

# APPENDICES

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## **APPENDIX 1: TERMS OF REFERENCE**

### **BACKGROUND**

Darfur is considered the worst humanitarian disaster today. The roots of the current crisis date back to many decades and encompass a variety of socio-political and economic elements. The current conflict began in early 2003 when two rebel groups, the Sudan Liberation Army (SLA) and the Justice and Equality Movement (JEM) attacked government military installations in Darfur. Although the region is uniformly Muslim, insurgency was provoked by a sense of economic and political marginalization and long-standing resentment over the government policy supporting militias from the Arab nomadic tribes, at the expense of predominantly African farming communities. To some extent, progress in the peace talks between the government and the Sudan People's Liberation Movement/Army provided a trigger to conflict in Darfur as groups feared they would lose leverage as peace-agreements were reached in the South.

Following a string of rebel victories in the first few months, the conflict shifted from one in which government security forces tried to route out insurgents—to a full scale crisis in which Arab Janjaweed militias, backed by regular forces, engaged in unrestrained attacks on civilian populations thought to be supportive of the insurgency. Attacks led to indiscriminate killings, looting and mass rape. The conflict has been characterized by massive population displacement in Sudan, and a large movement of refugees outside of the country into neighbouring Chad.

The effects of the conflict had started to become widely evident by the middle of 2003. By September, UN agencies had estimated that 500,000 people in Darfur needed humanitarian aid and the refugee numbers in Chad had reached 65,000. In early November, OCHA had warned that Darfur was facing its worst humanitarian crisis since 1988 and that the access to humanitarian workers was non-existent in some cases. By May 2004, the situation had evolved to one of the worst humanitarian crisis ever with the number of IDP estimated at above one million. Initial estimates for death casualties varied between 30 to 50 thousand people including a large proportion of children and women. Women and children are also the prime victims of sexual violence including a large number of reported cases of rapes.

According to OCHA estimates, the total number of IDPs in Darfur as of 1 July was 1,050,506 people, supported by equally vulnerable host communities, totalling approximately 209,915 people. Some 500,748 IDPs were located in West Darfur, 324,215 in North Darfur and 225,493 in South Darfur. In addition, several hundred thousand people were affected by the conflict, although remaining in their places of origin. The total number of conflict-affected people in Darfur therefore was estimated to be no less than two million people (roughly one-third of the population in the Darfur region). The number of refugees in Chad is estimated to be around 190,000, spread over 11 camps, almost half of them children.

UNICEF has a long history (over 40 years) of involvement in Sudan. The current (2002-2006) programme of cooperation between UNICEF and the Government of Sudan (GoS) includes emergency preparedness planning as one of the cross-cutting strategies. All programmes are expected to develop a high degree of emergency preparedness by maintaining plans for rapid response to emergencies and also maintain the capacity for rapid response to emergencies with essential supplies and services. Following this strategy, UNICEF could act quickly to organise preparedness planning, sectoral emergency plans and provide rapid response during emergencies.

UNICEF response to Darfur can be loosely defined as having three phases. The earliest phase was February - October 2003 when UNICEF was able to plan and organise selective but rapid response very early in the crisis. A second phase began in November 2003 when UNICEF created sub-offices in El Fasher and El Geneina. UNICEF already had field presence in Nyala. During this period, the 2004 Project Plan of Action (PPA) allowed more systematic planning for Darfur and a number of activities were implemented as part of the PPA. To facilitate increased levels of programme/field operation, all 3 zonal offices were gradually expanded and strengthened during the period March-June 2004. A third phase covers June-August 2004, when UNICEF involvement was expanded further with the implementation of

the 90 Day Plan (June-August 2004). The 90 Day Plan includes programme targets in the area of health, nutrition, child protection, education and WES.

UNICEF was a collaborator in developing the UN Contingency and Emergency Response Plan and was designated coordination roles in water and sanitation, education, child protection (as a subset of protection) and nutrition as part of the UN 90 Day Plan.

The context of the emergency in Darfur has several other elements relevant for the proposed evaluation:

- the on-going conflict in South Sudan and the recent progress in signing the peace-agreement
- restrictions by the Government for access by the humanitarian agencies/workers to areas affected by the crisis
- the Government of Sudan as the main implementing partner of the humanitarian response in Darfur, even during the emergency phase
- presence/involvement of a large number of UN agencies and bilateral donors in Sudan
- limited NGO presence/capacity in the Darfur region due partly to the remoteness of the region

## PURPOSE OF THE EVALUATION

The main purpose of the evaluation is to strengthen the on-going UNICEF response to the Darfur crisis through a systematic assessment of the experience and performance of UNICEF in planning, organising and managing the early response.

