sexual Exploitation and Abuse

RRM: Rapid Response Mechanism

SDG: Sustainable Development Goals

SCHR: Steering Committee for Humanitarian Response

TRAC: Target for Resource Assignment from the Core

UN: United Nations

UNDP: United Nations Development Program

UNDSS: United Nations Department of Safety and Security

UNHCR: United Nations High Commissioner for Refugees

UNICEF: United Nations Children's Fund

WFP: World Food Program

WHS: World Humanitarian Summit

UNITED NATIONS DEVELOPMENT PROGRAMME

I. PROJECT OVERVIEW

TITLE	**STAIT: Strengthening the effectiveness of collective humanitarian response**
LOCATION	Global project
PROJECT ID	00088890 (Atlas Award ID)
PROJECT DURATION	1 January 2015 to 31 December 2019 (The initial project duration was from 1 January 2015 to 31 December 2016. The Project Board held in January 2016 approved an extension until 31/12/2017. The Project Board held in January2017 approved a further extension of the project to 31 December 2019)
REPORTING PERIOD	1 January 2016 until 31 December 2016
UNDP Strategic Plan Outcomes / Outputs Expected Output	**OUTCOME 5:** Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change. **OUTPUT 5.5:** Preparedness systems in place to effectively address the consequences of, and response to natural hazards and man-made crises at all levels of government and community. **EXPECTED OUTPUT:** Humanitarian Country Teams are supported and empowered to effectively lead humanitarian operations and apply the tools of the Transformative Agenda to strengthen the collective response to achieve better outcomes for affected people.
Total PROJECT BUDGET	USD 12,959,979 (The total project budget for the initial duration was USD 4,559,979 as per initial project budget. The Project Board held in January 2017 approved an additional budget of USD 2,800,000 per year for the period 2017-19)
DONOR CONTRIBUTIONS 2015-2016	ECHO – EUR 500,000 equal to approx. USD 527,794 (of which USD 440,775 have been received)
	Sweden – SEK 5,800,000 equal to USD 658,255
	USAID – USD 1,000,000
	DFID – GBP 200,000 equal to USD 291,561
	Netherlands – USD 375,000
2016 (ACTUAL EXPENDITURE)	USD 1,649,152
IMPLEMENTING PARTNERS	UNDP direct implementation, in close consultation with OCHA

II.   CONTEXT

The Transformative Agenda (TA) was launched by the Inter-Agency Standing Committee (IASC) in December 2011 to improve the effectiveness and timeliness of international collective humanitarian response through stronger leadership of humanitarian operations, more effective coordination structures and improved accountability to affected people in regard to delivering assistance and providing protection. The TA, although still relevant, would have to be reviewed in face of the outcomes of the World Humanitarian Summit (WHS) which calls for a paradigm shift in the way humanitarian crises should be addressed. The WHS builds on the processes of the TA and has set out an ambitious agenda for addressing conflicts, disasters and humanitarian suffering which can guide humanitarian leaders in the field.

In 2014, the IASC Emergency Directors Group (EDG) established the Senior Transformative Agenda Implementation Team (STAIT) to support the implementation of the IASC Transformative Agenda at field-level. The STAIT maintained its original function to strengthen the effectiveness of the humanitarian response through the roll out of the TA throughout 2016. However, the STAIT was required to adapt its support to incorporate several other important issues that were consistently challenging for field leadership including, protection, prevention of sexual exploitation and abuse, the relief to development nexus, security management and access, localization and gender based violence.

The STAIT is an inter-agency project that provides direct support to Humanitarian Coordinators (HC) and Humanitarian Country Teams (HCT), predominantly through field missions, to strengthen the collective humanitarian response in countries affected by crises. The team includes senior UN and NGO colleagues on its core staff with extensive experience in humanitarian operations. STAIT missions include senior representatives from UN agencies and humanitarian NGOs to ensure the inter-agency identity of the project representing the broad humanitarian community, and to ensure that appropriate technical support is available for specific missions (e.g. the Coordinator from the Global Food Security Cluster (GFSC) joined the team on the Somalia El-Niño review mission).

The project's clients are predominantly HCs and HCTs, but the project also includes all partners involved in delivering humanitarian assistance as part of a collective response. A better humanitarian response will effectively provide life-saving assistance as the core element of humanitarian response, and if done appropriately it will also contribute to alleviating the suffering of affected people, maintain stability to the degree possible in conflict affected countries, and contribute to recovery in the post-crisis environment. This particularly relates to some of the outcomes of the WHS and will help countries that are affected by humanitarian crises to maintain their progress towards development goals, and/or minimizes the impact of a crisis on progress towards development goals.

The STAIT also engages partners at the headquarters level to support post-mission follow up to strengthen the support provided to HCs and HCTs. It can help assist with mobilizing resources and knowledge on specific issues which HCs and HCTs sometimes struggle with in the operational environment. The STAIT also uses its contact with the field (senior leadership) and links with headquarters to develop learning materials based on field practice which can help HCs and HCTs in different contexts. The communications expertise within the STAIT is essential to this ensuring this function is delivered in a relevant and quality manner.

III.   IMPLEMENTATION STRATEGY

The STAIT project is implemented by UNDP in accordance with its financial regulations, rules, practices and procedures. A Project Board composed of the chairperson of the EDG and a UNDP representative oversees the

project implementation. The Project Board takes management decisions for the project when guidance is required by the Project Manager.

The project focuses on supporting HCs and HCTs to deliver an effective, principled, quality, timely and predictable collective humanitarian response in field operations. It does this predominantly in two ways:

- **Operational Peer Reviews (OPRs) and STAIT missions that support HCs and HCTs.** These missions are either at the invitation of the HC, at the request of the EDG; OPRs are mandatory for all L3 crisis.
- **Sharing learnings and field practices between different humanitarian operations**. The STAIT captures practical examples of how HCs and HCTs have overcome challenges in different contexts and shares them with other operations across the globe. This will assist leaders in the field to learn from other operations and adapt initiatives to their own context to overcome their own challenges.

The STAIT has primarily focused on supporting HCs and HCTs in the three core Transformative Agenda pillars of leadership, coordination, and accountability, and how these areas support the delivery of assistance. But in 2016, HCs and HCTs in different countries recurrently referenced other issues (not necessarily covered by the TA) that needed more focus at the leadership level. These included the ability of different humanitarian organizations to work effectively together in a "spirit of togetherness" on a number of issues where effective leadership is required: the Centrality of Protection (CoP); Gender Based Violence (GBV); a collective approach on Accountability to Affected People (AAP) and Prevention of Sexual Exploitation and Abuse (PSEA); security management and access; the timely delivery of assistance; the link between relief and development; cash programming; and localization.

These new challenges exemplify the increased complexity of humanitarian operations and illustrate the need for different types of expertise to tackle the many challenges that HCs and HCTs have to deal with in a comprehensive manner. Consequently, the STAIT has oriented its missions (and its work generally) to cover these issues, particularly, and as part of its post-mission follow up efforts the STAIT tries to connect the organizations or groups with the relevant expertise with HCs/HCTs to make sure that appropriate support for their field operations is readily available. It is, after all, the agencies and IASC subsidiary bodies that have the technical expertise that is required to support HCs and HCTs, and not the STAIT.

Partnerships

Partnerships form a very strong element of the STAIT's activities and approach. The STAIT works in close collaboration with all IASC member organizations at headquarters and in the field.

Inter-agency nature of the STAIT team and missions

The STAIT's core team illustrates the partnership approach which underpins its operation. The STAIT Director and Team Leader is contracted through a reimbursable loan agreement with UNHCR, while another is on loan from WFP. Other contracting modalities with the Danish Refugee Council's (DRC) and Norwegian Refugee Council's (NRC's) Standby Roster have supported senior and junior positions in the team in the last twelve months.

All STAIT missions are organized and carried out with different UN agencies and NGOs, illustrating the strong partnership nature of the project. Senior staff from UNICEF, OCHA, UNDP, WFP, UNHCR, NRC, IRC, DRC, Inter Action, World Vision International, Concern Worldwide, the Global Food Security Cluster (GFSC), the Global Protection Cluster (GPC) have all been involved in STAIT missions in 2016. The Learning Mission to Iraq also included a Lebanese national NGO, Amel Association.

The STAIT also reaches out to numerous IASC organizations prior to STAIT and OPR missions to develop an understanding of the situation and concerns from a broad range of actors, including the ICRC and MSF. During missions, the team consult with all members of the HCT, the INGO Forum (or equivalent), the inter-cluster coordination group, national NGOs, local authorities, and people affected by the crisis. The mission reports and findings are based on the engagement with usually more than 200 individuals during each mission. And the reports are circulated to the IASC membership and the donor representatives in Geneva (for circulation to capitals). The STAIT also arranges briefings with the donor fora and the IASC members following missions.

