



United Nations Development Programme  
Global Project Document

**Project Title:** STAIT: Strengthening the effectiveness of collective humanitarian response through the roll-out of the IASC Transformative Agenda

**UNDP Strategic Plan 2014-2017 Outcome(s):** Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change

**Expected UNDP Strategic Plan 2014-2017 Output(s):** Output 5.4: Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community  
*(Those linked to the project and extracted from the CP)*

**Expected Output(s):** 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.  
*(Those that will result from the project)*

**Executing Entity:** United Nations Development Programme, Crisis Response Unit


**Brief Description**


The IASC Emergency Directors Group (EDG) established the Senior Transformative Agenda Implementation Team (STAIT) to support them in rolling-out the IASC Transformative Agenda at field-level. The STAIT aims to contribute to a 'culture shift' in the way humanitarian actors work together to enable a more effective, accountable and timely humanitarian response. The STAIT is an inter-agency team which includes senior UN and NGO colleagues with extensive experience in humanitarian operations.


The 2015 STAIT strategy addresses remaining gaps in the roll-out of the Transformative Agenda and extends STAIT support to TA implementation in five areas: 1) field support missions; 2) remote support to HCTs; 3) webinars; 4) communications material; and 5) shaping policy and practice by sharing lessons learned at country level and feeding these into global policy.

Programme Period:	2015 –2016
Key Result Area (Strategic Plan)	Outcome 5
Atlas Award ID:	00088890
Start Date:	1 January 2015
End Date:	31 December 2016
PAC Meeting Date:	24 April 2015
Management Arrangements:	DEX

Total resources required:	USD 4,559,979
Total allocated resources:	USD 2,686,837
• UNDP regular resources:	n/a
• European Union (ECHO):	USD 541,700 (tbc)
• USAID:	USD 500,000 (tbc)
• Sweden:	USD 357,781 (tbc)
• Netherlands:	USD 600,000 (tbc)
• DFID:	USD 308,166 (tbc)
• Germany:	USD 379,190 (tbc)
Unfunded budget:	USD 1,873,142
In-kind contributions (OCHA):	office space

Agreed by UNDP (Geneva Office):  18/6/2015

Agreed by UNDP (Crisis Response Unit): 

By 

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## I. SITUATION ANALYSIS

The Transformative Agenda (TA) was launched by the Inter-Agency Standing Committee (IASC) in December 2011 in order to improve the effectiveness and timeliness of international collective humanitarian response through stronger leadership, more effective coordination structures and improved accountability for performance and to affected people. The TA recommendations have been translated into a set of eight guidance documents, known as the TA Protocols. Given the diversity of the humanitarian community, substantial efforts are required to ensure wide dissemination and communication of the TA Protocols at field-level.

Given the diversity of the humanitarian community, substantial efforts are required to ensure wide dissemination and communication of the TA Protocols at field-level. The Operational Peer Reviews (OPR) of the IASC System-Wide Level 3 (L3) humanitarian emergency responses for Typhoon Haiyan in the Philippines, and the crises in the Central African Republic and South Sudan, indicated that significant efforts are still needed to broaden the dissemination of the TA protocols and increase the understanding of their relevance and application in the day-to-day work of humanitarian actors in the field.

- **Communication and dissemination of the Transformative Agenda:** Recent assessments and reports have indicated that TA roll-out has been slow, marked by a perceived lack of communication and coherence (ACF). The TA's outreach and success varies greatly in different geographical areas, and in general it is still not known, understood and endorsed by all relevant actors. Recent surveys have found that knowledge of the humanitarian architecture and its protocols remains uneven for NGOs, who are far less familiar with the IASC and its work than UN respondents.
- **Leadership:** While important work has been undertaken at the individual and management level, there is a growing awareness that Humanitarian Coordinators' environments often constrain their effectiveness. With no formal obligation of agencies to report to the HC, Humanitarian Country Teams (HCTs) often become gatherings of agency leaders who, at best, come together to avoid gaps and duplications in the overall response and, at worst, to defend their territory. The IASC has sought to make the environment more conducive to HCs' leadership by strengthening their authority vis-à-vis HCT members. In the context of the TA it has endorsed the concept of 'empowered leadership' for L3 emergencies, defined as HCs having the authority to make decisions on behalf of the HCT when no consensus or a delay could have a serious impact on the welfare of affected people. Further efforts are required to strengthen HCTs as leadership teams, putting the interests of the collective before individual agency mandates.
- **Accountability:** There is widespread agreement that collective progress on Accountability to Affected Populations (AAP) has been limited. Mainstreaming the AAP commitments into the humanitarian programme cycle remains a challenge. Inter-agency learning collected from the application of the cycle in both protracted and L3 emergencies indicated that engagement with a range of stakeholders, particularly with national governments and humanitarian actors at sub-national level, was observed as weak. There was little evidence that the design, implementation and monitoring of the collective response was informed by systematic consultation with affected communities. Findings from an ALNAP study support this view, revealing that while feedback is used to improve individual programmes, it seldom influences broader strategy or the 'bigger picture'. A thorough mindset change is needed if engagement is to be more than just rhetoric. ALNAP calls for humanitarian agencies to recognize that disaster-affected people are not passive actors, but are the first, and often most effective responders.
- **Coordination:** As the engine for an effective humanitarian response, the HCT must be reinforced as a forum for strategic and timely decision-making. Learning from Sudan and the Philippines highlights the need for strengthening national and sub-national coordination bodies to better support strategic decision-making by the HCT, while the HCT should in turn provide the requisite guidance to inter-sector groups and sub-national structures, enhancing collective focus on priorities and ensuring better delivery.

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## II. STRATEGY

In 2014, the IASC Emergency Directors Group established the Senior Transformative Agenda Implementation Team (STAIT) to support them in rolling-out the IASC Transformative Agenda at field-level. The STAIT is uniquely placed to provide the added impetus required for comprehensive communication, dissemination and implementation of the TA in field operations around the world. The STAIT is an inter-agency Director-level group, composed of core members from a range of IASC UN and NGO organisations. STAIT members are selected based on their experience exercising leadership in operations in the field (HC or country representative) and strong knowledge of the TA, its key protocols and activities/implementation undertaken to date.

The STAIT aims to address the remaining gaps in the implementation of the ongoing Transformative Agenda, at all times taking an inter-agency approach and seeking to strengthen collective humanitarian action to ultimately achieve better outcomes for people affected by disaster and emergencies. STAIT members represent the interests of the collective IASC, not their agency.

- **Support and empower HCTs to use the tools of the Transformative Agenda to improve the effectiveness and accountability of their humanitarian response.** Through country missions and remote support to Humanitarian Country Teams, the STAIT will work with Humanitarian Coordinators, HCTs, and leadership at all levels of humanitarian coordination to stimulate discussion and self-reflection on the effectiveness of the response and the application of the TA protocols, particularly in the areas of leadership, coordination, accountability to affected populations and the humanitarian programme cycle. The STAIT will foster the HCT's own problem-solving capacity, and facilitate the development of an HCT-owned action plan to address the issues identified, with the overall objective of improving the delivery of humanitarian assistance. The STAIT will facilitate additional global or technical support to the country as necessary.
- **Grow understanding amongst IASC Partners of the spirit, core pillars and tools of the Transformative Agenda and support them to adapt the Protocols to their specific context.** In country missions, the STAIT will engage with inter-cluster coordination groups, national and international NGOs, sub-national coordination mechanisms and OCHA in-country to demystify the TA Protocols, clarify their usefulness and relevance for the particular country context, and support partners to identify actions to strengthen the collective humanitarian response. To reach a broader audience, the STAIT will develop a range of communications material and disseminate these through IASC networks. Webinars on specific topics related to humanitarian effectiveness under the TA will be broadcast to a wide range of humanitarian actors. All material (including webinar recordings) developed by the STAIT will be available on the Transformative Agenda website, alongside a repository of UN and NGO resources on the three pillars of the TA (leadership, coordination and accountability).
- **Use learning from STAIT operational support to shape humanitarian policy and practice in relation to the core pillars of the Transformative Agenda.** Through a learning and knowledge management strategy, the STAIT will promote open and effective knowledge sharing on the implementation of the TA across the IASC system. Lessons learned and good practices generated through STAIT activities will be collected, compiled and presented to the IASC Emergency Directors Group and donors, and recommendations will be provided for adaptations to existing Protocols and identification of gaps where new policy may be needed.

In order to consolidate the important work undertaken by the STAIT in 2014 and ensure a substantial upswing in the communication and dissemination of the TA in 2015, the present project proposes that there be three full-time Director-level STAIT members in 2015. Having three full-time Director-level members (as opposed to one full-time Director in 2014) will enable the STAIT to more than double the number of HCs and HCTs who receive tailored support from experienced, external 'peers' through the package of STAIT support, including field missions and remote support methodologies.

The strategy presented covers a two year period 2015-2016. The current mandate of STAIT will be discussed at the June 2015 Emergency Directors Group Meeting which may mean that a revision of the Project Document may be necessary.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome and Output(s) as stated in the UNDP Strategic Plan 2014-2017:</b></p> <p>Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.</p> <p>Output 5.4: Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community.</p>	
<p><b>Expected Project Output(s):</b></p> <p>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.</p>	
<p><b>Project Output Indicators, including Baseline and Targets:</b></p> <p>1. % HCTs report that actions implemented from the HCT-STAIT actions plans contribute to changes in the effectiveness/accountability of their humanitarian response</p> <p><u>Baseline:</u> 0 (new monitoring)      <u>Target:</u> 70      <u>Means of verification:</u> 1. Interviews with HC/HCT members; 2. Learning reports; 3. Online survey.</p> <p>2. Field reviews and case studies indicate implementation of HCT-STAIT recommendations and positive changes towards the improvement in humanitarian response</p> <p><u>Baseline:</u> 0 (new monitoring)      <u>Target:</u> 4      <u>Means of verification:</u> 1. Learning reports; 2. Interviews - HCT, other humanitarian actors, donors; 3. Online surveys - HCT, other humanitarian actors, donors.</p> <p>3. % Policy and practice changes proposed by HCTs/STAIT are taken up by IASC, donors for action</p> <p><u>Baseline:</u> 0 (new monitoring)      <u>Target:</u> 70      <u>Means of verification:</u> 1. IASC agendas summary notes; 2. Summary notes of meetings with donors.<sup>1</sup></p>	
<p><b>Project title and ID (ATLAS Award ID):</b></p> <p>STAIT: Strengthening the effectiveness of collective humanitarian response through the roll-out of the IASC Transformative Agenda (Award ID: 00088890)</p>	

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: IASC Partners have a better understanding of the spirit, core pillars and tools of the	<u>Targets:</u>	Activity 1.1: Develop a communication and monitoring strategy for TA Communications and produce quarterly reports. Activity 1.2: Prepare, run and report on 12 interactive webinars on specific topics related to the	UNDP / STAIT Project Team	<u>Total costs:</u> USD 908,619

<sup>1</sup> Note: The actual changes proposed by HCTs/STAIT may not have been discussed by the end of the STAIT mandate and activities.

