

1 January 2013

Dear IASC colleagues,

Following the agreement to the Transformative Agenda (TA) one year ago, we are pleased to share with you the 'TA Protocols', a set of guidance which all IASC Principals have agreed, and which set the parameters for improved collective action in humanitarian emergencies. The Protocols include the following documents:

1. Concept Paper on 'Empowered Leadership';
2. Humanitarian System-Wide Emergency Activation: definition and procedures;
3. Responding to Level 3 Emergencies: What 'Empowered Leadership' looks like in practice;
4. Reference Module for Cluster Coordination at the Country Level; and
5. Responding to Level 3 Emergencies: The Humanitarian Programme Cycle

You will receive, in the first quarter of 2013, the following documents which will complete the set:

- Concept paper on the Inter-Agency Rapid Response Mechanism;
- Common Framework for Capacity Development for Emergency Preparedness; and
- Operational Framework for Accountability to Affected Populations

These documents set out how all IASC Members will work together better in emergencies through exercising stronger leadership, establishing effective coordination structures and increasing accountability to people affected by disasters. While the focus of the TA has been on massive, 'Level 3' emergencies, most of the TA -- apart from some of the elements related to system-wide activation and empowered leadership -- will generally apply in non-L3 situations.

Please read the guidance carefully, to become well acquainted with the broad thrust of the Transformative Agenda, and to be ready to operationalize the TA. IASC organizations have already taken steps to align their internal procedures with this direction; we are now committed to an inter-agency and integrated field implementation strategy in 2013. Elements of the TA are already being rolled out in various operations, and 2013 will see a more extensive field focus of the TA, including support missions and simulations. A detailed TA dissemination plan will be sent to you in early 2013.

Having focused on our capacity for immediate and effective emergency response in 2012, in 2013 we will now accelerate the roll-out of the Transformative Agenda to all relevant field locations.

We hope that we will not experience a massive emergency in 2013 that will necessitate the use of these protocols, but we are also confident that our collaboration through the Inter-Agency Standing Committee will help us to be fully prepared for any eventuality.

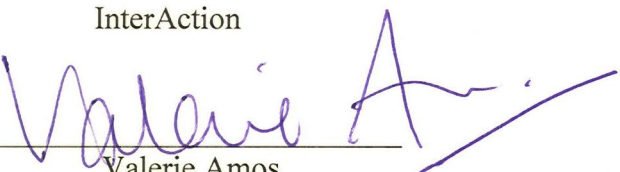
Yours sincerely,

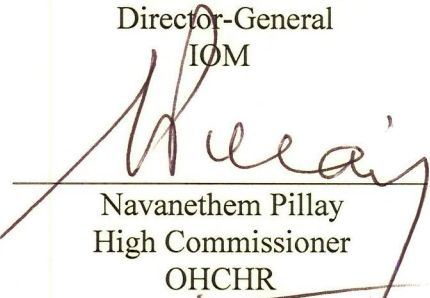


José Graziano da Silva
Director-General
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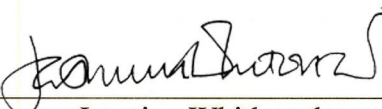
Penny Lawrence
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Sam Worthington
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InterAction

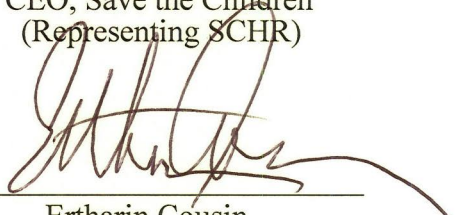
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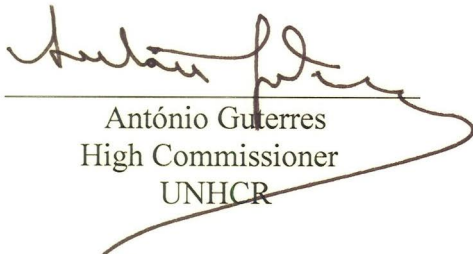
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Helen Clark
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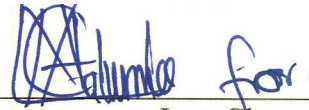
Babatunde Osotimehin
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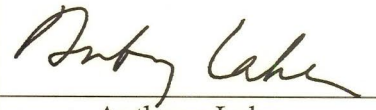
António Guterres
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