Post-mission follow-up with partners

The STAIT engages significantly with partners at headquarters in its post-mission follow up efforts to mobilize the appropriate support and expertise for HCs and HCTs. It has worked with the IASC Task Team on AAP and PSEA to support HCs and HCTs understand these issues better and address them in the field (particularly for the Iraq mission, and follow-up work for the Somalia and Ethiopia missions). Similarly, the STAIT has worked substantially with the GPC during 2016 (again, on the Iraq mission, but also through webinars and other learning elements of the STAIT's work).

Partnerships to strengthen coordination between security risk management and agencies in field operations

The STAIT worked substantially with the UN's Department of Safety and Security (DSS) in 2016 on security risk management issues, which culminated in a retreat held on Long Island, New York with Emergency Director level representatives from the most prominent operational humanitarian agencies and NGOs, and security colleagues. The security risk management and access retreat produced a plan of actions for the Inter-Agency Security Management Network (IASMN) and humanitarian organizations to improve how the two communities can work more effectively in dangerous environments while maintaining an emphasis on delivering humanitarian assistance. The final report from the retreat, which identifies concrete issues and actions to ensure a balance between delivering safely and providing effective staff security; is under discussion with participants and will be presented at a forthcoming IASC EDG meeting.

Partnerships to support leadership capacities and team work in operations

The STAIT has also developed a partnership with the UN Staff College to support training opportunities for HCs and HCT members on leadership and effectively managing collective humanitarian operations; and has worked closely with the IASC Secretariat and the OCHA Humanitarian Leadership Support Unit (HLSU) to develop a draft Terms of Reference for HCTs to highlight the importance of working collectively for a more efficient and effective response. The draft TOR will be opened for discussion with the EDG.

Furthermore, STAIT team members participated in a number of policy fora and have supported training events in 2016[1] to spread awareness of the Transformative Agenda and emerging issues from the WHS, among a wide range of humanitarian leaders and practitioners.

Partnerships provide the bedrock for the STAIT project. And the partnership mindset of the STAIT team is strong.

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[1]ALNAP Forum on Improving Humanitarian Coordination, London, September 2016; Frontline Humanitarian Negotiators hosted by the Centre of Competence on Humanitarian Negotiations. Geneva, October 2016**;** Global Inter-Cluster Coordination Group. Briefing on Somalia STAIT mission. Geneva, November 2016; Donor briefing on Somalia and South Sudan STAIT missions, Geneva, November 2016; DEMAC conference. Panel member on the role of the diaspora in humanitarian response. Copenhagen, November 2016; WFP Global Management Meeting. Rome, December 2016**;** Lead facilitator of the team for the IASC's Humanitarian Coordinator (HC) Pool Selection Panel**;** On-going engagement with the IASC Secretariat, particularly discussions on the revision of the Terms of Reference for HCTs, September - December, 2016**;** On-going engagement with the GPC. Geneva, January-March, 2016; On-going engagement with the IASC Task Team on AAP and PSEA, 2016; Presenter at OCHA/UN Staff College training on Humanitarian Response and Conflict Sensitivity. Geneva, February 2016**;** Lead trainer (joint), DRC humanitarian affairs training for standby roster staff, Copenhagen, November 2016

Quality Assurance

The project is monitored and managed in accordance with UNDP's programming policies and procedures. A project progress review report is submitted annually to the Project Board, including summary of results achieved against the annual targets at the output level, for its review and approval.

The STAIT reports to the EDG on its missions and findings on a regular basis (officially twice per year, but informally more than once per month with the Chair of the EDG and other members of the group). The feedback from STAIT missions helps the EDG to define priority issues which it will dedicate attention to, and to make sure these priority issues relate to field operations.

The STAIT has also canvassed the views and impression from HCs via a survey in countries which received a mission. This provides an indication of the value that the STAIT project has had on its primary client: senior leaders in the field, and provides arguably the most relevant feedback on its work, and whether it is of a sufficient quality or not.

A summary of the findings from the HC survey are provided later in the report.

IV.   PROJECT PROGRESS REVIEW

Summary of STAIT activities in 2016

The STAIT project strengthened its approach in 2016 with enhanced staff capacity and a focus on specific issues, and stronger communication of knowledge sharing. The STAIT consolidated its field support to HCs and HCTs and expanded its learning function, particularly with its webinars and a series of accessible learning products for HCs and HCT members. The STAIT also carried out one learning mission to Iraq on CoP, and AAP to complement its learning and knowledge exchange function.

Moreover, the STAIT established a full web presence with its deliveraidbetter.org site which hosts information on OPRs and STAIT missions, posts all communications products from webinars, missions, video and sound cloud interviews with HCs.

The STAIT's work is always carried out with the support of different partners with the expertise and mandate to lead on certain issues. For example, the learning mission to Iraq was carried out together with the Global Protection Cluster (GPC); communications products on AAP have been finalized with the IASC Task Team on AAP and PSEA; and almost all missions included senior level expertise from different UN agencies and NGOs.[2]

Summary of HC/HCT support missions in 2016

The STAIT carried out five support missions in 2016 on the request of the EDG and/or on the invitation of the Humanitarian Coordinator and was also invited to carry out a learning mission to Iraq to learn about the approach senior leadership took in regard to the protection challenges in the country, and how the operation had organized a collective approach to AAP to support the operation.

The STAIT's five support missions were to Chad, Pakistan, South Sudan, Somalia, and Ethiopia. The HC / HCT in each of these countries has developed an Action Plan that identifies clear priorities to strengthen the delivery of assistance. The action plans are based upon the findings of the mission and the STAIT report that is produced with the significant inputs from the HCT to ensure ownership of the report and action plan.

In the cases of Chad and Pakistan, the HCs have reported on progress against the Action Plan to the Emergency Relief Coordinator (ERC) and the IASC Principals within six months of the mission.

Independent Review by GPPI

An evaluation of inter-agency support to senior leadership in humanitarian crises and the implementation of the Transformative Agenda was carried out by the Global Public Policy Institute (GPPI)[3], which was released in February 2016. This review was predominantly based on evidence from the STAIT's work in L3 crises in 2015, and indicated that the implementation of the Transformative Agenda had positive effects on the humanitarian system's capacities in a time when resources are stretched, particularly in regard to the leadership function of the Humanitarian Coordinator, the primary client of the STAIT project. This may not be a direct reflection of

[2] Twenty-two different UN and NGO partners have been included in 19 STAIT missions (including two learning missions) between 2014 and the end of 2016. IASC partners were not included in the STAIT missions to South Sudan and Ethiopia due to the operational context and support requested from the HC in each country.

[3] Global Public Policy Institute, "IASC Transformative Agenda: A review of reviews and their follow up", on-line at
http://www.gppi.net/fileadmin/user_upload/media/pub/2016/Krueger__Derzsi-Horvath__Steets__2016__IASC_Transformative_Agenda.pdf

the STAIT's work in rolling out the TA and supporting HCs, but the correlation between the STAIT project and a stronger understanding and implementation of the TA by senior leadership should be considered.

The independent review team was contracted by ECHO and its focus was not specific to the STAIT project. But the evaluation report, "The Transformative Agenda: A Review of Reviews and their Follow Up" did reference the work of the STAIT and is a useful benchmark of the STAIT's work alongside OCHA and other organizations in supporting the implementation of the TA and strengthening humanitarian response in the field. The report is clear that the STAIT's work is well-appreciated and is effective in supporting the implementation of the Transformative Agenda, and supporting stronger leadership, coordination and delivery of a collective humanitarian response. The report suggests that the STAIT missions and OPRs have been instrumental in "strengthening mutual accountability between humanitarian actors" and "STAIT missions [are] largely perceived as adding value" (other types of mission were criticized for being excessively burdensome). The report also complimented the STAIT's work on how its "mission reports, together with [its] webinars, sometimes served as valuable induction resources for staff arriving [in an operation]".

The GPPI report is relevant to this report as it was published in 2016. However, it is accepted that much of its content is from the year 2015.

Feedback from Humanitarian Coordinators

The STAIT solicited feedback from HCs in countries where a mission was carried out to ascertain the mission's value to the Humanitarian Coordinator. The STAIT asked 6 HCs in the countries that received a mission in 2016 five basic questions on the effectiveness of the support provided by the STAIT.
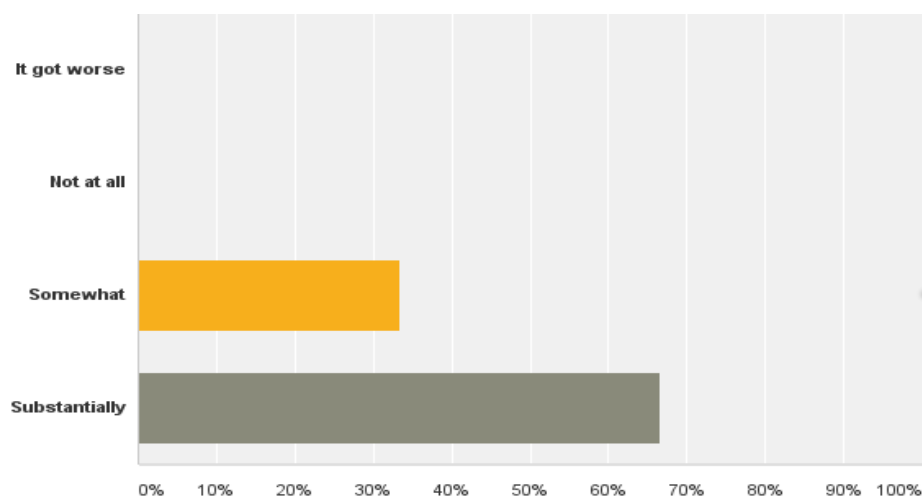
- How useful was the STAIT mission or OPR to you, as a HC, and the operation?
- Did the STAIT mission result in any positive change in the humanitarian response in your operation?
- Was the HCT Action Plan (developed at the end of the STAIT mission) useful for moving forward?
- Did you and humanitarian organizations on the ground receive sufficient external support (headquarters, regional offices, other) to implement the HCT Action Plan?
- What recommendations would you have to improve STAIT support to HCs and HCTs?