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Transformative Agenda and are able to adapt them to their specific context.</b></p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> <li>12 webinars per year delivered on core TA themes each to 200 or more field and field support humanitarians</li> <li>Package of TA Protocols and summary notes translated and disseminated to countries with an HC and high risk RC countries and posted on TA website</li> <li>Presentations on core TA components for field operations available through TA website and posted on IASC agencies websites/training</li> <li>Series of talking-heads videos with key messages from the TA integrated into IASC agency websites/training available from TA website</li> <li>% Field mission target groups, webinar participants and users of communication material indicate that they have a better understanding of the TA and have identified ways in which they can apply the learning to their own context</li> </ol> <p><u>Baselines:</u></p> <ol style="list-style-type: none"> <li>3</li> <li>0 (new product)</li> <li>1</li> <li>0 (new product)</li> <li>0 (new monitoring)</li> </ol>	<ol style="list-style-type: none"> <li>15</li> <li>30</li> <li>8</li> <li>7</li> <li>70</li> </ol>	<p>implementation of the TA Protocols, using both field-based and HQ speakers.</p> <p>Activity 1.3: Translation of all Protocols and summary notes.</p> <p>Activity 1.4: Develop and implement a dissemination strategy.</p> <p>Activity 1.5: Revise TA overview presentation to include key issues raised in OPRs, STAIT missions; develop and disseminate presentations on the 3 core pillars of the TA – Leadership, Coordination, Accountability to Affected People as well as Preparedness, L3s, Lessons from OPRs/STAIT missions.</p> <p>Activity 1.6: Using senior humanitarians from field and global level, produce and disseminate at least 5 short videos of key messages of the TA.</p>		

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 2:</b>  <b>HCTs have assessed their performance against the core objectives of the Transformative Agenda and make changes to improve the effectiveness and accountability of their humanitarian response.</b></p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> <li>HCTs carry out self-assessments of their performance against key Transformative Agenda objectives and develop an action plan to address priority areas</li> <li>HCTs implement priority actions as per HCT Actions plans from missions/remote support</li> <li>HCTs report that actions implemented from the HCT-STAIT actions plans contribute to changes in the effectiveness/accountability of their humanitarian response</li> </ol> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> <li>2</li> <li>0 (new monitoring)</li> <li>0 (new monitoring)</li> </ol>	<p><u>Targets (per year):</u></p> <ol style="list-style-type: none"> <li>11</li> <li>13</li> <li>8</li> </ol>	<p>Activity 2.1: Facilitate interactive briefings and discussions on the TA and self-assessment of its implementation with the HCT, and other groups in country.</p> <p>Activity 2.2: Facilitate retreats of the HCT to identify gaps/issues.</p> <p>Activity 2.3: Facilitate referral to further global/technical support as needed/requested.</p> <p>Activity 2.4: Follow up with the HC/HCT on implementation of the TA and any further support required, e.g. via the remote support programme.</p> <p>Activity 2.5: Run TA workshops for up to four IASC regional platforms to brief Regional Directors on TA implementation, the role regional support can play, and debrief on mission findings and required follow-up.</p> <p>Activity 2.6: Facilitate remote self-assessment of TA implementation and the effectiveness of humanitarian response and a reflection by the HCT of findings and the subsequent development of an action plan to address identified gaps.</p> <p>Activity 2.7: Follow up and facilitate referral to further global/technical support as appropriate including preparation of tailored webinar sessions for the HC/HCT on specific areas needing strengthening where requested and tapping into global technical support where needed.</p>	<p>UNDP / STAIT Project Team</p>	<p><u>Total costs:</u> USD 2,100,928</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 3:</b> Humanitarian policy and practice in relation to the core pillars of the Transformative Agenda are influenced by learning gathered from STAIT operational support.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> <li>1. Revisions needed of TA Protocols are proposed to the IASC</li> <li>2. Lessons papers produced and disseminated per year</li> <li>3. Field Reviews (per year) of TA objectives indicate a positive impact on the effectiveness/accountability of humanitarian response</li> </ol> <p><u>Baseline:</u></p> <ol style="list-style-type: none"> <li>1. 0 (new product)</li> <li>2. 0 (new product)</li> <li>3. 0 (new product)</li> </ol>	<p><u>Targets:</u></p> <ol style="list-style-type: none"> <li>1. 8</li> <li>2. 3</li> <li>3. 3</li> </ol>	<p>Activity 3.1: Work with process and content owners of TA Protocols to produce recommendations for updates, revisions and any additional policy propositions.</p> <p>Activity 3.2: Carry out learning field visits to countries (including in particular where OPRs and STAIT missions have taken place) to review the impact and effectiveness of the HCT actions to improve the effectiveness and accountability of the humanitarian response.</p> <p>Activity 3.3: Produce lessons papers and case studies from learning field visits and STAIT missions.</p> <p>Activity 3.4: Field reviews of TA objectives to examine effectiveness and logical linkages to improved humanitarian response and better outcomes for affected people.</p> <p>Activity 3.5: Organise quarterly and end of year briefings to the IASC Emergency Directors Group and donors on findings and recommendations from the STAIT's work.</p>	<p>UNDP / STAIT Project Team</p>	<p><u>Total costs:</u> USD 1,217,345</p>

#### IV. ANNUAL WORK PLANS

Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1 2015	Q2 2015	Q3 2015	Q4 2015		Funding Source	Amount
<p><b>Output 1:</b> IASC Partners have a better understanding of the spirit, core pillars and tools of the Transformative Agenda and are able to adapt them to their specific context.</p>	1.1. Develop a communication and monitoring strategy for TA Communications and produce quarterly reports.	X	X			UNDP / STAIT Project Team	non-core	485,014
	1.2. Prepare, run and report on 12 interactive webinars on specific topics related to the implementation of the TA Protocols, using both field-based and HQ speakers.	X	X	X	X			
	1.3. Translation of all Protocols and summary notes	X	X					
	1.4. Develop and implement a dissemination strategy.	X	X	X	X			
	1.5. Revise TA overview presentation to include key issues raised in OPRs, STAIT missions; develop and disseminate presentations on the 3 core pillars of the TA – Leadership, Coordination, Accountability to Affected People as well as Preparedness, L3s, Lessons from OPRs/STAIT missions.	X	X					
	1.6. Using senior humanitarian from field and global level, produce and disseminate at least 5 short videos of key messages of the TA.	X	X	X				
<p><b>Output 2:</b> HCTs have assessed their performance against the core objectives of the Transformative Agenda</p>	2.1. Facilitate interactive briefings and discussions on the TA and self-assessment of its implementation with the HCT, and other groups in country.	X	X	X	X	UNDP / STAIT Project Team	non-core	1,128,725
	2.2. Facilitate retreats of the HCT to identify gaps/issues.	X	X	X	X			



EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2015	Q2 2015	Q3 2015	Q4 2015		Funding Source	Budget Description	Amount
and make changes to improve the effectiveness and accountability of their humanitarian response.	2.3. Facilitate referral to further global/technical support as needed/requested.	X	X	X	X				
	2.4. Follow up with the HC/HCT on implementation of the TA and any further support required, e.g. via the remote support programme.	X	X	X	X			Communication, printing, office supplies;	
	2.5. Run TA workshops for up to four IASC regional platforms to brief Regional Directors on TA implementation, the role regional support can play, and debrief on mission findings and required follow-up.	X	X	X	X				
	2.6. Facilitate remote self-assessment of TA implementation and the effectiveness of humanitarian response and a reflection by the HCT of findings and the subsequent development of an action plan to address identified gaps.	X	X	X	X				
	2.7. Follow up and facilitate referral to further global/technical support as appropriate including preparation of tailored webinar sessions for the HC/HCT on specific areas needing strengthening where requested and tapping into global technical support where needed.	X	X	X	X				
	3.1. Work with process and content owners of TA Protocols to produce recommendations for updates, revisions and any additional policy propositions.		X	X	X	UNDP / STAIT Project Team	non-core	Travel costs; Workshop and conferences; Communication, printing, office supplies; Consultancy costs	654,708
	3.2. Carry out learning field visits to countries (including in particular where OPBs and STAIT missions have taken place) to review the impact and effectiveness of the HCT actions to improve the		X	X	X				
<b>Output 3:</b> Humanitarian policy and practice in relation to the core pillars of the Transformative Agenda are influenced by learning									

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1 2015	Q2 2015	Q3 2015	Q4 2015		Funding Source	Amount
gathered from STAIT operational support.	effectiveness and accountability of the humanitarian response.							
	3.3. Produce lessons papers and case studies from learning field visits and STAIT missions.		X	X	X			
	3.4. Field reviews of TA objectives to examine effectiveness and logical linkages to improved humanitarian response and better outcomes for affected people.			X	X			
	3.5. Organise quarterly and end of year briefings to the IASC Emergency Directors Group and donors on findings and recommendations from the STAIT's work.	X	X	X	X			
<b>SUB-TOTAL 2015</b>								USD 2,268,447
<b>General Management Services</b>								USD 176,413
<b>TOTAL 2015</b>								USD 2,444,860

Year: 2016

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1 2016	Q2 2016	Q3 2016	Q4 2016		Funding Source	Amount
<b>Output 1:</b> IASC Partners have a better understanding of the spirit, core pillars and tools of the Transformative Agenda and are able to adapt them to their specific context.	1.1. Develop a communication and monitoring strategy for TA Communications and produce quarterly reports.					UNDP / STAIT Project Team	non-core	423,605
	1.2. Prepare, run and report on 12 interactive webinars on specific topics related to the implementation of the TA Protocols, using both field-based and HQ speakers.	X	X	X	X			
	1.3. Translation of all Protocols and summary notes							
	1.4. Develop and implement a dissemination strategy.	X	X	X	X			
	1.5. Revise TA overview presentation to include key issues raised in OPRs, STAIT missions; develop and disseminate presentations on the 3 core pillars of the TA – Leadership, Coordination, Accountability to Affected People as well as Preparedness, L3s, Lessons from OPRs/STAIT missions.							
	1.6. Using senior humanitarianians from field and global level, produce and disseminate at least 5 short videos of key messages of the TA.	X						
<b>Output 2:</b> HCTs have assessed their performance against the core objectives of the Transformative Agenda and make changes to improve the effectiveness	2.1. Facilitate interactive briefings and discussions on the TA and self-assessment of its implementation with the HCT, and other groups in country.	X	X	X	X	UNDP / STAIT Project Team	non-core	972,203
	2.2. Facilitate retreats of the HCT to identify gaps/issues.	X	X	X	X			
	2.3. Facilitate referral to further global/technical support as needed/requested.	X	X	X	X			