The evaluation will examine the relevance and timeliness of preparedness planning, early intervention, and the 90 Day Plan, as well effectiveness (progress in terms of outcome and/or coverage/output), efficiency (analysis of cost/resources invested in relation to the results achieved), and management and operational support in all three phases. It will also examine issues related to coordination, partnerships and the overall/sectoral leadership/advocacy role of UNICEF in support of child rights in response to the crisis.

The evaluation will generate detailed recommendations to facilitate learning and immediate support to the CO and the 3 zonal offices to address the problems, gaps and constrained identified. In addition, the evaluation will provide lessons and recommendations for CO, RO and HQ for strengthening of preparedness planning and early response for the future.

## SCOPE AND FOCUS

**Timeframe:** The evaluation will cover all three phases of planning and response (February 2003 - August 2004) while taking due account of the restrictions which existed in accessing areas in Darfur until late 2003 and the fact that the first UN appeal was released in September 2003.

**Regular versus emergency programme:** The evaluation will assess only the humanitarian response to the crisis in Darfur but not other aspects of the country programme. In doing so, the evaluation will however, need to consider the linkages and implications with respect to programmatic, managerial and operational (including human resources) issues in the Sudan CO and the country programme, including emergency preparedness planning.

**Organisational:** Although the main focus is on the performance of the Khartoum Office and the 3 zonal offices, the evaluation will involve examination of the roles of the Country, Regional Office (MENARO) and UNICEF HQ<sup>46</sup>, and UNICEF's role in the UNCT<sup>47</sup>.

**Cross-border issues (Chad):** The evaluation will exclude the humanitarian response in Chad but will examine the collaboration between UNICEF offices in Sudan and Chad.

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<sup>46</sup> 'HQ' here refers to Headquarters in New York, Copenhagen and Geneva

<sup>47</sup> but not other aspects of the functioning of the UNCT, which is being covered by a concurrent OCHA evaluation

**Evaluation criteria:** The exercise will entail reference to selected evaluation criteria -- relevance, appropriateness, effectiveness (selected impact/outcome, coverage/output), efficiency (some aspects of cost/resource allocation/use), -- as specified in the evaluation questions below. Within the overall framework established by the CCCs, the evaluation will assess both the process as well as results orientation of UNICEF performance including the application of the human rights-based approaches, humanitarian principles and results-based planning and management but in consideration of the given context and limitations posed by the nature of the Darfur emergency. More specifically, the evaluation will explore the CO experience and performance with regard to some of the basics of HRBAP in emergencies:

- that the CO approached the humanitarian response with attention to broader protection needs (i.e. protection considerations were integrated in programmatic response)
- that the CO was aware of the situation of children's rights in humanitarian crises and documented and reported this appropriately (i.e. maintaining a wider perspective beyond immediate life-saving interventions)
- that the CO advocated on human rights issues which emerged as the crisis unfolded
- that the CO used as a reference the norms of humanitarian law and humanitarian principles
- that the CO took appropriate positions in terms of calling for accountability for those who have committed crimes against children and women, as well as for child-sensitive protocols in any truth and justice-seeking mechanism
- that the CO made efforts to build linkages between emergency response and longer-term development work.

## EVALUATION QUESTIONS

Within the limitations posed by the methodology and the specific context of the Darfur emergency, the evaluation will aim to answer to the following key questions:

### **a) Emergency preparedness planning**

*Preparedness planning and early response planning:*

How well prepared was the country office to organise response to the Darfur crisis? How well developed were the plans and provisions for Darfur emergency (in relation to the UNICEF CCCs in emergencies).

What facilitated or constrained preparedness planning?

How prompt was country office in recognizing the scale of need?

How well did UNICEF liaise with other partners in preparedness planning (i.e., the UN wide contingency plan for Darfur)?

How successful was UNICEF in positioning humanitarian needs for children in Darfur in the UN contingency plan and how complete was the contingency plan with respect to addressing humanitarian needs for children?

How strategic and responsive was UNICEF in organising/supporting timely assessments/surveys to generate information for planning and situation/performance monitoring? Which factors facilitated or constrained this?