The answers to these questions were generally graded and measured against the usefulness/relevance of the STAIT's support to HCs. The results from the survey illustrate that the STAIT provides a valuable service to HCs, its support is highly valued, and the predominant product (the HCT action plan) is a high quality and relevant piece of work which is appreciated by the HC. The follow up to STAIT missions (support from headquarters to the HC) is not considered as useful as the mission itself i.e. the STAIT mission articulates the needs well, but headquarters and other external support is not as forthcoming as it could be.
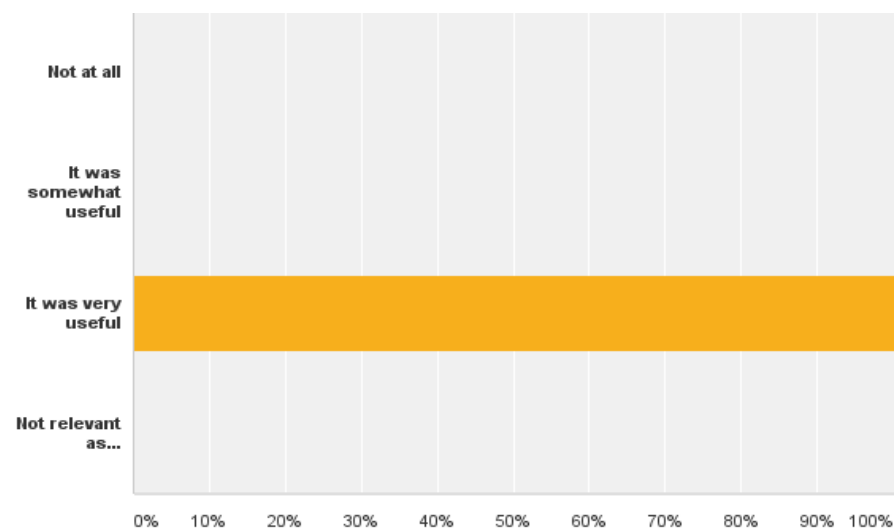
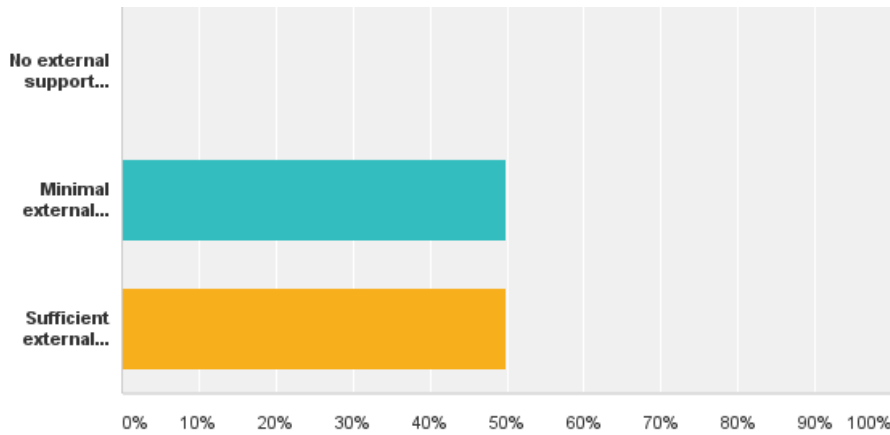The results of the survey are conveyed in the graphs immediately below:
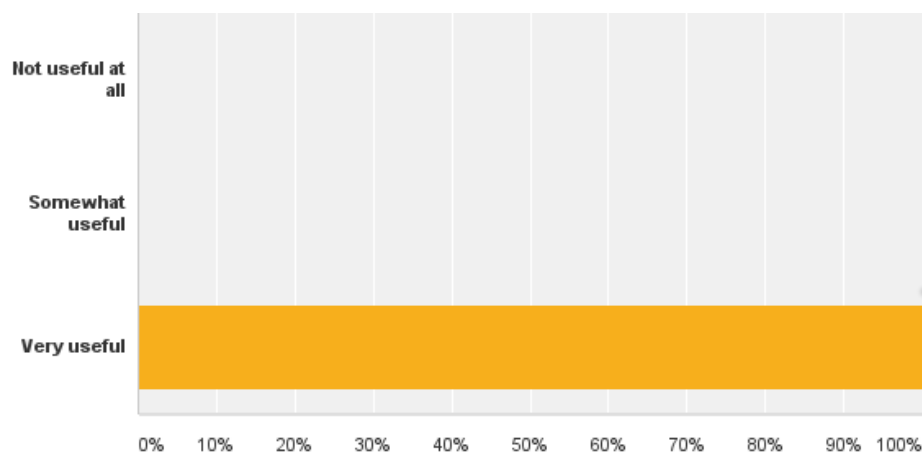
Q1: How useful was the STAIT mission (or OPR) to you, as a HC, and the operation?

Q2: Did the STAIT mission result in any positive change in the humanitarian response in your operation?

Q3: Was the HCT Action Plan (developed at the end of the STAIT mission) useful for moving forward?

Q4: Did you and humanitarian organizations on the ground receive sufficient external support (headquarters, regional offices, other) to implement the HCT Action Plan?

Four responses were received for the last questions of the survey and re reproduced below:

STAIT Activities per Project Output

OUTPUT 1: **IASC partners are aware of the Transformative Agenda (TA) at field and headquarters level, and knowledgeable on how to utilize it in their specific context at the field level.**

Activity 1.1: *Prepare and run ten interactive webinars*

HCT members and other humanitarian practitioners in the field are more aware of the TA and its processes, and have a better ability to apply it in their specific environment. Similarly, senior humanitarian officials in HQ and Regional Offices are more aware of the TA to guide their agency / NGO colleagues in the field.

The STAIT broadcast 9 interactive webinars during 2016 (see table below for details). The webinars attracted an on-line audience of 1,997 humanitarian practitioners for the live broadcast, and a further 971 that listened to the recording of the webinars that were posted on the STAIT website, www.deliveraidbetter.org.

A Humanitarian Coordinator featured as a presenter in almost all the webinars to illustrate the role of leadership in different issues, and to ensure the webinar was grounded in the reality of the field. The audience for all the webinars came from broad background, including some leaders in the field (HC or HCT member), cluster coordinators, programme officers and others. About half of the participants for the webinars seemed to tune in from headquarters locations.

The number of webinars broadcast falls one behind the number that was planned at the beginning of the year. And the analysis of the webinar series suggests the anticipated result has been partially met ("*HCT members and other humanitarian practitioners in the field are more aware of the TA and its processes, and have a better ability to apply it in their specific environment")*. The high number of participants in the nine webinars indicates a broad audience was engaged.

The results of the closing poll included a question on participants' knowledge before and after the webinar. An initial assessment of the answers to this question indicated that <u>85% of webinar participants indicated they had better knowledge of the subject after the webinar</u>, suggesting that humanitarian practitioners did become more aware of the specific topic under discussion.

STAIT Webinars 2016		Audience Numbers		
Date	**Webinar**	**Webex**	**YouTube**	**Total**
18-Feb-16	Preparedness: Can we learn from the Nepal response?	249	159	408
23-Mar-16	World Humanitarian Summit: What will it mean for the field?	222	82	304
26-Apr-16	Information Management: Is it guiding strategic analysis and supporting operations? Perspectives from the field.	229	110	339
11-May-16	PSEA: Practical steps to stop sexual exploitation and abuse.	376	150	526
19-Jul-16	Localization: As local as possible, as international as necessary.	210	162	372
4-Oct-16	Protecting Civilians - Mission Impossible? Humanitarian leadership in action	224	85	309
27-Sep-16	PSEA: Mettre fin aux abus sexuels par les humanitaires et les casques bleus: action concrètes du terrain.	93	54	147
15-Nov-16	CERF: the one-billion-dollar question: How can field leaders leverage CERF funding?	64	110	174
13-Dec-16	Centrality of Protection - Field Leadership on Protection	330	59	389
	Sub total	**1997**	**971**	**2,968**
	Total	**2968**		

Table 1: STAIT webinar series, 2016
Webinar titles, dates, and audience numbers for the live session through WebEx, the recorded session on the STAIT's website (and linked to YouTube), and the combined total.