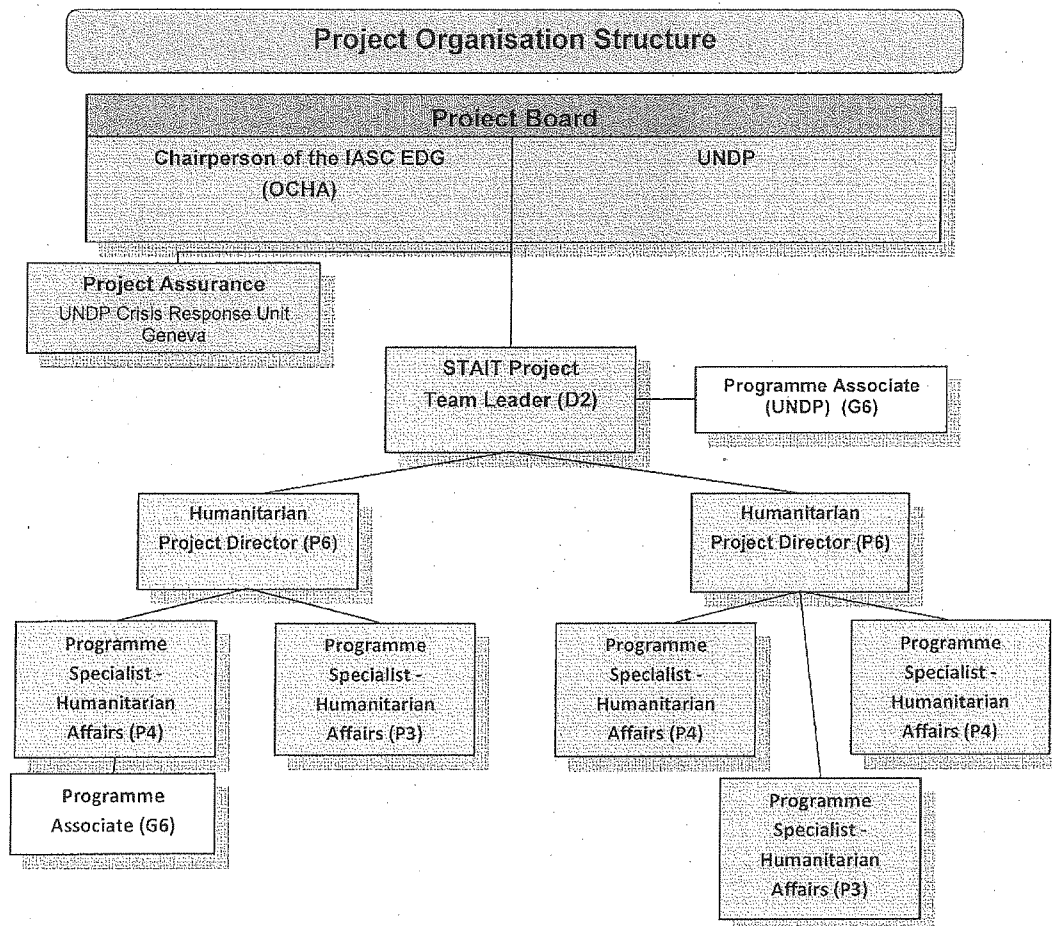
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2016	Q2 2016	Q3 2016	Q4 2016		Funding Source	Budget Description	Amount
and accountability of their humanitarian response.	2.4. Follow up with the HC/HCT on implementation of the TA and any further support required, e.g. via the remote support programme.	X	X	X	X				
	2.5. Run TA workshops for up to four IASC regional platforms to brief Regional Directors on TA implementation, the role regional support can play, and debrief on mission findings and required follow-up.	X	X	X	X				
	2.6. Facilitate remote self-assessment of TA implementation and the effectiveness of humanitarian response and a reflection by the HCT of findings and the subsequent development of an action plan to address identified gaps.	X	X	X	X				
	2.7. Follow up and facilitate referral to further global/technical support as appropriate including preparation of tailored webinar sessions for the HC/HCT on specific areas needing strengthening where requested and tapping into global technical support where needed.	X	X	X	X				
	3.1. Work with process and content owners of TA Protocols to produce recommendations for updates, revisions and any additional policy propositions.	X	X	X		UNDP / STAIT Project Team	non-core	Travel costs; Workshop and conferences; Communication, printing, office supplies; Consultancy costs	562,637
	3.2. Carry out learning field visits to countries (including in particular where OPTs and STAIT missions have taken place) to review the impact and effectiveness of the HCT actions to improve the effectiveness and accountability of the humanitarian response.	X	X	X					
	<b>Output 3:</b> Humanitarian policy and practice in relation to the core pillars of the Transformative Agenda are influenced by learning gathered from STAIT operational support.								

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1 2016	Q2 2016	Q3 2016	Q4 2016		Funding Source	Budget Description	Amount
		X	X	X	X		X		
	3.3. Produce lessons papers and case studies from learning field visits and STAIT missions.	X	X	X	X				
	3.4. Field reviews of TA objectives to examine effectiveness and logical linkages to improved humanitarian response and better outcomes for affected people.	X	X	X					
	3.5. Organise quarterly and end of year briefings to the IASC Emergency Directors Group and donors on findings and recommendations from the STAIT's work.	X	X	X	X				
<b>SUB-TOTAL 2016</b>								USD 1,938,445	
General Management Services								USD 156,674	
<b>TOTAL 2016</b>								USD 2,115,119	
<b>GRAND TOTAL 2015/2016</b>								USD 4,559,979	

## V. MANAGEMENT ARRANGEMENTS

**Oversight Mechanism:** The Senior Transformative Agenda Implementation Team (STAIT) is mandated by the Emergency Directors Group (EDG) of the Inter-Agency Standing Committee (IASC), which is a unique inter-agency forum for coordination, policy development and decision-making involving the key UN and non-UN humanitarian partners. While the IASC Working Group is the policy and partnerships body, the IASC EDG focuses on operational and response issues. A clear example of inter-agency collaboration and coordination, the STAIT is composed of IASC members and receives direction and oversight from the EDG.

In the context of this project, which serves to enable the STAIT to address the remaining gaps in the implementation of the ongoing Transformative Agenda, a Project Board composed of the chairperson of the EDG and a UNDP representative will oversee project implementation. The Project Board is responsible for making management decisions for the project when guidance is required by the Project Manager, including approval of project plans and revisions if necessary.



**Project Team:** Under the direction of the STAIT Director/Team Leader, the STAIT is composed of a core team of two additional Directors, three P4s, two P3s and one G6. A pool of additional STAIT members includes senior UN and NGO colleagues with extensive experience in humanitarian operations and a good understanding of the Transformative Agenda's objectives and Protocols who give their time to participate in field missions and provide substantive input on other STAIT activities. Project implementation will be supported by an additional project support staff (G6) based with UNDP Crisis Response Unit Geneva team

that will be overseeing the implementation of the project and be the prime interface with the STAIT project team.

**Beneficiaries:** The beneficiaries of this project are the IASC partners, with a particular focus on those in field operations: United Nations agencies and programmes; international organizations (ICRC, IFRC, IOM); international and national NGOs; and, ultimately, people affected by humanitarian crises. The main direct beneficiaries include HCs, HCTs, cluster lead agencies, cluster coordinators and cluster members, and OCHA staff engaged in supporting effective coordination of humanitarian operations.

Country operations to benefit from STAIT support are identified by the Emergency Directors Group through its annual operation review and performance reviews of Humanitarian Coordinators, and according to the evolving humanitarian context throughout the year.

**Partnerships:** The STAIT works in close collaboration with all IASC member organisations, UN and NGO, both at headquarters and in the field, to ensure coherence in TA mainstreaming and support IASC members' own internal efforts to communicate and disseminate the Transformative Agenda. In the development and dissemination of communications material, webinars and TA learning, the STAIT collaborates with IASC subsidiary bodies and the Global Cluster Coordination Group (GCCG) to ensure coordination and knowledge-sharing throughout the IASC system. In its field support activities, the STAIT works closely with and complements efforts by different branches within OCHA working on strengthening humanitarian leadership, inter-cluster coordination, and the application of the humanitarian programme cycle.

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## VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on indicators and quality criteria outlined in the Results and Resources Framework.
- An Issue Log shall be activated in Atlas and updated by the Project Team to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Report (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the quarterly progress review covering the whole year with updated information for each above element of the quarterly progress review as well as a summary of results achieved against pre-defined annual targets at the output level.

- ✓ **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year, if needed. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.



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## VII. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

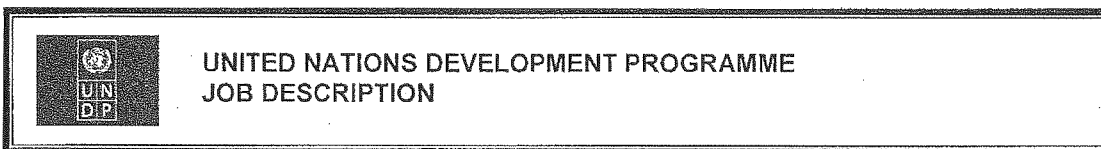
The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## VIII. ANNEXES

### RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability <i>from 1 (low) to 5 (high)</i>	Countermeasures / Might response	Owner	Submitted, updated by	Last Update	Status
2	When missions are planned, it is assumed that the HCT will be in place to make the necessary changes they have recommended. There is a risk, particularly with those in new emergencies, that there can be a rapid turnover in HCT members.	Jan. 2015	Operational	Probability = 3 Impact = 3	Early briefing with HC and OCHA HoO to understand HCT dynamics/movements. Missions not encouraged is a change of leadership (HC) in process	STAIT Project Team Leader	STAIT Project Team		No change
3	STAIT missions are not obligations for HCs and HCTs. Whilst the EDGs may strongly recommend STAIT support missions, there can be challenges for the HC to agree to the mission	Jan. 2015	Strategic	Probability = 3 Impact = 4	Strong advocacy briefing to explain the benefits to missions Use of ED and agency networks to work with HCT members	STAIT Project Team Leader	STAIT Project Team		No change
4	Monitoring of a situation is part of the mission planning. Whilst missions are planned with countries, there can be changes of circumstances in a country which cannot be foreseen, particularly where a rapid acute emergency takes place.	Jan. 2015	Political	Probability = 3 Impact = 4	Situational analysis as component of country mission decision making	STAIT Project Team Leader	STAIT Project Team		No change

**JOB DESCRIPTIONS FOR STAIT – CORE TEAM**



D2	Director, Team Leader
Grade/Level	Functional Title
<b>Senior Transformative Implementation Team (STAIT)</b>	

**DUTIES AND RESPONSIBILITIES**

**ORGANISATIONAL SETTING AND REPORTING:**

The post is located in the Senior Transformative Agenda Implementation Team (STAIT) based in Geneva. The Inter-Agency Standing Committee (IASC) Emergency Directors Group (EDG) established the STAIT to support them in rolling-out the IASC Transformative Agenda at field-level. The STAIT is an inter-agency team which includes senior NGO and UN colleagues with extensive experience in humanitarian operations. The work of STAIT is very much field focused and provides frank and supportive engagement for country operations, sharing good practice and providing peer support guided by the vision of transforming and supporting a better collective humanitarian response. The STAIT aims to contribute to a 'culture shift' in the way humanitarian actors work together to enable a more effective, accountable and timely humanitarian response. The STAIT seeks to improve understanding and knowledge of the IASC Transformative Agenda and its related toolbox of protocols at field level, as well as to strengthen practical, "tailor-made" application of the protocols in specific humanitarian contexts. These actions contribute to the implementation of the *TA Global Implementation Plan* of the EDGs endorsed in June 2013 and updated in April 2014.

The Director (D2) will report to the Chair of the EDG and UNDP Project Board Member

**RESPONSIBILITIES:**

Within delegated authority, the Director of STAIT will be responsible for the following duties:

- Provides strategic leadership for the overall STAIT programme, agrees priorities, goals and objectives for the Team; Ensures the formulation and timely implementation of the STAIT workplan.
- Leads the overall coordination, planning and execution of STAIT field support missions, linking with Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs) at the country level and bringing on board senior leadership as member of the inter-agency STAIT missions.
- Oversees the roll-out and implementation of remote support to HCTs in collaboration with ALNAP (Active Learning Network for Accountability and Performance in humanitarian action) through remote self-assessments on context-related Transformative Agenda (TA) issues, supporting analysis and debriefing of HCTs on findings and organizing follow-up in-country support as necessary. The remote support to HCs/HCTs is a peer to peer support tool to be undertaken with other STAIT Team members.
- Provides leadership and oversight in the development and implementation of a series of online webinars on relevant issues related to the Transformative Agenda, e.g. collective leadership, coordination, AAP (Accountability to Affected People), HPC (Humanitarian Programme Cycle), in close collaboration with partners leading on these subjects. Facilitates webinars and provides substantive direction to elicit core messages as field guidance and implementation.
- Provides overall leadership in the development of a communications strategy in support of the roll-out, understanding and application of the Transformative Agenda and its protocols. The communication strategy aims to share knowledge as case studies, best practice and training/capacity building to field operations on issues requiring strengthening.



## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

- Leads on engagement with the Inter-Agency Standing Committee (IASC) organisations to promote coherence in mainstreaming Transformative Agenda Protocols, and understand communication and learning needs to inform the communications strategy. Develops contacts and utilizes key networks to share and promote Transformative Agenda best practices.
- Delivers briefings to senior leadership, member states and humanitarian donors on learning garnered from STAIT activities to inform and influence humanitarian practice and policy.
- Provides leadership and overall supervision to the development and implementation of a learning and knowledge management strategy for the Transformative Agenda and provides oversight and participates in county learning exercises. Links the findings and recommendations of the STAIT missions, remote support, webinars etc to global policy and practice forums eg of relevant IASC bodies, providing recommendations based on learning.
- Ensures timely and accurate reporting to IASC bodies, such as the Emergency Director Group (EDG).
- Represents STAIT at international and regional meetings.
- Oversees external engagement of STAIT in work groups, meetings, conferences, consultations with other agencies and partners in humanitarian and emergency relief-related matters.
- Performs other duties as required.

### **Work implies frequent interaction with the following:**

- Directors and senior staff of IASC organizations, including those working closely as part of STAIT and in support of STAIT activities
- NGO consortia and NGOs at HQ and field level
- Humanitarian Coordinators and their staff in the field, as well as Programme Managers, Regional Commissions
- UN Resident Coordinators in disaster-prone developing countries
- Representatives of other UN humanitarian agencies and other member organizations in the Inter-Agency Standing Committee
- UN Mission and Member State personnel with responsibility for humanitarian issues and non-governmental organization representatives
- Delegations, government officials and partners in universities and research institutes, etc.

**Results Expected:** Leadership of the STAIT core team and strategic leadership of all STAIT activities. Produces high-quality outputs on key issues. Effectively and efficiently manages available human and financial resources to ensure the timely delivery of STAIT outputs. Effectively develops staff under his/her supervision, including their on-going learning and development. Effectively assists, guides and supports staff in meeting their objectives and outputs. Leads and develops strong partnerships with relevant parties to help meet STAIT's objectives.



**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**

**I. Position Information**

<b>Job Title:</b> Humanitarian Project Director	<b>Grade Level:</b> P6
<b>Position Number:</b>	<b>Duty Station:</b> Geneva
<b>Department:</b> Senior Transformative Agenda Implementation Team	<b>Family Duty Station as of Date of Issuance:</b> Yes
<b>Reports to:</b> STAIT Director/Team Leader	<b>Date of Issuance:</b>
<b>Direct Reports:</b> 2	<b>Closing Date:</b>
<b>Position Status:</b> Non-Rotational	<b>Duration and Type of Assignment:</b> More than a year; Fixed Term Appointment
<b>Job Family:</b>	

**II. Job Purpose and Organizational Context**

The post is located in the Senior Transformative Agenda Implementation Team (STAIT) based in Geneva. The Inter-Agency Standing Committee (IASC) Emergency Directors Group (EDG) established the STAIT to support the roll-out of the IASC Transformative Agenda at field-level. The STAIT is an inter-agency team which includes senior NGO and UN colleagues with extensive experience in humanitarian operations. The STAIT provides peer support for country operations, sharing good practice and providing peer support guided by the vision of transforming and supporting a better collective humanitarian response. The STAIT aims to contribute to a 'mindset shift' in the way humanitarian actors work together to enable a more effective, accountable and timely humanitarian response. The STAIT's work focuses on the following main areas:

- Leadership (at all levels including: Humanitarian Coordinators, Humanitarian Country Teams, Inter-Cluster, Clusters, sub-national)
- Coordination
- Humanitarian Programme Cycle with a focus on delivery
- Accountability to Affected People
- Centrality of Protection
- Enabling security management

In order to consolidate the work already undertaken by the STAIT, two new Humanitarian Project Director positions have been created. These two key roles will enable the STAIT to more than double the level of support provided to Humanitarian Coordinators (HCs) and Humanitarian Country Team (HCTs), including through field missions and remote support methodologies.

The Humanitarian Project Director (P6) will directly report to the Director (Team Leader) (D2) of the STAIT.

Under the leadership and guidance of the Director (Team Leader), the Humanitarian Project Director supervises the STAIT core team for implementation of STAIT's programme and operational activities.

The Humanitarian Project Director leads country support missions as requested by the Director (Team Leader) and engages with HCs and HCTs as a peer, sharing insight, advice and good practices based on her/his own extensive experience in the management and leadership of humanitarian field operations. As requested by the Director (Team Leader), the Humanitarian Project Director represents the STAIT with IASC member organisations, Government agencies, technical advisors and experts, multilateral and bilateral donors and civil society. The Humanitarian Project Director participates in regional and international fora on behalf of the STAIT, as requested by the Director (Team Leader). The Humanitarian Project Director supports the Director (Team Leader) in setting the strategic vision for the STAIT and establishing its priorities, goals and objectives.

The Humanitarian Project Director will frequently interact with the following:

- Directors and senior staff of IASC organizations
- NGO consortia and NGOs at HQ and field level



## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

- Humanitarian Coordinators and their staff in the field, as well as Programme Managers, Regional Commissions
- UN Resident Coordinators in disaster-prone developing countries
- UN Mission and Member State personnel with responsibility for humanitarian issues and non-governmental organization representatives
- Government officials
- Delegations and partners in universities and research institutes, etc.

### III. Duties and Responsibilities

- 1) The Humanitarian Project Director shall fully support the Director (Team Leader) in the formulation of the STAIT vision, establishing priorities and goals, and achieving STAIT's objectives. In particular, the Humanitarian Project Director is expected to:
  - Provide substantive and thematic support to the Director (Team Leader) in formulating and guiding the STAIT workplan; provide strategic support to the STAIT Director to establish priorities, goals and objectives for the Team.
  - Support partnership building and resource mobilization for the STAIT project.
  - Represent the STAIT in inter-agency fora and effectively promote STAIT's support to humanitarian reform.
- 2) The Humanitarian Project Director shall **lead the STAIT field support programme** for specific countries, as requested by the Director (Team Leader), including field missions and remote support. Specifically he/she:
  - Establishes effective professional relationships HCs, HCT members, and Resident Coordinators (RCs), in client countries
  - Provides insight, strategic advice, good practices as appropriate to HCs and HCTs in selected countries
  - Leads the coordination, planning and execution of STAIT field support missions, linking with HCs and HCTs at the country level and bringing on board senior leadership as members of the inter-agency STAIT missions
  - Leads and supervises the rollout and implementation of remote support to HCTs in selected countries, through remote self-assessments on context-related Transformative Agenda (TA) issues, including the debriefing of HCTs on findings and organizing follow-up in-country support as necessary.
- 3) **Ensure strategic direction to communicate, promote and mainstream the Transformative Agenda in an inter-agency IASC context**
  - Develop strategic partnerships and utilize key networks to share and promote the roll-out of the Transformative Agenda and sharing of best practices.
  - Engage with IASC organisations to promote coherence in mainstreaming Transformative Agenda Protocols, and understand communication and learning needs to inform the communications strategy.
  - Lead and supervise the development and implementation of a series of online webinars on relevant issues related to the Transformative Agenda, e.g. collective leadership, coordination, AAP (Accountability to Affected People), HPC (Humanitarian Programme Cycle), in close collaboration with partners leading on these subjects. Moderate webinars and provide substantive direction to elicit core messages from expert panelists.
  - Lead and supervise the development and implementation of a communications strategy in support of the roll-out, understanding and application of the Transformative Agenda and its protocols.
- 4) The Humanitarian Project Director operates under delegation from the Director (Team Leader). Drawing on the guidance of the Director (Team Leader), the Humanitarian Project Director is responsible for effective resource allocation and utilization, monitoring budgets, ensuring appropriate financial and budget controls, reviewing resource allocations in light of strategic goals and outcomes and identifying opportunities to attract or leverage resources. The Humanitarian Project Director is accountable to the Director (Team Leader) for the following results:



**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**

- **Office management:** Monitors the implementation of STAIT's activities and monitors achievement of results;
- **Financial management:** Ensures the integrity of financial transactions, systems and reports by consistent application of rules and regulations.
- **Resource management.** Ensures integrated, results-based planning, budgeting and utilization of management (operational) and development (programme) resources in line with established policies and procedures and with consistent application of UNDP's established cost recovery policy. Routinely monitors financial exception reports for unusual activities, transactions, and investigates anomalies or unusual transactions. Informs the Director (Team Leader) and, in full consultation with the Director (Team Leader), informs concerned UNDP staff at Headquarters of the results of the investigation when satisfactory answers are not obtained.
- **Human Resources management:** Under delegated authority from the Director (Team Leader), ensures that HR processes are effectively implemented including the creation of specific positions funded from non-core resources, classification of local positions, recruitment, learning, etc.
- **Procurement:** Under delegated authority from the Director (Team Leader), ensures that procurement processes are effectively implemented including the proper use of procurement methods, solicitation processes, award and management of contracts, asset management, etc.
- **Risk Management:** The Humanitarian Project Director is responsible for the identification of all significant risks and appropriate action including the implementation of a risk management strategy. This will be done in consultation with the Director (Team Leader).

- 5) **Lead knowledge building and management.**
- Lead and supervise the development and implementation of a learning and knowledge management strategy for the Transformative Agenda.
  - Promote identification and synthesis of best practices and lessons learned from the STAIT programme for IASC-wide sharing and learning;
  - Link the findings and recommendations of STAIT missions, remote support, webinars etc to global policy and practice forums eg of relevant IASC bodies, providing recommendations based on learning.
  - Oversee and provide substantive direction and inputs to communications and reports related to learning from STAIT missions and webinar discussions for IASC bodies, such as the Emergency Director Group (EDG).
  - Provide high-level briefings on learning from the application of the Transformative Agenda for IASC partners, both at HQ and field level.
  - Promote a knowledge sharing and learning culture in the STAIT.
  - In collaboration with research institutions or consultants, lead and supervise reviews to assess the impact of the application of the Transformative Agenda to date.

IV. Competencies and Selection Criteria	Description of Competency at Level Required <small>(For more comprehensive descriptions please see the competency inventory)</small>
In this section list all 5 core competencies as well as the most relevant technical/function competencies the role will require along with the appropriate level. Primary competencies are those integral to the position and are the criteria by which a hiring decision would be made. Secondary competencies are necessary but are not critical to the role.	
<b>Core</b>	
<b>Innovation</b> <i>Ability to make new and useful ideas work</i>	Level 6: Transformational Visionary (Recognized World Class Expert)
<b>Leadership</b> <i>Ability to persuade others to follow</i>	Level 6: Transformational Visionary (Recognized World Class Expert)
<b>People Management</b> <i>Ability to improve performance and satisfaction</i>	Level 6: Transformational Visionary (Recognized World Class Expert)



**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**

<b>Communication</b> <i>Ability to listen, adapt, persuade and transform</i>	Level 6: Transformational Visionary (Recognized World Class Expert)
<b>Delivery</b> <i>Ability to get things done</i>	Level 6: Transformational Visionary (Recognized World Class Expert)
<b>Technical/Functional</b>	
<b>Primary</b>	
<b>Transformative Agenda</b> <i>Knowledge of the content and purpose of the Transformative Agenda Protocols, the three pillars of the Transformative Agenda (coordination, leadership and accountability, including the humanitarian programme cycle), the Centrality of Protection, and the spirit of the Transformative Agenda, and the ability to apply in strategic and/or practical situations</i>	Level 6: Transformational Visionary (Recognized World Class Expert)
<b>Partnerships</b> <i>Ability to engage with other agencies, donors, and other development stakeholders and forge productive working relationships</i>	Level 6: Transformational Visionary (Recognized World Class Expert)
<b>Secondary</b>	
<b>Knowledge Management</b> <i>Ability to efficiently handle and share information and knowledge</i>	Level 6: Transformational Visionary (Recognized World Class Expert)

<b>V. Recruitment Qualifications</b>	
<b>Education:</b>	Advanced university degree (Master's degree or equivalent) in international relations/development/law/political or social science, or a related area.
<b>Experience:</b>	<ol style="list-style-type: none"> <li>1. Minimum of 15 years of progressively responsible professional experience in the fields of humanitarian affairs, relief coordination, disaster management and response, complex emergencies and natural disasters, rehabilitation and development, inter-agency coordination, resource mobilization and advocacy.</li> <li>2. Relevant professional experience must include a minimum of 10 years of experience at the international level and at least 6 years of experience in support of humanitarian operations, with experience in leadership roles in inter-agency humanitarian coordination at field level e.g. Humanitarian Coordinator or member of Humanitarian Country Team, Area Humanitarian Country Team (sub-national delegation), Inter-Cluster or Cluster.</li> <li>3. Extensive field experience in emergency situations (e.g. complex emergency, natural disaster etc) with NGOs and/or UN is required. Where experience is only within the UN, a good understanding of operational issues faced by NGO is critical.</li> <li>4. A good understanding of issues affecting the effectiveness and accountability of humanitarian operations highlighted in the Transformative Agenda – Leadership, Coordination, Accountability (Humanitarian Programme Cycle (HPC), Accountability to Affected People (AAP) as well as other key humanitarian operational issues around the Centrality of Protection/Rights up Front, Security in humanitarian operations, is required.</li> <li>5. Extensive experience at a senior management level as Representative/Country Director or representation role at sub-national level delegation is required.</li> <li>6. Facilitation skills and experience is highly desirable.</li> <li>7. Experience developing and implementing a communications strategy using a wide range of media would be an advantage.</li> </ol>
<b>Language Requirements:</b>	For this post, fluency in oral and written English is required. Knowledge of French, Arabic or another official United Nations language is highly desirable.