**How timely were country office requests to RO/HQ for additional resources? How well did RO/HQ respond to these requests?**

What lessons can be drawn for the future with respect to UNICEF's role and performance in inter-agency preparedness planning for emergencies (in the context of Sudan and elsewhere)?

How appropriate/realistic were the criteria/assumptions used to set the targets for UNICEF humanitarian action in Darfur?

How useful was prior preparedness planning (including the 2004 PPAs) for planning and implementing emergency interventions?

How well did UNICEF's response plan relate to UNICEF CCCs in emergencies (especially the Programme Commitments)?

**How well did the response establish a strategic overview for sectors where UNICEF had lead responsibility?**

How appropriate were the targets set for each sector?

How adequate was the programmatic (use of logical thinking to get intended results) and operational strategy outlined in the Plan to achieve the targets? How adequately did the plan reflect inter-sectoral linkages and synergies?

How did UNICEF's partners view the UNICEF targets and strategies?

What conclusions, lessons and recommendations can be drawn for planning emergency response in general and in planning of humanitarian response for Darfur during the next phase?

### **b) Programme (plan) implementation and performance**

What was the nature and extent of the humanitarian responses in the early phases (including in 2003) and how well did they address the humanitarian needs of children and women?

How well balanced were the sector responses with respect to their focus on service delivery, capacity building and programme communication (behaviour change, social mobilization)?

How adequate was inter-sectoral collaboration in addressing multi-sectoral issues and problems that demand such collaboration?

#### **How well did UNICEF provide sectoral leadership and co-ordination for their lead sectors (WES, education, child protection and nutrition)?**

What were the contributing factors and/or constraints in providing timely response?

#### **Were the targets set for the early response appropriate and achievable? To what extent have the targets set been achieved (for each sector)? Where are the gaps?**

What specific results can be measured or suggested that are attributable to UNICEF's role and response (objectively but also as viewed by UNICEF and its partners)?

What factors most facilitated or constrained timely response or results? How quickly and how well did UNICEF respond to constraints?

What conclusions can be drawn with respect to the actual impact of these interventions in ensuring the right to survival, health, education, development and protection?

How did the UNICEF relationship with the Government affect WES interventions?

How and to what extent was information collected and analysed for monitoring of key outcomes, outputs/coverage and inputs?

How timely, adequate and efficient was the information collection and flow for use in decision-making processes?

How well was the information/monitoring system linked to the users of the information at different level/offices?

What have been the major constraints in information and monitoring systems both for situation monitoring and performance measurement?

What recommendations can be made for strengthening of the information systems and their use?

### **c) Inter-agency and sectoral coordination**

How effective was the coordination within UNICEF during the preparedness planning and response phases at the CO level and zonal office levels but also with the RO and HQ?

What were the major gaps and constraints in coordination?

What has been the experience in working with other agencies, government counterparts, bilateral agencies and NGOs?

What specific role was played by UNICEF in inter-agency coordination (overall and for each sector)?

How well did UNICEF contribute to and benefit from interagency collaboration at all levels?

### **d) Organizing and using human/technical resources**

How appropriate were the CO human resources to planning and responding to the crisis?

How well did the CO anticipate and cover staffing needs in Khartoum office and the 3 zonal offices in support of the humanitarian response? How adequate and balanced was the provision of human resources across sectors and for operations?

How rapid/adequate was the support by the RO/HQ with respect to human resources support? What information was used by RO/HQ to plan for this support?

What external support (RO, consultants) was sought? What were facilitating and constraining factors?

How adequate is the current/proposed staffing for Khartoum office and the zonal offices?

What are specific training needs of the staff in relation to planning, coordination, management and monitoring of emergency response?

#### **e) Resource mobilization**

How well did the CO, RO and HQ mobilize resources?

How adequate and effective was the fundraising strategy and what were the constraining/facilitating factors? How well did UNICEF utilize the CERF and EPF facilities?

What are the areas where funding has been adequate and which areas have experienced major shortfalls? What measures need to be taken to address funding shortfalls?

How well did the CO/RO/HQ roles complement each other? How well did the CO/RO/HQs manage donor relations?

#### **f) Planning and management of finance, supply assistance and logistics**

How well did the CO and the zonal offices anticipate and meet cash and supply needs and logistic requirements?

To what extent did the CO and the zonal offices meet planned implementation schedules of activities?

What were the facilitating or constraining factors?