Activity 1.2:   *Communications products and on-line presence (website)*

   (1) Maintain STAIT website as a platform for hosting information and a resource bank on humanitarian practice. *(2) Communications: Produce 40 communications products (video,*

audio, animation, written summary papers) on TA specific issues with the support of senior humanitarians from the field and the global level.

Website, www.deliveraidbetter.org

The STAIT's website was finalized in March 2016 and is now almost fully populated with information on the STAIT's activities (missions, learning, webinars, Transformative Agenda). The website content is still growing and is being edited to ensure high quality. Its content and design is also continuously reviewed and revised by the STAIT team to become more practical for the user. This is a continuing work stream which will be taken forward in 2017 by the Communications Team, with the support of the Humanitarian Affairs Officers (HAOs) and the Director/Team Leader.

Communications products

The primary focus of the STAIT is to support HCs and HCTs in the field. This is done through direct mission support, but is also complemented by the Communications Team's mission-related and learning-focused products.[4] The Communications Team produced 35 distinct products during 2016, falling just short of the anticipated result of 40 products. The table at the end of this section summarizes all the Communications products. The following narrative section provides a summary of the products, the purpose, and the outreach that was achieved.

Mission communications package

A package of communications materials has been produced from every STAIT mission to (1) support the HC and HCT in the country, (2) summarize the purpose of the mission and the main findings for the external audience (EDG, IASC, agencies and NGOs, donors, other interested parties) and (3) summarize the role the Humanitarian Coordinator played in a significant issue.

The package for each mission typically included the STAIT mission report and action plan (product to directly support the HC and HCT); a summary paper of the mission for interested parties that do not have the time or inclination to read a slightly longer report; and an info-graphic, video, animation, radio interview or television interview. The STAIT has produced the main report for all its missions in a timely manner but summary papers have not been produced for missions in 2016, and the production of info-graphics or videos or animations has been inconsistent. The STAIT recognizes the need for more direction in the area of Learning and Communications and more consistent and predictable engagement between the Communication Team and the Humanitarian Affairs Officers engaged in mission preparation and mission follow-up.

Interview series with Humanitarian Coordinators

The STAIT produced three substantial interviews with senior and prominent humanitarian leaders on specific issues which they had been recently dealing with, uploaded to the STAIT website. The STAIT Director/Team Leader interviewed the HCs for Syria and Yemen on humanitarian access and leadership challenges, respectively. This was a natural follow up to the OPR missions which STAIT carried out to each country in 2015, and both issues are directly relevant to HCs in other contexts.

In addition to the interviews with the two HCs, the STAIT also produced a twenty-minute face-to-face interview on PSEA with the IASC Champion and Secretary General of IOM, Ambassador William-Lacey Swing. The interview provided a glimpse into the technical aspects of reporting mechanisms, investigative processes, punitive action against perpetrators, and the difficulty of linking effective measures to combat sexual

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[4] NOTE: the HC survey which was sent to different HCs that received a STAIT mission specifically identified "learning products / concrete examples of good field practice" as a practical example of how they would like the STAIT to support them.

exploitation and abuse across different agencies. The video is a clear example of how Humanitarian Coordinators in field operations can learn from and/or be inspired by a learning product.

Animations for learning

The STAIT produced 6 animations during 2016 for learning purposes. This included an animation on collective approaches on AAP which was produced with substantial engagement with the IASC Task Team on AAP and PSEA.

The team also produced a short animation on prioritization in the Iraq humanitarian mission with inputs from the HC.

All STAIT learning and communications products can be found on the STAIT website, www.deliveraidbetter.org

Product	No.	Product information	Additional information
Website	1	Information on all STAIT activities	The website received over 10,000 unique views in the first six months after it went live. Feedback on the website has been generally positive in terms of its design and appearance. But the STAIT understands the need to still adapt it and improve the substance/content and navigability of the site. Analytics indicate the website is utilized mostly to register for and view information on the webinar series, view video interviews, and look at information on field missions.
Webinar summaries	9	Preparedness - Can we learn from the Nepal earthquake response? The World Humanitarian Summit: What will it mean for the field? Information Management: Is it guiding strategic analysis and supporting operations? PSEA: Practical steps to stop sexual exploitation and abuse Localization: As local as possible as international as necessary. Protecting Civilians: Mission Impossible? PSEA: Mettre fin aux abus sexuels par les humanitaires et les casques bleus: action concrètes du terrain. CERF: The billion-dollar question Centrality of Protection - Field Leadership on Protection	One of the best performing learning products. Adding webinar summaries increased the page views for webinars on the website. Audience members had also requested a product of this sort previously. The team should also focus on creating short case studies (2 pages or less). This was requested by several people.

Video interviews and clips	6	Interview with Jamie McGoldrick, Humanitarian and Resident Coordinator for Yemen: Senior Leadership in humanitarian crises. Interview with IOM Director General: Protection from Sexual Exploitation and Abuse Director General of IOM: What can we do to support survivors of sexual exploitation and abuse? Interview with Yemen HC on Humanitarian Access Interview with Syria HC on Humanitarian Access Interview on Prioritization with UN Deputy Special Representative for Iraq, Lise Grande	The video series is the best performing learning product on the website, based on number of views. The range of videos series received nearly 2500 views. The video series had a positive response from the target audience based on feedback and comments on social media.
Animations	5	Understanding accountability to affected people Iraq Operational Peer Review Case study What are STAIT missions? The Importance of Operational Peer Reviews Humanitarian STAITment introduction video	There was a positive response from those that watched the animations. Videos that were animated with an expert interview included, performed better than others. Animation videos do not perform as well as video interviews in terms of views.
Audio interviews	3	Interview with Jamie McGoldrick, Yemen HC: The Importance of Operational Peer Reviews: Interview with IOM Director General, Ambassador Swing: How can humanitarians prevent sexual exploitation and abuse? Interview with Jamie McGoldrick, Nepal HC: Why Preparedness is important -	HCs who were interviewed liked doing the audio interviews and were very pleased with the outcome. However, the team didn't receive feedback or engagement around the audio interviews, and webpages featuring the audio interviews did not necessarily receive more views than others.
Communication Strategies	2	2015-2016 Communications Strategy 2016-2017 Communications Strategy	The team successfully executed each communication strategy that was created.
Visualizations	4	About STAIT The Transformative Agenda explained Humanitarian Access, Syria Case Study Cash in humanitarian principles	Visualizations did not receive any audience feedback and website pages with them, did not necessarily perform better than others.
Information sheets	3	Committing to Protection Humanitarian actors protecting civilians in armed conflict Information Call Center: Collective Accountability	Information sheets were first created, towards the end of 2016, so there is no substantial feedback or analysis to judge the learning product yet.
TOTAL PRODUCTS, 2016	**33**		

Table 2: Learning and communications products, 2016

OUTPUT 2:   HCTs have systems, procedures and competencies to implement an efficient, effective and accountable humanitarian response in accordance with the Transformative Agenda.

Activity 2.1:   *Carry out [number to be determined] Operational Peer Reviews (OPRs) within 90 days of the declaration of an L3 emergency.*

There were no new system-wide L3 crises designated by the IASC in 2016, and therefore no OPR missions were required. NOTE: OPR missions are specific to L3 crises and take place three months after the IASC's declaration.

Activity 2.2:   *Carry out 8 STAIT missions to support HCs and HCTs to priorities issues and implement a more effective and efficient humanitarian response;*

Produce three communications products (accessible media, animation, video, audio, summary papers, case study examples etc.) for each mission to support wider learning.

The STAIT carried out five support missions to Chad, Pakistan, South Sudan, Somalia, and Ethiopia. A mission report and HCT Action Plan has been produced for each of these missions. In the cases of Chad and Pakistan, an Update Report has been produced indicating the progress made in the six-months period following the STAIT mission. The Update Reports from the other three countries are due in early-mid 2017.

The STAIT failed to reach its target for numerous reasons. The changes in leadership in Nigeria did not permit this mission to go ahead (the STAIT supports HCs, and if the HC is not in-country, there is little use in carrying out a mission). The mission is postponed until 2017. The planned missions to Afghanistan and Ukraine have been postponed to 2017 due to long discussions over the Terms of Reference. A potential mission to Cameroon did not go forward due to disagreement over the ToR of the mission.

The table, below, provides a summary of the STAIT mission findings. The full report and action plans for each of the missions have been circulated to the EDG, and to donor representatives in Geneva. STAIT reports are also available on request.