**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**

<b>I. Position Information</b>	
<b>Job Title:</b> Programme Specialist /Humanitarian Affairs - 1	<b>Grade Level:</b> P4
<b>Position Number:</b>	<b>Duty Station:</b> Geneva
<b>Department:</b> Senior Transformative Agenda Implementation Team (STAIT)	<b>Family Duty Station as of Date of Issuance:</b> Yes
<b>Reports to:</b> Humanitarian Project Director	<b>Date of Issuance:</b>
<b>Direct Reports:</b> 2	<b>Closing Date:</b>
<b>Position Status:</b> Non-Rotational	<b>Duration and Type of Assignment:</b> More than a year; Fixed Term Appointment
<b>Job Family:</b>	

<b>II. Job Purpose and Organizational Context</b>
<p>The post is located in the Senior Transformative Agenda Implementation Team (STAIT) based in Geneva. The Inter-Agency Standing Committee (IASC) Emergency Directors Group (EDG) established the STAIT to support the roll-out of the IASC Transformative Agenda at field-level. The STAIT is an inter-agency team which includes senior NGO and UN colleagues with extensive experience in humanitarian operations. The STAIT provides peer support for country operations, sharing good practice and providing peer support guided by the vision of transforming and supporting a better collective humanitarian response. The STAIT aims to contribute to a 'mindset shift' in the way humanitarian actors work together to enable a more effective, accountable and timely humanitarian response. The STAIT's work focuses on the following main areas:</p> <ul style="list-style-type: none"><li>• Leadership (at all levels including: Humanitarian Coordinators, Humanitarian Country Teams, Inter-Cluster, Clusters, sub-national)</li><li>• Coordination</li><li>• Humanitarian Programme Cycle with a focus on delivery</li><li>• Accountability to Affected People</li><li>• Centrality of Protection</li><li>• Enabling security management</li></ul> <p>The Programme Specialist 1/Humanitarian Affairs reports directly to the Humanitarian Project Director (P6).</p> <p>The Programme Specialist 1/Humanitarian Affairs provides substantive contributions and technical expertise in all five of the STAIT's main work streams: 1) field support missions; 2) remote support to HCTs; 3) webinars; 4) communications material; and 5) shaping policy and practice by sharing lessons learned at country level and feeding these into global policy.</p> <p>The Programme Specialist 1/Humanitarian Affairs provides substantive contributions to the field support programme and participates in country missions as required; contributes substantively to the communication, promotion and mainstreaming of the Transformative Agenda in an inter-agency IASC context; contributes to STAIT strategic planning, and monitors the implementation of the STAIT workplan; and advises the Humanitarian Project Director on course correction and creative responses to emerging challenges.</p> <p>The Programme Specialist 1/Humanitarian Affairs is responsible for supervision and guidance to STAIT project staff and ensuring cooperation and coordination with relevant IASC bodies. The Programme Specialist 1/Humanitarian Affairs liaises with IASC organizations, including Directors and Senior Staff, both at HQ and field level, NGO consortia and NGOs at HQ and field level, Humanitarian Coordinators and their staff in the field, as well as Programme Managers, Regional Commissions, technical advisors and experts, multi-lateral and bi-lateral donors and civil society.</p>

**• III. Duties and Responsibilities**



**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**

1. **Contribute to the development and implementation of the STAIT's field support programme, including country missions and remote support.**
  - Advise the Humanitarian Project Director on the application of the Transformative Agenda in specific country contexts, issues for STAIT support to focus on and possible responses to complex challenges.
  - On behalf of the Humanitarian Project Director, coordinate with the STAIT members and in-country counterparts to organize, prepare, implement and follow-up field support, including country missions and remote support.
  - Participate in field support missions as requested by the Humanitarian Project Director, and contribute to meeting facilitation, data collection, analysis and presentation, and mission reporting.
  - Contribute technical expertise and analysis to the roll-out of remote support to selected Humanitarian Country Teams (HCTs) in collaboration with ALNAP (Active Learning Network for Accountability and Performance in humanitarian action) through remote self-assessments on context-related Transformative Agenda (TA) issues, supporting analysis and debriefing of HCTs on findings and organizing follow-up in-country support as necessary.
2. **Under the overall supervision of the Humanitarian Project Director, contribute to the STAIT's efforts to communicate, promote and mainstream the Transformative Agenda in an inter-agency IASC context**
  - Ensure liaison and partnership with humanitarian and crisis actors (UN and non-UN) to support the roll-out of the Transformative Agenda
  - Contribute to the development and implementation of a communications strategy in support of the roll-out, understanding and application of the Transformative Agenda (TA) and its protocols. The communication strategy aims to share knowledge as training / capacity building to field operations on issues requiring strengthening.
  - Create content and contribute to the development and dissemination of communication materials, utilizing a variety of platforms and media as appropriate, and monitor their usage.
  - Build and maintain a network of contacts with potential users of the communication material in IASC organizations (UN and NGO) to understand communication and learning needs and gather/share existing material.
  - Promote coherence in mainstreaming of the Transformative Agenda into the capacity-building programmes of IASC partners.
  - Provide substantive input and contribute to the development and execution of a series of online learning events (webinars) on relevant issues related to the Transformative Agenda, e.g. collective leadership, coordination, AAP (Accountability to Affected People), HPC (Humanitarian Programme Cycle), in close collaboration with IASC subject-matter experts and leads.
3. **Under the overall supervision of the Humanitarian Project Director, the Programme Specialist 1/Humanitarian Affairs is responsible for the day-to-day management of the STAIT programme:**
  1. Programme management: contribute to the planning and preparation of the unit budget and work programme and monitors the implementation of the work plan.
  2. Financial management: ensure the integrity of financial systems, review of budget requirements and the consistent application of rules and regulations; ensure budget expenditure and monitoring.
  3. Human Resources management: in consultation with the Humanitarian Project Director and STAIT Director, the Programme Specialist/ Humanitarian Affairs is responsible for recruitment, performance and career management and supervision of STAIT project staff to motivate and promote organizational excellence;
  4. Team work: Promotes cross-unit team work.
  5. Donor relations: manage relationships with STAIT donors as requested by the Humanitarian Project Director; develop project proposals as needed; ensure accurate and timely narrative and financial donor reporting.



**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**

4. **Ensure knowledge building and management.**
- Contribute to the development and implementation of a learning and knowledge management strategy for the Transformative Agenda.
  - Gather evidence of best practices and lessons learned from the application of the Transformative Agenda, both practice and policy-related, for system-wide sharing and learning, through learning field missions, interviews and other methodologies.
  - Establish learning networks within the IASC system to link the work of the STAIT and recommendations and findings from STAIT missions to the work of relevant IASC bodies.
  - Provide sound contributions to knowledge networks and communities of practice.
  - Provide briefing/training sessions on learning from the application of the Transformative Agenda for IASC partners, both at HQ and field level.
  - Promote a knowledge sharing and learning culture in the STAIT.
  - In collaboration with research institutions or consultants, undertake reviews to assess the impact of the application of the Transformative Agenda to date.
  - Prepare communications and reports related to learning from STAIT missions and webinar discussions for IASC bodies, such as the Emergency Director Group (EDG), as well as different parts of OCHA as appropriate.

• IV. Competencies and Selection Criteria	Description of Competency at Level Required <small>(For more comprehensive descriptions please see the competency inventory)</small>
In this section list all 5 core competencies as well as the most relevant technical/function competencies the role will require along with the appropriate level. Primary competencies are those integral to the position and are the criteria by which a hiring decision would be made. Secondary competencies are necessary but are not critical to the role.	
<b>Core</b>	
<b>Innovation</b> <i>Ability to make new and useful ideas work</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>Leadership</b> <i>Ability to persuade others to follow</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>People Management</b> <i>Ability to improve performance and satisfaction</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>Communication</b> <i>Ability to listen, adapt, persuade and transform</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>Delivery</b> <i>Ability to get things done</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>Technical/Functional</b>	
<b>Primary</b>	
<b>Transformative Agenda</b> <i>Knowledge of the content and purpose of the Transformative Agenda Protocols, the three pillars of the Transformative Agenda (coordination, leadership and accountability, including the humanitarian programme cycle), the Centrality of Protection, and the spirit of the Transformative Agenda, and the ability to apply in strategic and/or practical situations</i>	Level 5: Integrate & Empower (Strategic Advisor)
<b>Partnerships</b> <i>Ability to engage with other agencies, donors, and other development stakeholders and forge productive working relationships</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>Secondary</b>	
<b>Knowledge Management</b> <i>Ability to capture, develop, share and effectively use information and knowledge</i>	Level 4: Originate (Peer Regarded Lead Expert)



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**V. Recruitment Qualifications**

Education:	Master's Degree or equivalent in International Relations, Development, Law, Political Sciences or Social Sciences, or a related field.
Experience:	<ol style="list-style-type: none"><li>1. Minimum of seven (7) years of progressively responsible professional experience in humanitarian affairs, with a special emphasis on inter-agency humanitarian coordination, developing and working towards collective goals is required.</li><li>2. At least five (5) years of experience at the international level and at least three (3) years of experience in support of humanitarian operations, preferably with experience in leadership roles at country or global level e.g. member of Humanitarian Country Team, inter-cluster coordination, cluster coordination, NGO fora, leading significant inter-agency processes is required.</li><li>3. Strong knowledge of the content and purpose of the Transformative Agenda Protocols, the three pillars of the Transformative Agenda (coordination, leadership and accountability) and the spirit of the Transformative Agenda, and how these should be applied in practical situations, is required.</li><li>4. Experience managing donor relations and writing project proposals is required.</li><li>5. Experience in the UN system as well as with NGOs, both at headquarters and field level, is strongly desired.</li><li>6. Experience developing and implementing a communications strategy using a wide range of media would be an advantage.</li><li>7. Experience producing or facilitating online learning and communications events would be an asset.</li><li>8. Experience in training/learning design and facilitation skills is desirable.</li></ol>
Language Requirements:	For this post, fluency in oral and written English is required. Knowledge of French, Arabic or another official United Nations language is highly desirable.
Other:	•