How well did the CO maintain sound financial management? What adaptations were made to accommodate the humanitarian response?

How well did the offices manage and monitor their input management mechanisms (fund disbursement, cash transactions, supply transactions/transportations etc.)?

How timely were supply deliveries to the end users? What were the major constraints and facilitating factors?

How adequately did the field-offices monitor utilization/maintenance of supplies disbursed?

What has been learned in working with the private sector suppliers (WES sector in particular)? How efficient (cost, speed, community relationships) is the private sector in comparison to working with the government?

How well did UNICEF's procurement systems support the emergency response in Darfur?

#### **g) Office management and operations (including planning/management of the zonal offices)**

What adjustments were made to the CO management structures (CMT, CRC, APC, other) and functions during all three phases of response?

What was the experience in establishing the zonal offices? How systematically planned and managed?

How effective were the new office/management structures in supporting the humanitarian response?

How well did the CO manage the shift to Darfur emergency response in terms of gearing up of operations system with a clear sense of urgency? What were the facilitating and constraining factors?

What specific roles have been played by the HQs and MENARO? What can be said about the adequacy of support provided?

#### **h) Interaction with and support from RO and HQ**

How clearly did CO/RO/HQ establish coordination and information networks?

To what degree were accountabilities and responsibilities clear, complementary and efficient? Where was there overlap or gaps?

How supportive and timely were the MENARO, HQ offices in performing their roles as per the organisational accountabilities and CCCs?

What recommendations can be made for strengthening and efficiency of RO and HQ roles?

How appropriate was the information (written and verbal) provided by UNICEF to donors during the crisis?

What contribution did UNICEF play in the interagency contingency planning and humanitarian needs profile exercises?

### **i) Interaction and communication with UNICEF office in Chad**

To what extent has there been interaction/communication between the two offices on cross-border issues, exchange of ideas and information sharing, timely reporting or other related issues?

What have been the facilitating and constraining factors including any roles of HQ and respective ROs?

What recommendations can be made to further strengthen the communication and collaboration between the two offices?

### **j) Communications with media, donors, partners**

How well was the media used to support advocacy on children's rights during the crisis?

How well was the media used to promote visibility for UNICEF? What was the balance between UNICEF's visibility and actual performance?

How well did UNICEF use the media and advocacy to generate a response from the international community and the Government of Sudan?

How adequate were the communications with the donors and other partners, including the quality of proposals and donor reporting? How well did CO/MENARO/HQ complement each other?

### **k) Planning and management of security**

What was the experience in developing a security plan particularly in determining the needs and provisions for staff (both national and international) security and programme delivery?

To what extent did the CO and field offices comply with the Minimum Operating Security Standards (MOSS) ?

How effective were the security provisions for protecting staff (international and national) and protection of supplies and assets?

What were the facilitating and constraining factors?

### **l) UNICEF-DFID partnership**

What role has DFID played in support (financial or otherwise), influencing and reviewing UNICEF's emergency preparedness and response?

What lessons can be drawn for both UNICEF and DFID from the Darfur experience to improve the institution's partnership in emergency preparedness and response?

What lessons can be drawn from the Darfur experience to inform the wider DFID-UNICEF institutional partnership?

### **m) Key innovations, lessons learned and recommendations**

What are the innovations learned in the area of preparedness planning, early response planning/design, actual response, and management/operations that are of relevance within Sudan or elsewhere?

What lessons can be drawn from the experience so far with respect to preparedness planning, coordination, and other elements covered within the CO of the evaluation?

## **EVALUATION PROCESS AND METHODS**

The evaluation will be based on the following methods:

- Desk review of all secondary information (including plans, policies, programme/sector review papers, studies evaluations, field reports, situation reports) to be made available at the Khartoum office
- Interviews with selected UNICEF staff and external (Govt. NGOs, bilateral agencies, field staff, implementing partners) at the CO, zonal offices and field sites
- Participatory meetings with selected staff in groups (programmes and operations) around Particular themes for in-depth analysis (themes to be identified well in advance to avoid overlaps with the interviews)
- Systematic analysis of constraints, risks, and management functions using tools developed for similar evaluations
- Analysis of costs/expenditures to compare the cost (per unit) for various options used (supply in particular), resource allocations/distributions across sectors and to identify major gaps and imbalances

- Field visits to selected sites and to zonal offices for observing the situation and for gathering first-hand information for the evaluation (instrument/list of questions to be developed)
- Consultation with IDPs
- In-depth consultations with selected staff/external experts to develop solutions to problems identified
- Interviews with selected key informants in MENARO, HQ, Supply Division, and Khartoum representatives of UN and donor agencies

Lessons learned workshop will be held in the first week of November in Khartoum where provisional findings and early recommendations will be discussed<sup>48</sup>. These discussions will serve to refine the evaluation analysis.