CHAD, February 2016 Mission members: STAIT, WFP, UNHCR, UNDP, InterAction, ACF.	
Summary of selected issues:	**Selected actions (from HCT Action Plan):**
▪ Leadership needs to articulate a clearer humanitarian vision and better link it to development operations to address needs and the underlying causes of the crisis. ▪ Humanitarian response does not take into account the prolonged nature of the crisis. ▪ Major shortcomings in regard to protection with considerable consequences for targeting the most vulnerable.	▪ Develop a humanitarian vision statement and perform a review of the HRP and the UNDAF to maximize synergies and complementarities between the two plans. ▪ Enhance dialogue between humanitarians and development actors by strengthening the Technical Partners Committee. ▪ Update collective operational strategies in regions where sustainable solutions are required. ▪ Strengthen the protection cluster in terms of human resources and expertise. ▪ Develop a HCT Centrality of Protection Strategy and provide leadership with a specific focus on the most serious issues.

PAKISTAN, April 2016 Mission members: STAIT, UNHCR, UNICEF, UNDP, Concern Worldwide (US).	
Summary of selected issues:	**Selected actions (from HCT Action Plan):**
▪ Preparedness plans at the national and provincial level are not sufficiently coherent. ▪ Common humanitarian and development plan (durable solutions) is not sufficiently in place for more than one million returnees to FATA/KP. ▪ Insufficient understanding of Centrality of Protection.	▪ Establish procedures for how international actors can support the National and Provincial Disaster Management Authorities (NDMA/PDMA) on preparedness and response. ▪ Identify a shared vision for preparedness. Utilize the HSP 2017 planning cycle and the Climate Change Adaptation preparations to ensure the next ONE UN Programme addresses preparedness with a long-term view. ▪ Humanitarian-Development: Develop plan for immediate assistance needs *and* longer-term recovery/rehabilitation needs for FATA/KP return. ▪ Humanitarian-Development: OCHA and the Resident Coordinator's Office (RCO) should meet and work more coherently. ▪ Produce a HCT Centrality of Protection Strategy and make sure protection programming facilitates a responsible transition for the IDP response.

SOUTH SUDAN, October 2016 Mission members*: STAIT Directors	
Summary of selected issues:	**Selected actions (from HCT Action Plan):**
▪ The operation is undermined by insecurity and mistrust affecting the relationship between international organizations and the Government. ▪ Limited spirit of togetherness and common humanitarian vision for the HCT. ▪ Unclear roles and responsibilities between humanitarian operation and the peacekeeping mission, UNMISS, particularly management of Protection of Civilian (POC) sites.	▪ **Streamline programme criticality criteria** to prioritize the most essential programmes and enable the right resources for the most critical needs. ▪ The HCT will establish a **common and shared vision statement** to guide humanitarian operations and articulate principles of engagement to ensure all HCT members are clear on the objectives and modalities of a collective response and work together. ▪ HCT will establish a special working group to **develop an engagement strategy** to overcome the toxic rhetoric against humanitarian actors. ▪ Provide clarity on the roles between UNMISS and the humanitarian community. HCT will **establish a mid-level (operational) group to improve two-way communication between the HCT and UNMISS.**

* The time was too short to mobilize additional participants.

SOMALIA, November 2016 Mission members: STAIT, UNICEF, Global Food Security Cluster (GFSC), Norwegian Refugee Council (NRC), Action Contre La Faim (ACF)	
Summary of selected issues:	**Selected actions (from HCT Action Plan):**
▪ Insufficient spirit of togetherness in the HCT. ▪ Insufficient delegation of responsibility to sub-national	▪ HCT members will meet face-to-face in Mogadishu, will engage in joint missions, joint programming and will **confirm that the mission's 'centre of gravity' is in Mogadishu**.

operations in Puntland and Somaliland. ▪ The impact of the humanitarian operation is not sufficiently tracked and monitored and is too sectorised. ▪ Development programming is under-represented in a country that desperately needs it.	▪ The HCT will agree a **common position** and produce a **clear vision** paper on operational modalities and other significant programme areas to foster an environment for joint programming and working together towards common objectives. ▪ HCT will review the leadership and coordination structures with a mind to **delegate more authority to the Federal Areas** (Somaliland and Puntland). ▪ HCT will research reasons why ten years of humanitarian assistance has yielded little in terms of development in certain areas (e.g. nutrition) and establish an approach to **monitor impact** as well as delivery.

ETHIOPIA, December 2016 (final report pending) **Mission members*: STAIT Director, STAIT Senior Humanitarian Affairs Officer**	
Summary of selected issues:	**Selected actions (from HCT Action Plan):**
▪ Common vision needed to link humanitarian and development systems. ▪ More effective strategic and operational integration between food assistance through the public safety net programme (PSNP) and emergency food relief (HRD). ▪ Senior leadership on protection strategy (Centrality of Protection) needed to highlight and take action on primary protection concerns.	▪ EHCT will develop a common vision that illustrates how development and humanitarian programmes are mutually reinforcing and target areas that are most at risk to recurrent shocks. ▪ Advocate to the Government for a more strategically and operationally integrated approach between the PSNP and relief food assistance (under the HRD) to deliver assistance relief to beneficiaries in a more consistent, cost-effective and predictable manner. ▪ EHCT will finalize a Senior Leadership Strategy on Protection (Centrality of Protection (CoP) Strategy) that articulates key issues, and sets out a plan of action to address these issues with the Government.

* The participation was restricted upon request from the HC.

A webpage was developed for each mission based on the report produced by STAIT. The webpages include a summary of the most important recommendations of the STAIT report and are accessible to the public via www.deliveraidbetter.org.

Considering the tight schedule of the STAIT missions and the fact that the communication team does not take part in the mission due to budget and operational constraints, it was deemed unfeasible to collect the material needed to create additional communication products.

Activity 2.3: *Carry out 4 Learning Missions to countries to look at how HCTs (and partners) have addressed a specific challenging humanitarian situation;*

Produce three communications products (accessible media, animation, video, audio, summary papers, case study examples etc.) for each mission to support wider learning.

The STAIT completed two learning mission throughout 2016 in addition to the STAIT missions listed above, to Nepal and Iraq.

The Nepal mission was carried out in November 2015, and the final report on lessons learned on preparedness was finalized in February this year (hence its inclusion in this report). The mission was carried out with the IASC Task Team on Emergency Preparedness and Readiness and several NGO partners, Save the Children, Plan International, UNICEF, and Christian Aid. The report and its findings were launched in April 2016 at an IASC briefing in Bangkok by the Save the Children mission member.

The Iraq mission looked at how senior leadership approached the protection challenges in the country, and how the operation had organized a collective approach to AAP to support the operation. The lessons from this mission will be exchanged with other HCs that are struggling with the Centrality of Protection and the collective approach to AAP.

The mission was carried out with the support of the Global Protection Cluster and the support of the IASC Task Team on AAP and PSEA, illustrating how the STAIT works closely with partners with the appropriate technical knowledge in the areas around which the mission is focused. World Vision International and the Lebanese NGO, Amel Association were also included in the mission.

The mission produced a number of learning products including (1) a STAIT/GPC joint note on 'The Centrality of Protection in Practice: Practical Steps for HCs'; (2) two STAIT information bulletins on 'Humanitarian Leaders in Action: Protection at the Heart of Iraq's Response' and 'Humanitarian Leaders in Action: Protecting Civilians in Armed Conflict'; (3) a case study on protection in Iraq; (4) a case study on AAP with special reference to the UNOPS call centre. These learning products are circulated to other HCs to help them overcome similar challenges, and are available through the STAIT website as well as through the IASC and Global Clusters' network.

The amount of preparation, the time involved in agreeing the methodology with different partners was more than anticipated. As such, only one learning mission was completed in 2016 rather than the 4 that were planned. In hindsight, 4 learning missions may have been ambitious when considering the number of STAIT missions, the number of webinars, and the extensive work involved in other areas of the STAIT project. The STAIT will take this into account in its 2017 and beyond plans.

Activity 2.4: *Tailored webinar sessions for the HC/HCTs on specific areas needing strengthening.*

As mentioned already under **activity 1.1 "Prepare and run ten interactive webinars"** the STAIT broadcast nine tailored webinar sessions on issues which were recurrently mentioned by HCs and HCT members as problematic. These issues have included the following, and formed the basis for the nine webinars that the STAIT organized and broadcast in 2016. This illustrates the linkages between the findings from STAIT missions and the issues which HCs require more assistance on.

- Senior leadership on protection (Centrality of Protection)
- Gender Based Violence
- Accountability to Affected People (AAP)
- Protection against Sexual Exploitation and Abuse (PSEA)
- Security Management and Access
- The link between relief and development (the nexus)
- Programme modalities e.g. utilizing cash programming
- Localization

The full list of all the webinars the STAIT carried out, and statistics on audience numbers is covered in the table on page 13. STAIT missed the target of ten webinars by one due to the high work load of field missions, and due to some 'false starts' on some subjects where it took a long time to identify and agree positive examples of

work around the globe. This was particularly the case for joint needs assessments and cash programming which were planned for 2016. The Joint Needs Assessment webinar will be broadcast in 2017 as the STAIT continues its webinar series.