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<b>I. Position Information</b>	
<b>Job Title:</b> Programme Specialist /Humanitarian Affairs - 2	<b>Grade Level:</b> P4
<b>Position Number:</b>	<b>Duty Station:</b> Geneva
<b>Department:</b> Senior Transformative Agenda Implementation Team (STAIT)	<b>Family Duty Station as of Date of Issuance:</b> Yes
<b>Reports to:</b> Humanitarian Project Director	<b>Date of Issuance:</b>
<b>Direct Reports:</b> 2	<b>Closing Date:</b>
<b>Position Status:</b> Non-Rotational	<b>Duration and Type of Assignment:</b> More than a year; Fixed Term Appointment
<b>Job Family:</b>	

<b>II. Job Purpose and Organizational Context</b>
<p>The post is located in the Senior Transformative Agenda Implementation Team (STAIT) based in Geneva. The Inter-Agency Standing Committee (IASC) Emergency Directors Group (EDG) established the STAIT to support the roll-out of the IASC Transformative Agenda at field-level. The STAIT is an inter-agency team which includes senior NGO and UN colleagues with extensive experience in humanitarian operations. The STAIT provides peer support for country operations, sharing good practice and providing peer support guided by the vision of transforming and supporting a better collective humanitarian response. The STAIT aims to contribute to a 'mindset shift' in the way humanitarian actors work together to enable a more effective, accountable and timely humanitarian response. The STAIT's work focuses on the following main areas:</p> <ul style="list-style-type: none"><li>• Leadership (at all levels including: Humanitarian Coordinators, Humanitarian Country Teams, Inter-Cluster, Clusters, sub-national)</li><li>• Coordination</li><li>• Humanitarian Programme Cycle with a focus on delivery</li><li>• Accountability to Affected People</li><li>• Centrality of Protection</li><li>• Enabling security management</li></ul> <p>The Programme Specialist 2/Humanitarian Affairs reports directly to the Humanitarian Project Director (P6).</p> <p>The Programme Specialist 2/Humanitarian Affairs provides substantive contributions and technical expertise in all five of the STAIT's main work streams: 1) field support missions; 2) remote support to HCTs; 3) webinars; 4) communications material; and 5) shaping policy and practice by sharing lessons learned at country level and feeding these into global policy.</p> <p>The Programme Specialist 2/Humanitarian Affairs provides substantive contributions to the field support programme and participates in country missions as required; contributes substantively to the communication, promotion and mainstreaming of the Transformative Agenda in an inter-agency IASC context; contributes to STAIT strategic planning, and monitors the implementation of the STAIT workplan; and advises the Humanitarian Project Director on course correction and creative responses to emerging challenges.</p> <p>The Programme Specialist 2/Humanitarian Affairs is responsible for supervision and guidance to STAIT project staff and ensuring cooperation and coordination with relevant IASC bodies. The Programme Specialist 2/Humanitarian Affairs liaises with IASC organizations, including Directors and Senior Staff, both at HQ and field level, NGO consortia and NGOs at HQ and field level, Humanitarian Coordinators and their staff in the field, as well as Programme Managers, Regional Commissions, technical advisors and experts, multi-lateral and bi-lateral donors and civil society.</p>



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**III. Duties and Responsibilities**

1. **Contribute to the development and implementation of the STAIT's field support programme, including country missions and remote support.**
  - ❑ Advise the Humanitarian Project Director on the application of the Transformative Agenda in specific country contexts, issues for STAIT support to focus on and possible responses to complex challenges.
  - ❑ On behalf of the Humanitarian Project Director, coordinate with the STAIT members and in-country counterparts to organize, prepare, implement and follow-up field support, including country missions and remote support.
  - ❑ Participate in field support missions as requested by the Humanitarian Project Director, and contribute to meeting facilitation, data collection, analysis and presentation, and mission reporting.
  - ❑ Contribute technical expertise and analysis to the roll-out of remote support to selected Humanitarian Country Teams (HCTs) in collaboration with ALNAP (Active Learning Network for Accountability and Performance in humanitarian action) through remote self-assessments on context-related Transformative Agenda (TA) issues, supporting analysis and debriefing of HCTs on findings and organizing follow-up in-country support as necessary.
2. **Under the overall supervision of the Humanitarian Project Director, contribute to the STAIT's efforts to communicate, promote and mainstream the Transformative Agenda in an inter-agency IASC context**
  - ❑ Ensure liaison and partnership with humanitarian and crisis actors (UN and non-UN) to support the roll-out of the Transformative Agenda
  - ❑ Contribute to the development and implementation of a communications strategy in support of the roll-out, understanding and application of the Transformative Agenda (TA) and its protocols. The communication strategy aims to share knowledge as training / capacity building to field operations on issues requiring strengthening.
  - ❑ Create content and contribute to the development and dissemination of communication materials, utilizing a variety of platforms and media as appropriate, and monitor their usage.
  - ❑ Build and maintain a network of contacts with potential users of the communication material in IASC organizations (UN and NGO) to understand communication and learning needs and gather/share existing material.
  - ❑ Promote coherence in mainstreaming of the Transformative Agenda into the capacity-building programmes of IASC partners.
  - ❑ Provide substantive input and contribute to the development and execution of a series of online learning events (webinars) on relevant issues related to the Transformative Agenda; e.g. collective leadership, coordination, AAP (Accountability to Affected People), HPC (Humanitarian Programme Cycle), in close collaboration with IASC subject-matter experts and leads.
3. **Under the overall supervision of the Humanitarian Project Director, the Programme Specialist 2/Humanitarian Affairs is responsible for the day-to-day management of the STAIT programme:**
  - ❑ Programme management: contribute to the planning and preparation of the unit budget and work programme and monitors the implementation of the work plan.
  - ❑ Financial management: ensure the integrity of financial systems, review of budget requirements and the consistent application of rules and regulations; ensure budget expenditure and monitoring.
  - ❑ Human Resources management: in consultation with the Humanitarian Project Director and STAIT Director, the Programme Specialist/ Humanitarian Affairs is responsible for recruitment, performance and career management and supervision of STAIT project staff to motivate and promote organizational excellence;
  - ❑ Team work: Promotes cross-unit team work.
  - ❑ Donor relations: manage relationships with STAIT donors as requested by the Humanitarian Project Director; develop project proposals as needed; ensure accurate and timely narrative and financial donor reporting.



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4. **Ensure knowledge building and management.**
- Contribute to the development and implementation of a learning and knowledge management strategy for the Transformative Agenda.
  - Gather evidence of best practices and lessons learned from the application of the Transformative Agenda, both practice and policy-related, for system-wide sharing and learning, through learning field missions, interviews and other methodologies.
  - Establish learning networks within the IASC system to link the work of the STAIT and recommendations and findings from STAIT missions to the work of relevant IASC bodies.
  - Provide sound contributions to knowledge networks and communities of practice.
  - Provide briefing/training sessions on learning from the application of the Transformative Agenda for IASC partners, both at HQ and field level.
  - Promote a knowledge sharing and learning culture in the STAIT.
  - In collaboration with research institutions or consultants, undertake reviews to assess the impact of the application of the Transformative Agenda to date.
  - Prepare communications and reports related to learning from STAIT missions and webinar discussions for IASC bodies, such as the Emergency Director Group (EDG), as well as different parts of OCHA as appropriate.

• IV. Competencies and Selection Criteria	Description of Competency at Level Required <small>(For more comprehensive descriptions, please see the competency inventory)</small>
In this section list all 5 core competencies as well as the most relevant technical/function competencies the role will require along with the appropriate level. Primary competencies are those integral to the position and are the criteria by which a hiring decision would be made. Secondary competencies are necessary but are not critical to the role.	
<b>Core</b>	
<b>Innovation</b> <i>Ability to make new and useful ideas work</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>Leadership</b> <i>Ability to persuade others to follow</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>People Management</b> <i>Ability to improve performance and satisfaction</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>Communication</b> <i>Ability to listen, adapt, persuade and transform</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>Delivery</b> <i>Ability to get things done</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>Technical/Functional</b>	
<b>Primary</b>	
<b>Transformative Agenda</b> <i>Knowledge of the content and purpose of the Transformative Agenda Protocols, the three pillars of the Transformative Agenda (coordination, leadership and accountability, including the humanitarian programme cycle), the Centrality of Protection, and the spirit of the Transformative Agenda, and the ability to apply in strategic and/or practical situations</i>	Level 5: Integrate & Empower (Strategic Advisor)
<b>Partnerships</b> <i>Ability to engage with other agencies, donors, and other development stakeholders and forge productive working relationships</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>Secondary</b>	
<b>Knowledge Management</b> <i>Ability to capture, develop, share and effectively use information and knowledge</i>	Level 4: Originate (Peer Regarded Lead Expert)



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**V. Recruitment Qualifications**

Education:	Master's Degree or equivalent in International Relations, Development, Law, Political Sciences or Social Sciences, or a related field.
Experience:	<ol style="list-style-type: none"><li>1. Minimum of seven (7) years of progressively responsible professional experience in humanitarian affairs, with a special emphasis on inter-agency humanitarian coordination, developing and working towards collective goals is required.</li><li>2. At least five (5) years of experience at the international level and at least three (3) years of experience in support of humanitarian operations, preferably with experience in leadership roles at country or global level e.g. member of Humanitarian Country Team, inter-cluster coordination, cluster coordination, NGO fora, leading significant inter-agency processes is required.</li><li>3. Strong knowledge of the content and purpose of the Transformative Agenda Protocols, the three pillars of the Transformative Agenda (coordination, leadership and accountability) and the spirit of the Transformative Agenda, and how these should be applied in practical situations, is required.</li><li>4. Experience managing donor relations and writing project proposals is required.</li><li>5. Experience in the UN system as well as with NGOs, both at headquarters and field level, is strongly desired.</li><li>6. Experience developing and implementing a communications strategy using a wide range of media would be an advantage.</li><li>7. Experience producing or facilitating online learning and communications events would be an asset.</li><li>8. Experience in training/learning design and facilitation skills is desirable.</li></ol>
Language Requirements:	For this post, fluency in oral and written English is required. Working knowledge of French is required. Knowledge of Arabic or another official United Nations language is highly desirable.





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**I. Position Information**

<b>Job Title: Programme Specialist/ Humanitarian Affairs</b>	<b>Grade Level: P3</b>
<b>Position Number:</b>	<b>Duty Station: Geneva</b>
<b>Department: Senior Transformative Agenda Implementation Team (STAIT)</b>	<b>Family Duty Station as of Date of Issuance: Yes</b>
<b>Reports to: Programme Specialist/ Humanitarian Affairs (P4)</b>	<b>Date of Issuance:</b>
<b>Direct Reports: 0</b>	<b>Closing Date:</b>
<b>Position Status: Non-Rotational</b>	<b>Duration and Type of Assignment: More than a year; Fixed Term Appointment</b>
<b>Job Family:</b>	

**II. Job Purpose and Organizational Context**

The post is located in the Senior Transformative Agenda Implementation Team (STAIT) based in Geneva. The Inter-Agency Standing Committee (IASC) Emergency Directors Group (EDG) established the STAIT to support the roll-out of the IASC Transformative Agenda at field-level. The STAIT is an inter-agency team which includes senior NGO and UN colleagues with extensive experience in humanitarian operations. The STAIT provides peer support for country operations, sharing good practice and providing peer support guided by the vision of transforming and supporting a better collective humanitarian response. The STAIT aims to contribute to a 'mindset shift' in the way humanitarian actors work together to enable a more effective, accountable and timely humanitarian response. The STAIT's work focuses on the following main areas:

- Leadership (at all levels including: Humanitarian Coordinators, Humanitarian Country Teams, Inter-Cluster, Clusters, sub-national)
- Coordination
- Humanitarian Programme Cycle with a focus on delivery
- Accountability to Affected People
- Centrality of Protection
- Enabling security management

The Programme Specialist/ Humanitarian Affairs (P3) reports directly to the Programme Specialist/ Humanitarian Affairs (P4).