OUTPUT 3: Humanitarian policy and practice are influenced by the STAIT team's work on the implementation of the TA both at global and country level.

Activity 3.1: *Participate in workshops, seminars and other fora to communicate findings of missions, illustrate humanitarian trends, and transmit field-based issues to decision-makers at the global policy level.*

The STAIT has regularly engaged in workshops, seminars and other fora throughout the year to illustrate humanitarian trends as identified on missions (trends are consolidated from missions from 2014 when the STAIT started its work, and the following information is not specific only to 2016, the reporting period for this annual report).

The STAIT has analyzed the results of all its missions from 2014 to the end of 2016 (excluding two learning missions to Nepal and Iraq in 2015 and 2016, respectively), and has consolidated these results to illustrate which issues HCs and HCTs are struggling to address, and hence, where more support is needed.

The analysis compiles the findings of sixteen different STAIT missions and OPRs and confirms that senior leadership on protection (Centrality of Protection), accountability to affected people, and access (related to security risk management) are leading issues where HCs and HCTs feel they are (self-admittedly) under-performing. In addition, the linkages between the HCT and the inter cluster coordination group; the localization agenda; and the linkages between humanitarian operations and development work are other issues which need to be supported more. The latter reflects the prominence of protracted crises to which the humanitarian community are required to respond to (26 out of 29 humanitarian operations are in protracted conflict situations). The absence of PSEA in this 'priority list' should also be mentioned. PSEA (lack of a common approach) has been mentioned in all recent STAIT missions, but is absent from the top six priorities as this was not an issue STAIT missions specifically looked at in earlier missions.

The image illustrates the issues which HCs and HCTs consider areas where the senior leadership and the operation generally are underperforming and in need of more specific assistance from the responsible agency and/or IASC subsidiary body.
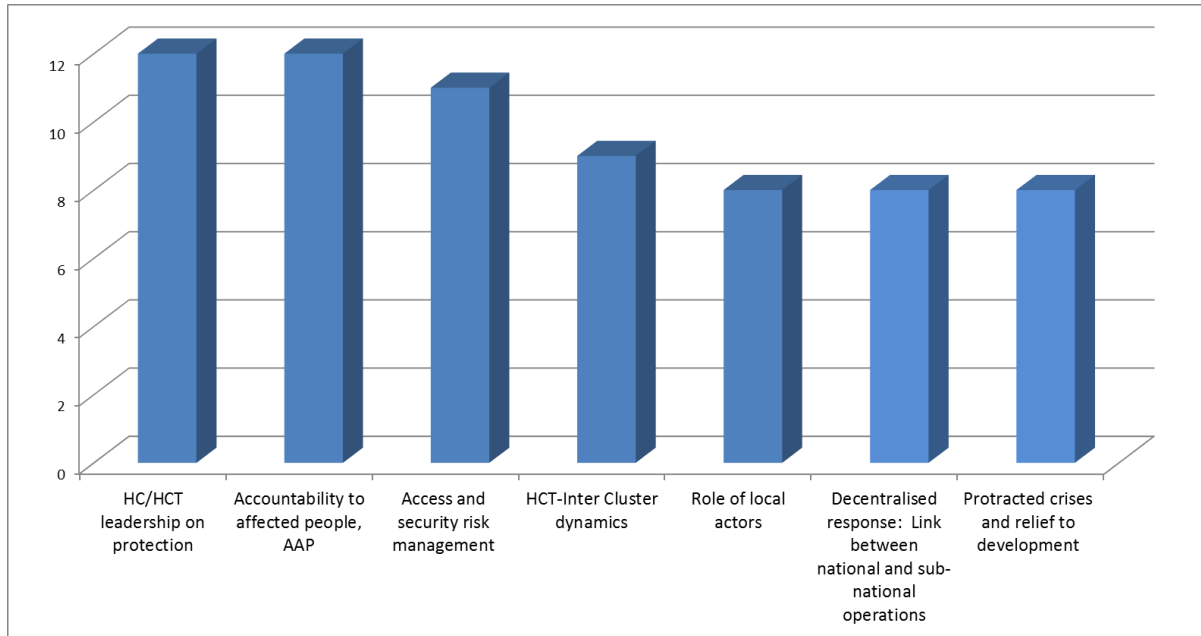
Table 1: Summary of issues in need of more attention based on findings from sixteen STAIT missions and Operational Peer Reviews (OPRs) to twelve different countries, 2014-1016.

Presenting findings to policy groups and other similar fora

The STAIT has presented these findings to the EDG and to the Top Ten Donor Group and has provided explanations as to why these issues continue to be difficult to address. The STAIT also follows up with the relevant agencies to mobilize support to HCs from the relevant agency or inter-agency group.

The STAIT has also presented these findings in numerous other trainings, discussion groups and policy and academic fora including the EDG-Donor Group, ALNAP, Overseas Development Institute (ODI), the Global Cluster Coordination Group (GCCG), OCHA's training on humanitarian operations in conflict situations.

The STAIT has also worked closely with other agencies and inter-agency groups to influence policy positively, and/or influence these agencies/groups to mobilize resources to support HCs that need assistance.

Communicating findings and trends, and following up on Protection: The Global Protection Cluster and the IASC Task Team on AAP and PSEA

In the case of HC/HCT leadership on protection, the STAIT has engaged substantially with the Global Protection Cluster and UNHCR as the lead agency to encourage their support to HCs that require support. Similarly, the STAIT has engaged significantly in the last 12 months with the IASC Task Team of AAP and PSEA to encourage their support to HCs and HCTs. Both partnerships are founded on mutual respect, but influencing policy and mobilizing follow up support can best be described as a work in progress.

However, the STAIT did produce a summary note on the Centrality of Protection which provides an accessible summary of the practical steps HCs and HCTs can take to ensure protection is at the centre of humanitarian response. The paper was finalized with inputs from the GPC and is seen as a co-authored piece of work. It is available on the STAIT's website at:

https://deliveraidbetter.s3.amazonaws.com/media/page_pdfs/HCHCT_CoP_in_practice_Note_FINAL.pdf

Communicating findings and trends, and following up on Security Risk Management: Inter-Agency Security Management Network

Several STAIT missions confirmed the continuing difficulty in how humanitarian operations deliver assistance effectively within the security risk management framework. More specifically: how the Security Management Team (SMT) can support field operations to deliver assistance in a safe and secure manner, rather than maintaining a primary focus on keeping humanitarian staff and assets safe.

This is why the STAIT organized and co-chaired a retreat with the UN's Department of Safety and Security (DSS) to have an open and frank discussion on the subject. The retreat included senior level representation from the operational and security branches of some of the most prominent humanitarian agencies and NGOs, and identified a series of activities to strengthen the ability of humanitarian actors and security risk management professionals to work more closely towards a common objective based around delivery. The STAIT is working closely with the Inter-Agency Security Management Network (IASMN) on the follow up to this retreat and will finalize an action plan with the IASMN and DSS (as co-chair) which gives accountabilities to different organizations for different activities. The report has been drafted and circulated to the participants in the retreat and will be finalized shortly. The final reporting is under revision and is expected to be finalized in early February 2017 for release.

Activity 3.2:	*Produce quarterly briefings on findings, trends and practices, and present recommendations from the STAIT's work to the IASC Emergency Directors' Group*

The STAIT produced a summary of issues paper for the EDG meetings in January and in June 2016 for the Annual Meeting and the Mid-Year meeting. The paper captured the findings of STAIT missions briefly and presented a summary of trends and recommendations for the IASC agencies and NGOs.

These papers and trends analysis are intended to inform the work of the EDG as a groups, donors, and members of the EDG as individual agencies and NGOs to orient their work towards issues and themes that are identified from field operations.

Activity 3.3:	*Publish papers and case studies on lessons learned with a view to supporting and informing policy discussions.*

The STAIT intended to carry out 4 learning missions (see activity 2.3), but only completed two, to Nepal and Iraq to look into the senior leadership on protection and what practical steps were taken by the Humanitarian Coordinator to improve two-way communication with affected communities (AAP).

The Nepal mission produced a report on the state of preparedness of the HCT, but did not produce a case study example. The Iraq mission produced two case studies on protection and accountability to affected people. It is hoped that these papers will help other HCs to lead and provide a strategic vision to HCTs on these issue, more than inform global policy, as the STAIT's focus area is focused on senior leadership in the field more than policy issues. But if such papers achieve both (supports HCs and informs global policy) then it is all for the better. The case study papers can be found on the STAIT's website:
http://www.deliveraidbetter.org/pages/field-missions/learning-missions/iraq

Activity 3.4:	*Provide technical assistance to TA protocol content owners to revise and update the protocols and/or draft additional protocols based on lesson learned; Translate the TA protocols into French, Arabic and Spanish*	

The STAIT worked closely with numerous actors on policy level issues as described throughout the report. However, as the World Humanitarian Summit gathered momentum, the prominence of the Transformative Agenda and its protocols was reduced. As the relevance of updating the protocols became diminished, STAIT team decided not to pursue on the revision and update of the TA protocols and its translation.

V.   PROGRESS AGAINST TARGETS (as per the Project document results matrix and 2016 Annual Work Plan)

Output, Indicator and Target	Achievement against target	Actions/next steps required
Output 1: IASC partners aware of the Transformative Agenda (TA) at field and headquarters level, and knowledgeable on how to utilize it in their specific context at the field level.		
Target 1.1: *Prepare and run ten interactive webinars* on TA specific topics:	90% achieved Nine interactive webinars broadcast live, and recorded.	Continuation of webinar series as a key learning tool.
Target 1.2: *Communications: Maintain STAIT website* as a platform for hosting information and a resource bank on humanitarian practice.	100% achieved STAIT website completed and launched in April 2016.	Continuation and improvement of website, particularly content to ensure relevance and ease of usability.

Output 2: HCTs have systems, procedures and competencies to implement an efficient, affective and accountable humanitarian response in accordance with the Transformative Agenda.		
Target 2.1: **Carry out [number to be determined] Operational Peer Reviews (OPRs)** within 90 days of the declaration of an L3 emergency. Publish results (report) and support follow up work (action plan) with relevant HCT.	N/A No L3 crises were declared in 2016, and hence no OPRs were required.	Remain available and ready to plan for OPRs as required, if L3 crises are declared in 2017.
Produce three communications products (accessible media: animation, video, audio, summary papers, case study examples etc.)	N/A No L3 crises were declared in 2016, and hence no OPRs were required.	

for each mission to support wider learning.		
Target 2.2: **Carry out eight STAIT missions** to support HCs and HCTs to prioritize issues and implement a more effective and efficient humanitarian response.	62% achieved The STAIT carried out five support missions to Chad, Pakistan, South Sudan, Somalia, and Ethiopia.	With a full-strength team in place (three Directors), and with the support of the EDG to continue its function, the STAIT will aim to carry out ten missions in 2017 to support HCs and HCTs.
Produce three communications products for each mission (accessible media, animation, video, audio, summary papers, case study examples etc.) to support wider learning.	33% achieved A webpage was developed for each mission based on the report produced by STAIT. Considering the tight schedule of the STAIT missions and the fact that the communication team does not part in the mission due to budget and operational constraints, it was deemed unfeasible to collect the material needed to create additional communication products.	
Target 2.3: **Carry out four Learning Missions** to countries to look at how HCTs (and partners) have addressed a specific challenging humanitarian situation. Produce three communications products (accessible media, animation, video, audio, summary papers, case study examples etc.) for each mission to support wider learning.	25 % achieved Two learning missions were completed in 2016 to Nepal (conducted in November 2015) and Iraq (conducted in 2016). 100% achieved (for the mission to Iraq) The mission produced a number of learning products: (1) a STAIT/GPC joint note on 'The Centrality of Protection: Practical Steps for HCs'; (2) two STAIT information bulletins on 'Humanitarian Leaders in Action: Protection at the Heart of Iraq's Response' and 'Humanitarian Leaders in Action: Protecting Civilians in Armed Conflict'; (3) a case study on protection in Iraq; (4) a case study on AAP with special reference to the UNOPS call centre.	The STAIT will continue with a learning focus, but will look to achieve 'learning outcomes' from STAIT missions and less so on dedicated Learning Missions, which in hindsight could be described as 'heavy' in terms of preparation vis-à-vis the outputs. The STAIT will aim to do two focused learning missions in 2017 based on feedback from HCs, who are critical to identifying the issues where they feel they can learn more from. The STAIT will engage with HCs in a simple (five-minute) survey to canvass thoughts on the themes and countries which can form the

		basis of a STAIT learning mission.
Target 2.4: **Tailored webinar sessions for the HC/HCTs** on specific areas needing strengthening.	90% achieved. The STAIT carried out nine webinars in 2016 (out of a planned ten). The webinar topics are included in the narrative section of this report, under OUTPUT 1, Activity 1.1.	The STAIT will continue its webinar series. It aims to carry out ten webinars on relevant issues (to be determined) in 2017. The three STAIT Directors will host three-four webinars each, starting with one on Joint Needs Assessments in February. Other topics to be identified.
Output 3: Humanitarian policy and practice are influenced by the STAIT team's work on the implementation of the TA both at global and country level.		
Target 3.1: Participate in workshops, seminars and other fora to communicate findings of missions, illustrate humanitarian trends, and transmit field-based issues to decision-makers at the global policy level.	100% achieved The STAIT participated in a number of policy fora and contributed to discussions based on a trends analysis from field missions, highlighting challenges which HCs and HCTs recurrently face in the operation. The STAIT has presented the analysis and has led discussions in the twice-a-year EDG meeting, including the EDG-Donor session in June 2016. In addition, the STAIT team has participated in the following events / fora: **Policy fora:** ▪ ALNAP Forum on Improving Humanitarian Coordination, London, September 2016. ▪ Annual meeting of the Frontline Humanitarian Negotiators hosted by the Centre of Competence on Humanitarian Negotiations. Geneva, October 2016 ▪ Global Inter-Cluster Coordination Group. Presentation and discussion on Somalia STAIT mission and follow up action. Geneva, November 2016.	The STAIT will continue to participate in workshops, policy fora, donor briefings, IASC briefings, and training (as presenters) to continually inform headquarters agencies, NGOs and inter-agency groups of humanitarian trends and transmit field-based issues to decision-makers at the global policy level. The focus of the STAIT team is firmly on operational leaders in the field. The relation to headquarters is of an 'informational' nature only. The STAIT informs on operational issues in the field, and prefers headquarters and inter-agency groups to adapt their policies accordingly. The STAIT will continue its work with DSS and the Inter-Agency Security

- Donor briefing on Somalia and South Sudan STAIT missions to the Top Ten Donor Group, Geneva, November 2016
- DEMAC conference. Panel member in discussion of the role of the diaspora in humanitarian response. Copenhagen, November 2016.
- WFP Global Management Meeting. Rome, December 2016

IASC engagements:
- Lead facilitator of the team for the IASC's Humanitarian Coordinator (HC) Pool Selection Panel
- On-going engagement with the IASC Secretariat on numerous issues, and particularly discussions on the revision of the Terms of Reference for HCTs, September - December, 2016
- On-going engagement with the Global. Geneva, January-March, 2016
- Protection Cluster (GPC) throughout 2016
- On-going engagement with the IASC Task Team on AAP and PSEA throughout 2016.

Training engagements
- Presenter at OCHA/UN Staff College training for humanitarian staff on Humanitarian Response and Conflict Sensitivity. Geneva, February 2016
- Lead trainer (joint), DRC humanitarian affairs training for standby roster staff, Copenhagen, November 2016

In addition, the **STAIT had a co-chaired retreat with UNDSS on security risk management and humanitarian delivery** in Long Island, New York with the major UN agencies and humanitarian NGOs to strengthen the role to identify better ways of working between the security system and delivery agencies.

The **STAIT has been engaged on the policy level with OCHA's HLSU and the IASC Secretariat to revise the HCT**

Management Network (IASMN) to finalize the report. It will maintain contact with the groups to follow up the group's work and observe any operational progress at the field level.

The STAIT will continue to support the Revision of the HCT Terms of Reference but will take a back seat as the more relevant HLSU and IASC Secretariat will take the driver's seat. The STAIT's role in this work was to kick-start the process.

The STAIT will maintain contact with the UN Staff College to provide advice on the training course and curriculum. But the STAIT does not intend to become a training provider.

In addition to these issues, the STAIT will focus on three-four issues which are high on the humanitarian agenda in 2017. These (proposed) areas and the partner organizations/groups are:

HCT spirit of togetherness: IASC Secretariat, EDG, OCHA's Humanitarian Leadership Support Unit, UN Staff College

Senior Leadership's role in protection: Global Protection Cluster (GPC), UNHCR (lead agency)

Collective approach to AAP and PSEA: IASC Task Team on AAP and PSEA, UNHCR (as co-chair)

	Terms of Reference to strengthen the spirit of togetherness of the HCT and the collective response. The draft revised TOR will be discussed at the January EDG meeting.

The STAIT is **working together with the UN Staff College on leadership training** to build the capacity of HCs and HCT members. This will also be taken forward in 2017. | Security risk management and humanitarian delivery: UNDSS and the Inter-Agency Security Management Network, EDG

Humanitarian-development nexus: UNDP, Early Recovery Cluster, DOCO |
| **Target 3.2:**

Produce quarterly briefings on findings, trends and practices, and present recommendations from the STAIT's work to the IASC Emergency Directors Group. | 100% achieved
The STAIT produced a summary of issues paper for the EDG meetings in January and in June 2016 for the Annual Meeting and the Mid-Year meeting. The paper captured the findings of STAIT missions briefly and presented a summary of trends and recommendations for the IASC agencies and NGOs. | The STAIT will continue to provide quarterly briefings on mission findings, trends, and practices for the EDG, donors, and the inter-agency environment. |
| **Target 3.3:**

Publish papers, lessons learned, and case studies on lessons learned with a view to supporting and informing policy discussions. | 80% achieved
The Iraq mission produced two case studies on protection and accountability to affected people. It is hoped that these papers will help other HCs to lead and provide a strategic vision to HCTs on these issue, more than inform global policy, as the STAIT's focus area is focused on senior leadership in the field more than policy issues. But if such papers achieve both (supports HCs and informs global policy) then it is all for the better.