The Programme Specialist/ Humanitarian Affairs supports all five of the STAIT's main work streams: 1) field support missions; 2) remote support to HCTs; 3) webinars; 4) communications material; and 5) shaping policy and practice by sharing lessons learned at country level and feeding these into global policy. She/he provides support to prepare and implement its field support programme, through country missions and remote support, in a flexible and effective manner; and to produce and disseminate high-quality, relevant and useful communications and resources on the application of the Transformative Agenda for a broad, field-based audience. The Programme Specialist/ Humanitarian Affairs supports the organization and facilitation of online learning events (webinars) related to the application of the Transformative Agenda and builds and maintains partnerships/networks at the programmatic/technical/operational level to promote knowledge-sharing and mainstreaming of the Transformative Agenda.

The Programme Specialist/ Humanitarian Affairs works in close collaboration with programme and operations staff in IASC member organisations both at HQ and field level and with the Directors and senior staff of IASC organizations, including those working closely as part of STAIT and in support of STAIT activities, ensuring successful and transparent coordination and implementation of STAIT activities. The Programme Specialist/ Humanitarian Affairs also interacts with Humanitarian Coordinators (HCs) and their



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staff in the field, delegations, government officials, civil society and partners in universities and research institutes, etc.

**III. Duties and Responsibilities**

**Ensure effective support to the STAIT in the preparation and implementation of its field support programme, including country missions and remote support.**

- Provide thorough analysis and research of the humanitarian situation in the client country to support the preparation of a relevant, tailored and appropriate support programme for that context, and to provide substantive support to prepare country missions.
- Coordinate, on behalf of the STAIT Director, with the STAIT team and in-country counterparts to organize and prepare programmatic and logistical aspects of country support missions.
- Provide secretarial support in the preparation, implementation and follow-up of country missions and remote support, including monitoring follow-up of agreed actions.
- Build and maintain effective partnerships/networks with external research partners to successfully implement the remote support programme, and with programmatic and operational staff within IASC entities to coordinate STAIT field support.
- Support the collection, analysis, and presentation of data from Transformative Agenda self-assessments, both remote and in-country.
- Support the development of Action Plans in close consultation with the HC and Humanitarian Country Team (HCT) in client countries aimed at strengthening the effectiveness of the humanitarian response, and establish effective mechanisms for monitoring the implementation/follow-up of agreed actions.

**Support the preparation and implementation of the STAIT Work Plan.**

- Coordinate the preparation of the STAIT Work Plan and budget, and regular reporting on activities for the Emergency Directors Group (EDG).
- Contribute to the development of the STAIT strategy, project proposals and project budgets, as required.
- Coordinate substantive preparations and support provided for STAIT retreat to review the annual workplan and other planning meetings.
- Monitor and report on activities and expenditure and support the preparation of periodic donor reports.

**Support the STAIT's efforts to communicate, promote and mainstream the Transformative Agenda in an inter-agency IASC context.**

- Coordinate, on behalf of the STAIT Director, with the STAIT team and subject-matter experts to organize, prepare, publicize and execute webinars and other communications events on topics related to the application of the Transformative Agenda and humanitarian effectiveness.
- Provide analysis and research to support the preparation of webinar content.
- Support the development and implementation of a communications strategy in support of the roll-out, understanding and application of the Transformative Agenda (TA) and its protocols. The communication strategy aims to share knowledge as training / capacity building to field operations on issues requiring strengthening.
- Create content and support the development and dissemination of communication materials, utilizing a variety of platforms and media as appropriate.
- Prepare speakers notes, talking points, briefing notes and presentations for major briefings, meetings or training sessions attended by the STAIT Director or team.
- Manage and prepare the content of the STAIT website.

**Facilitate knowledge building and management.**

- Support the development and implementation of a learning and knowledge management strategy for the Transformative Agenda.
- Identification of sources of information related to the application of the Transformative Agenda, both practice and policy-related. Identification and synthesis of best practices and lessons learned on the application of the Transformative Agenda, gathered through the STAIT country support programme.



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- Support the establishment of learning networks within the IASC system to link the work of the STAIT and recommendations and findings from STAIT missions to the work of relevant IASC bodies.
- Sound contributions to knowledge networks and communities of practice.
- Organization of briefing/training sessions for IASC partners.

IV. Competencies and Selection Criteria	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
In this section list all 5 core competencies as well as the most relevant technical/function competencies the role will require along with the appropriate level. Primary competencies are those integral to the position and are the criteria by which a hiring decision would be made. Secondary competencies are necessary but are not critical to the role.	
<b>Core</b>	
<b>Innovation</b> <i>Ability to make new and useful ideas work</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)
<b>Leadership</b> <i>Ability to persuade others to follow</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)
<b>People Management</b> <i>Ability to improve performance and satisfaction</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Communication</b> <i>Ability to listen, adapt, persuade and transform</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)
<b>Delivery</b> <i>Ability to get things done</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)
<b>Technical/Functional</b>	
<b>Primary</b>	
<b>Transformative Agenda</b> <i>Knowledge of the content and purpose of the Transformative Agenda Protocols, the three pillars of the Transformative Agenda (coordination, leadership and accountability, including the humanitarian programme cycle), the Centrality of Protection, and the spirit of the Transformative Agenda, and the ability to apply in strategic and/or practical situations</i>	Level 4: Originate (Peer Regarded Lead Expert)
<b>Partnerships</b> <i>Ability to engage with other agencies, donors, and other development stakeholders and forge productive working relationships</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)
<b>Secondary</b>	
<b>Knowledge Management</b> <i>Ability to efficiently handle and share information and knowledge</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)

V. Recruitment Qualifications	
Education:	Master's Degree or equivalent in International Relations, Development, Law, Political Sciences or Social Sciences, or a related field.
Experience:	<ol style="list-style-type: none"> <li>1. A minimum of five (5) years of progressively responsible experience in humanitarian affairs, emergency preparedness/response, crisis/emergency relief management, rehabilitation, political affairs or other related area is required.</li> <li>2. Two (2) years of relevant experience at the international level in humanitarian or development coordination is required.</li> </ol>



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	<p>3. Humanitarian experience in emergency situations (complex emergency or natural disaster) is required.</p> <p>4. Experience in the UN System as well as with NGOs, both at headquarters level and in the field, is desirable.</p>
Language Requirements:	For this post, fluency in oral and written English is required. Knowledge of French, Arabic or another official United Nations language is highly desirable.
Other:	•



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**I. Position Information**

<b>Job Title: Programme/Administrative Associate</b>	<b>Grade Level: G6</b>
<b>Position Number:</b>	<b>Duty Station: Geneva</b>
<b>Department: Senior Transformative Agenda Team (STAIT)</b>	<b>Family Duty Station as of Date of Issuance: Yes</b>
<b>Reports to: Humanitarian Affairs Officer (P4)</b>	<b>Date of Issuance:</b>
<b>Direct Reports: 0</b>	<b>Closing Date:</b>
<b>Position Status: Non-Rotational</b>	<b>Duration and Type of Assignment: More than a year; Fixed Term Appointment</b>
<b>Job Family:</b>	

**II. Job Purpose and Organizational Context**

The post is located in the Senior Transformative Agenda Implementation Team (STAIT) based in Geneva. The Inter-Agency Standing Committee (IASC) Emergency Directors Group (EDG) established the STAIT to support the roll-out of the IASC Transformative Agenda at field-level. The STAIT is an inter-agency team which includes senior NGO and UN colleagues with extensive experience in humanitarian operations. The STAIT provides peer support for country operations, sharing good practice and providing peer support guided by the vision of transforming and supporting a better collective humanitarian response. The STAIT aims to contribute to a 'mindset shift' in the way humanitarian actors work together to enable a more effective, accountable and timely humanitarian response. The STAIT's work focuses on the following main areas:

- Leadership (at all levels including: Humanitarian Coordinators, Humanitarian Country Teams, Inter-Cluster, Clusters, sub-national)
- Coordination
- Humanitarian Programme Cycle with a focus on delivery
- Accountability to Affected People
- Centrality of Protection
- Enabling security management

The Programme/Administrative Associate reports directly to the Humanitarian Affairs Officer (P4).

The Programme/Administrative Associate provides programme and administrative services in support of the STAIT's programme responsibilities, deliverables, and activities. This includes programme support in data, financial management, programme planning, implementation, reporting, and information management. The Programme/Administrative Associate promotes a client-oriented approach, in the framework of UNDP policies, rules and regulations.

In close collaboration with operations, programme and project staff in IASC member organisations (UN and NGO), at both HQ and field level, the Programme/Administrative Associate identifies and helps resolve bottlenecks, clarifies and interprets procedures, and escalates complex programme and administrative issues as needed.

S/he is responsible for the following:

1. Support for the formulation, implementation, management and monitoring of the STAIT workplan, with a particular focus on the webinar workstream.
2. General operational and administrative support to the STAIT
3. Management of the Unit documentation portfolios
4. Implementation of Knowledge building and knowledge sharing strategies.



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**III. Duties and Responsibilities**

**1) Support for the formulation, implementation, management and monitoring of the STAIT workplan, with a particular focus on the webinar workstream.**

- Provides programme/project management support to the Unit, such as: tracking, monitoring and reporting on the use of STAIT resources; generate reports and information on routine implementation of STAIT workplan and programme status; review, verify and reconcile financial data and reports to ensure accuracy and conformity with UNDP financial and administrative rules and regulations;
- Collect, analyse and present participant data to inform webinar planning and communications strategy.
- Coordinate technical and logistical support to the preparation of webinars and other online communications events
- Update content of STAIT website.
- Coordinate scheduling and correspondence for the STAIT Director, including maintenance of the calendar of the Director, and ensuring replies to all correspondence directed to the Director.
- Respond to external enquiries and provide information and advice as needed.
- Identify and escalate workplan-related issues, proposing and contributing to the development of solutions.

**2) General operational and administrative support to the STAIT**

- Organize and prepare agendas and minutes of unit meetings and tracks follow-up actions;
- Coordinate and write sections of briefing materials and reports for meetings and missions for staff, including research work to prepare briefing materials as applicable;
- Process official Unit Mission Travel Requests, including timely follow-up action on medical/security clearance, claims, signatures as appropriate and ensuring preparation of the necessary documents in ATLAS, collaborating with BPPS ROM as needed;
- Monitor all travel-related payments for the Unit, liaising appropriately with HQ and staff in the field, as required;
- Provide administrative and logistical support for donor meetings, country/region specific meetings, workshops, trainings, conferences, retreats and any other special events organized by Unit;
- Act as absence management focal point and leave monitor for the Unit;
- Provide inputs into the unit's administrative business processes mapping and implementation of the internal standard operating procedures (SOPs);
- Backstop procurement processes, including preparation of CAP and ACP submissions;
- Backstop unit members on programme management during absences and mission travel; and
- Serve as the Unit's liaison person for all interactions with UNDP/ ROM on all programme and operational support.

**3) Manages Unit documentation portfolios.**

- Proof-read, edit and prepare reports as necessary for in-house dissemination and/or publication;
- Collect and disseminate information related to thematic area, including inputs for donor reports and provide information when requested from various sources;
- Collate background materials and prepare briefing kits for STAIT Director and Team in advance of missions, high-level meetings, briefings or conferences.
- Following established filing and archiving standards and procedures, organize, update and maintain all STAIT-related documents;
- Scan and ensure proper digital filing of all Unit documents that must be retained in support of corporate policies; and
- Prepare information for audit and follow-up/support to the implementation of audit recommendations, as needed.