In total, the STAIT produced 35 learning / communications products. 15 of these products could be considered case studies or similar e.g. summaries on specific issues that HCs and HCTs are challenged by on a frequent basis. The products are in a variety of formats including short narrative descriptions, animation videos, audio interviews, and audio-visual | The STAIT will continue to produce mission reports and summaries from all STAIT missions (including OPRs). However, based on this year's experience, the STAIT will reduce its ambition and produce a limited number of case studies, as the main focus of the team is to support HCs and HCTs. The STAIT feels the most effective way to do this is through direct support missions, and less so through secondary information provided from a case study in a different country.

The STAIT will produce fewer learning / communications products and will focus on quality and |

	interviews (Humanitarian STAITment interview series). The list of learning / communications products can be seen in the narrative section of this report, OUTPUT 1, Activity 1.2	relevance. The production of learning materials in 2016 proved to be too slow, and an excessive use of resources. The STAIT mission methodology is tried and tested and missions can be organized, completed and action plans developed rapidly and with good quality.
Target 3.4: **Provide technical assistance to TA protocol content owners** t*o* revise and update the protocols and/or draft additional protocols based on lesson learned. Translate the TA protocols into French, Arabic and Spanish.	0% achieved As the World Humanitarian Summit gathered momentum, the prominence of the Transformative Agenda and its protocols was reduced. Consequently, the relevance of updating the protocols became diminished, although not obsolete. There was a significant amount of difficulty identifying which TA protocols had already been translated. OCHA's Crisis Response Division made efforts to track down translated materials but did not manage to provide a comprehensive list of what had been done in different languages. In addition, the momentum of the WHS and the diminishing prominence of the TA in 2016, meant the translation of these materials would have been largely redundant as the outcomes of the WHS begin to surpass the significance of the TA. Consequently, the STAIT did not pursue the translation of the protocols.	The STAIT will continue to be guided by the TA, but will integrate the outcomes of the WHS into its work. The STAIT will receive guidance from the EDG on the specifics of how to do this, but proposes to focus on some specific issues based on evidence from the field and suggestions from HCs and HCTs during field missions.

Impact on Direct and Indirect Beneficiaries

The direct beneficiaries of the STAIT project and its mission work are the Humanitarian Coordinators (HCs) and the Humanitarian Country Teams (HCTs). A more effective humanitarian response will greatly benefit the affected populations (indirect beneficiaries) if the HC/HCT can generate a more collective effort to delivering assistance.

The STAIT surveyed all HCs in countries that received a STAIT mission. The results of the short survey indicated a high level of satisfaction towards the STAIT and the work the team did in the operation. The impact on the operation itself was also positive, but less so that desired. The summarized results of the survey are provided on page 11 and 12.

Capacity Development

The project aimed to raise awareness of the Transformative Agenda amongst a range of humanitarian practitioners to integrate it into humanitarian response in field operations. The wide audience reached with the webinars and the other learning products produced by STAIT demonstrate the existing demand for and relevance of this investment in capacity development while the feedback received demonstrates the high standards achieved by the project.

The ECHO funded assessment conducted by the Global Public Policy Institute (GPPI) titled "IASC Transformative Agenda: A Review of Reviews and their Follow-up" provided an indication of how improved awareness of the TA and its application has benefitted the humanitarian response in field operations and of the positive role played by STAIT.

Gender Mainstreaming

To foster the TA protocol on Accountability to Affected Population concept and its application to crisis countries, all STAIT missions included special reference on gender mainstreaming in its Terms of Reference and action points were included into the HCT Action Plans as relevant per context.

Communication Strategy

The STAIT utilizes the IASC logo on its products and on its website to illustrate its inter-agency nature and its independence from any agency bias. The STAIT website also makes reference to the inter-agency nature of the project and its focus on supporting a collective response.

Reference to the support received by donors shows prominently on the http://www.deliveraidbetter.org website,

VI.   CONSTRAINTS AND CHALLENGES

The STAIT was constrained in its target of eight field missions and four learning missions due to the operational difficulties 'on the ground'. The change of HC is Nigeria (a planned mission) delayed plans to visit that country several times until it was decided to delay the mission until longer-term predictable leadership was in place. Similarly, planned missions to Afghanistan and Cameroon were difficult to plan due to change of leadership in country. Nigeria, Afghanistan and Cameroon are now scheduled in 2017. For the Iraq learning mission, the dates shifted from June to August generating a 2-month delay, due to the escalation of hostilities in the conflict.

Given the last quarter of every year is often dominated by the HNO/HRP work in most country operations, the STAIT undertakes the majority of its missions in the first two quarters of each year. 2016 was unique in that the World Humanitarian Summit meant that many staff from agencies were caught up in preparations, and the HCs were in demand for consultations and the final event. As such, the planned webinar in May was canceled and June postponed. It also greatly impacted on mission planning. This meant that less missions were possible and one less webinar occurred.

The team was also not at full capacity until the second quarter of 2016. The second Director was only in place at the end of February and the third Director at the end of August. This slowed down the number of missions that could be undertaken.

VII.   LESSONS LEARNED

The STAIT will streamline activities in 2017 to be more focused on high quality outputs and support to the HCs and HCTs it works with. The 2017 plan includes 8 missions, 10 webinars and 4 learning missions on specific issues requested by the field.

The STAIT will also streamline its approach to learning and communications. In 2017, the STAIT will focus on more targeted products (case studies and field practice), and finalizing them in a rapid manner.

VIII. FINANCIAL OVERVIEW

The project started the year with an opening cash balance of USD 1,405,527 carried over from contributions received in 2015.

The second tranche of DFID contribution (GBP 100,000) was received in March 2017 for a total of USD 138,889. In April 2016, USAID agreed to a no-cost extension of its contribution until 31/8/2017 and in August 2016 an additional USD 500,000 were received, bringing USAID's total contribution to 1,000,000 USD. In November 2016, Sweden contributed additional SEK 2,800,000 – equal to USD 304,315. In December 2016 Netherlands agreed to extend the validity of its contribution to 31/1/2017 to allow for the exhaustion of its fund.

Considering ECHO only pre-finances 80% of its contribution, UNDP advanced USD 83,832 under this charter of account. It is expected that the remaining 20% of the ECHO contribution – equal to EUR 100,000 - will be reimbursed upon approval of the final report due by February 2017. In that case, USD 83,832 will be credited to UNDP, while the remaining amount will be added to the STAIT budget. Should the expenditures not be accepted, STAIT will need to reimburse USD 83,832 to UNDP.

The table below show details of the total contributions received and a breakdown of expenditures per donor between 2015 and in 2016. The different disbursement rates reflect the flexibility allowed by the expiry date of each single cost sharing agreement.

Table 1: Financial inputs and total expenditure*

Donor	Committed as per cost sharing agreement	Received in US$	Expenditures (US$)			Remaining Funds as of 31/12/2016 (US$)	Expiry date cost sharing agreement
			Prior to 2016	**2016**	**Total**		
DFID	GBP 200,000	291,561	7,064	284,373	291,437	124	31/3/2016
ECHO	EUR 500,000	440,775	-	520,575	520,575	(79.800)	30/11/2016
Sweden	SEK 5,800,000	658,256	330,734	327,489	658,223	32	31/12/2016
Netherlands	US$ 375,000	375,000	-	320,652	320,652	54,348	31/1/2017
USAID	US$ 1,000,000	1,000,000	4,162	199,963	204125	795,875	31/8/2017
TOTAL		**2,765,592**	**341,960**	**1,653,051**	**1,995,012**	**770,580**	

Note: All expenditure figures presented in this report are provisional. As per the cost-sharing agreement, UNDP Head Quarters provides donors with an annual certified financial statement on 30 June of every year.

The table below provides an estimated breakdown of the cost per output.

Table 2: Breakdown of 2016 financial expenditures per project output

Project Output	US$	%
Output 1: IASC partners aware of the Transformative Agenda (TA) at field and headquarters level, and knowledgeable on how to utilize it in their specific context at the field level.	494,746	30
Output 2: HCTs have systems, procedures and competencies to implement an efficient, affective and accountable humanitarian response in accordance with the Transformative Agenda.	824,576	50
Output 3: Humanitarian policy and practice are influenced by the STAIT team's work on the implementation of the TA both at global and country level.	329,830	20
TOTAL	**1,649.152**	