**4) Promotes knowledge building and knowledge sharing in the relevant area.**

- Prepare reports synthesizing lessons learnt and good practices;
- Contribute to and administer events pertaining to knowledge networks;
- Brief/debrief staff members on issues relating to area of work; and
- Support the development of training, learning materials and activities by developing substantive components.



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IV. Competencies and Selection Criteria	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
In this section list all 5 core competencies as well as the most relevant technical/function competencies the role will require along with the appropriate level. Primary competencies are those integral to the position and are the criteria by which a hiring decision would be made. Secondary competencies are necessary but are not critical to the role.	
<b>Core</b>	
<b>Innovation</b> <i>Ability to make new and useful ideas work</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Leadership</b> <i>Ability to persuade others to follow</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>People Management</b> <i>Ability to improve performance and satisfaction</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Communication</b> <i>Ability to listen, adapt, persuade and transform</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Delivery</b> <i>Ability to get things done</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Technical/Functional</b>	
<b>Primary</b>	
<b>Transformative Agenda</b> <i>Knowledge of the content and purpose of the Transformative Agenda Protocols, the three pillars of the Transformative Agenda (coordination, leadership and accountability, including the humanitarian programme cycle), the Centrality of Protection, and the spirit of the Transformative Agenda, and the ability to apply in strategic and/or practical situations</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Organizational Skills</b> <i>Demonstrated capacities to perform multiple tasks, in multi-cultural environment and dealt with confidential matters</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Office Administration</b> <i>Ability to manage day-to-day office activities (including but not limited to travel management, facilities and asset management, policy and procedures maintenance) to meet operational needs</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Secondary</b>	
<b>Knowledge Management</b> <i>Ability to efficiently handle and share information and knowledge</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Financial Reporting and Analysis</b> <i>Ability to evaluate financial data, derive relevant findings and present them in a meaningful manner</i>	Level 2: Execute & Learn (Perform defined tasks)

V: Recruitment Qualifications	
Education:	Secondary education. University Degree in Business or Public Administration, Economics, Political or Social Sciences is desirable, but it is not a requirement.
Experience:	1. 6 years of progressively responsible administrative or programme experience is required at the national and/or international level.



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	<ol style="list-style-type: none"><li>2. Proficiency in IT software packages (MS Word, Excel, etc.) and advanced knowledge of spreadsheet and database packages, experience in handling of web based management systems is required.</li><li>3. Website content management and experience supporting online multi-media events in real-time is required.</li></ol>
Language Requirements:	Fluency in oral and written English is required. Working knowledge of French or another official UN language would be an asset.
Other:	•





## UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

### I. Position Information

<b>Job Title:</b> Programme Associate	<b>Grade Level:</b> G6
<b>Position Number:</b>	<b>Duty Station:</b> Geneva
<b>Department:</b> UNDP Crisis Response Unit	<b>Family Duty Station as of Date of Issuance:</b> Yes
<b>Reports to:</b> Team Leader, Crisis Interface	<b>Date of Issuance:</b>
<b>Direct Reports:</b> 0	<b>Closing Date:</b>
<b>Position Status:</b> Non-Rotational	<b>Duration and Type of Assignment:</b> More than a year; Fixed Term Appointment
<b>Job Family:</b>	

### II. Job Purpose and Organizational Context

The post is located in the Crisis Interface Team, Crisis Response Unit Geneva, in support of the Senior Transformative Agenda Implementation Team (STAIT) based in Geneva. The Inter-Agency Standing Committee (IASC) Emergency Directors Group (EDG) established the STAIT to support the roll-out of the IASC Transformative Agenda at field-level. The STAIT is an inter-agency team which includes senior NGO and UN colleagues with extensive experience in humanitarian operations. The STAIT provides peer support for country operations, sharing good practice and providing peer support guided by the vision of transforming and supporting a better collective humanitarian response. The STAIT aims to contribute to a 'mindset shift' in the way humanitarian actors work together to enable a more effective, accountable and timely humanitarian response. The STAIT's work focuses on the following main areas:

- Leadership (at all levels including: Humanitarian Coordinators, Humanitarian Country Teams, Inter-Cluster, Clusters, sub-national)
- Coordination
- Humanitarian Programme Cycle with a focus on delivery
- Accountability to Affected People
- Centrality of Protection
- Enabling security management

The Programme Associate reports directly to the Team Leader, Crisis Interface, UNDP Crisis Response Unit, Geneva.

Under the overall guidance and supervision of the Team Leader, the Programme Associate assists in the overall management of administrative services, administers and executes processes and transactions ensuring high quality and accuracy of work and supports programme implementation consistent with UNDP rules and regulations. The Administrative Associate promotes a client, quality and results-oriented approach.

The Programme Associate works in close collaboration with the STAIT project staff as required for implementing STAIT activities, to exchange information, resolve administrative issues, and ensure consistent service delivery. The Programme Associate may also liaise with operations, programme and projects staff in IASC member organisations (UN and NGO), at both HQ and field level, in support of STAIT activities.

### III. Duties and Responsibilities

#### 1) Ensure efficient administrative support to the STAIT.

- Ensure full compliance of administrative activities with UN/UNDP rules, regulations, policies and strategies.
- Coordinate travel arrangements. Performing a Buyer role in Atlas for preparation of POs for travel and other administrative expenses.
- Organize procurement processes including preparation of RFQs, ITBs or RFPs documents, receipt of quotations, bids or proposals, their preliminary evaluation. Preparation of POs.



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<ul style="list-style-type: none"> <li>• Organize meetings, workshops, conferences, retreats</li> <li>• Coordinate DSA, travel agencies, visa requests, and other administrative tasks.</li> <li>• Support human resource processes, such as recruitment of staff and consultants, time and attendance, performance appraisals, separation of staff members, training etc., ensuring consistency in the application of UNDP rules and procedures.</li> <li>• Provide inputs to administrative business processes mapping and implement the internal standard operating procedures (SOPs).</li> </ul>
<p>2) <b>Provide support to proper supply and assets management.</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Coordination of assets management in the STAIT, timely preparation and submission of periodic inventory reports.</li> <li><input type="checkbox"/> Coordination of the provision of reliable and quality office supplies</li> </ul>
<p>3) <b>Provide support for effective administrative and financial control in the office, focusing on achievement of the following results:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain administrative control records such as commitments and expenditures.</li> <li><input type="checkbox"/> Confirm availability of funds prior to review by supervisor; creation of vendor set-up information in Atlas;</li> <li><input type="checkbox"/> Maintain data integrity in the database, control programme; analysis of results and initiation of corrective actions when necessary.</li> <li><input type="checkbox"/> Proper control of supporting documents of funds and activities.</li> <li><input type="checkbox"/> Provide of the information for the audit.</li> <li><input type="checkbox"/> Support the preparation and review of financial proposals/requirements</li> </ul>
<p>4) <b>Support knowledge building and knowledge sharing in the STAIT.</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Train staff on the administrative procedures</li> <li><input type="checkbox"/> Brief/debrief staff members on issues relating to area of work</li> <li><input type="checkbox"/> Provide sound contributions to knowledge networks and communities of practice.</li> </ul>

IV. Competencies and Selection Criteria	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory).
<p>In this section list all 5 core competencies as well as the most relevant technical/function competencies the role will require along with the appropriate level. Primary competencies are those integral to the position and are the criteria by which a hiring decision would be made. Secondary competencies are necessary but are not critical to the role.</p>	
<b>Core</b>	
<b>Innovation</b> <i>Ability to make new and useful ideas work</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Leadership</b> <i>Ability to persuade others to follow</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>People Management</b> <i>Ability to improve performance and satisfaction</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Communication</b> <i>Ability to listen, adapt, persuade and transform</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Delivery</b> <i>Ability to get things done</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Technical/Functional</b>	
<b>Primary</b>	
<b>Transformative Agenda</b>	Level 1: Support (Reliable Replication)



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<i>Knowledge of the content and purpose of the Transformative Agenda Protocols, the three pillars of the Transformative Agenda (coordination, leadership and accountability, including the humanitarian programme cycle), the Centrality of Protection, and the spirit of the Transformative Agenda, and the ability to apply in strategic and/or practical situations</i>	
<b>Office Administration</b> <i>Ability to manage day-to-day office activities (including but not limited to travel management, facilities and asset management, policy and procedures maintenance) to meet operational needs</i>	Level 3: Apply & Adapt (Recognized contributor with demonstrated ability)
<b>Competency Name</b> <i>Competency Definition</i>	Choose an item
<b>Competency Name</b> <i>Competency Definition</i>	Choose an item
<b>Competency Name</b> <i>Competency Definition</i>	Choose an item
<b>Secondary</b>	
<b>Knowledge Management</b> <i>Ability to efficiently handle and share information and knowledge</i>	Level 2: Execute & Learn (Perform defined tasks)
<b>Competency Name</b> <i>Competency Definition</i>	Choose an item
<b>Competency Name</b> <i>Competency Definition</i>	Choose an item

<b>V. Recruitment Qualifications</b>	
Education:	Secondary education. Certification in administration desirable. University Degree in Business or Public Administration desirable, but it is not a requirement.
Experience:	<ol style="list-style-type: none"> <li>1. 6 years of relevant experience in administration or programme support service.</li> <li>2. Proficiency in IT software packages (MS Word, Excel, etc.) and advanced knowledge of spreadsheet and database packages, experience in handling of web based management systems is required.</li> <li>3. Experience using UNDP's ATLAS system and good knowledge of UNDP administrative, procurement and recruitment procedures is required.</li> </ol>
Language Requirements:	Fluency in oral and written English is required. Working knowledge of French is highly desirable.
Other:	•



Project Appraisal Committee - Minutes of meeting held on 24 April 2015

The Project Appraisal Committee (PAC) met in Geneva on 24 April 2015 to discuss the STAIT project proposal.

The PAC was composed of:

- Neil Buhne, Director, UNDP Joint Office in Geneva, BERA
- Jahal de Meritens, Crisis Interface Team Leader, CRU
- Sara Sekkenes, Adviser, Conflict Prevention – Partnerships, Governance and Peacebuilding Cluster, BPPS
- Nancy Bourquin, Finance and Procurement Associate, BERA

The PAC has approved the project on the condition that the elements listed below are addressed in the project proposal:

Strategy:

- Support and empower HCTs... : (after: ... and the humanitarian programme cycle) **STAIT will also engage with/be informed by other coordination bodies and non-humanitarian actors.**

add:


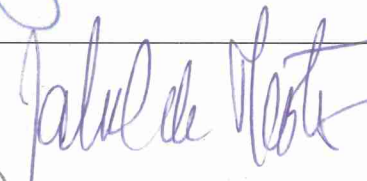
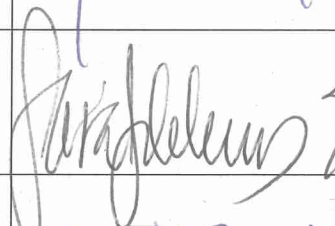

- **STAIT may evolve in time based on a review by the EDG. This can inform WHS discussions, and in turn the WHS outcome – through IASC Principals – can determine or influence the future direction of the STAIT;**

Management arrangements:

- Mention that **STAIT will report regularly to the EDG;**
- **G6 based in UNDP to change to full time (not 50%)** as the project will be very demanding in administrative /operations support (adjust budget accordingly);

Job descriptions:

- Clarify in **Job Descriptions if P4 are leading or supporting** (review language and change 'lead/support ...').

PAC members	Signature & date
Neil Buhne	 4/6/2015
Jahal de Meritens	 4/6/2015
Sara Sekkenes	 4/6/2015
Nancy Bourquin	 4.6.15