A schedule of key informants will be agreed with the Evaluation Team at the outset of the evaluation and will cover Khartoum (UNICEF staff, NGOs, UN agencies, government officials); Field (selected locations in West, South and North Darfur); HQ (New York, Geneva, and Copenhagen); MENARO; DFID Khartoum and London. (The list of informants may be modified as the evaluation proceeds, within the constraints of time and cost).

Two members of the evaluation team will travel to Amman in the first week of the evaluation. The team leader and DFID consultant will travel to New York for 2 days consultations after the Sudan phase of the evaluation. Key informants from New York, DFID London, Geneva and Copenhagen will be interviewed in person in Khartoum ahead of the lessons learned workshop in the first week of November. Other informants will be interviewed by phone.

## **EVALUATION REPORT**

The evaluation team will have editorial control over the content of the draft and final reports<sup>49</sup>. The final report will conform to UNICEF's evaluation reporting standards, a copy of which will be provided to the evaluation team leader.

The evaluation report will provide findings, lessons learned and recommendations for strengthening of planning and response during the on-going response phase and for the future, including, amongst others:

- improving the practicality and usefulness of EPRP and actual planning
- human resource and technical support
- financial management
- external relations, media and communications
- operational support including supplies and financial management
- coordination within UNICEF and with partners including NGOs and UN agencies
- future UNICEF-DFID partnership in emergency preparedness and response

Recommendations should have immediate relevance for strengthening UNICEF response (with partners) to the crisis in Darfur, as well as for UNICEF's longer-term planning of and response to emergency situations.

## **UTILIZATION OF THE EVALUATION REPORT**

The lessons and recommendations from the evaluation will be used to improve planning and response to emergency situations within Sudan and elsewhere.

Following a presentation of findings and the completion of the final report, UNICEF will respond to the evaluation findings, stating which evaluation findings it accepts or rejects, with reasons, and the actions to be taken in response to the evaluation findings and recommendations, with designation of responsibilities and time scales.

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<sup>48</sup> In addition to UNICEF Sudan staff, this workshop will be attended by representatives from UNICEF HQ, DFID, and the European Commission and US missions in Khartoum

<sup>49</sup> The final report may be edited and formatted for UNICEF house style before its publication

The executive summary of the evaluation will be disseminated widely through UNICEF HQ and regional networks.

## MANAGEMENT

**Focal Points and Support.** Khartoum office will designate 3 focal points for the evaluation - one each from planning, programmes and operations. Khartoum office will also designate a full-time project assistant in support of the evaluation. In addition, the 3 zonal offices in Darfur will each designate a focal point for the evaluation that will facilitate field visits, interviews and logistic support. MENARO, Khartoum Office and the HQs will make available planning documents, CAPs, SITREPS and other relevant information for the desk review.

**Evaluation Team** The evaluation team leader will manage the evaluation team, assigning tasks as necessary and drawing together the draft and final reports. During the evaluation exercise, the team members will be accountable to the team leader.

**Supervision.** The MENARO Regional M&E Advisor, in consultation with the Senior Programme Coordinator, Khartoum CO, will be supervise the evaluation team, resolving logistical and practical issues, and dealing with consultancy contracts and payments.

**Issues Arising.** A group comprising MENARO Regional M&E Advisor; MENARO Regional Emergency Advisor; Senior Evaluation Officer, Evaluation Office; Deputy Director, EMOPS; Programme Officer, Humanitarian Affairs Unit; and a representative of DFID-CHAD will provide guidance on any substantive issues arising during the evaluation and help to resolve any difficulties in the execution of the evaluation.

**Follow-Up.** A reference group, led by the Director of EMOPS, will attend the presentation of the evaluation findings, comment on the draft report, and devise the management response, and supervise the follow-up to the evaluation.

## TEAM COMPOSITION

The evaluation will be conducted by a team of 4 evaluators; 2 external, 1 DFID expert and 1 UNICEF expert (current or former staff member familiar with UNICEF's work). The 2 external evaluators will be selected in consultation among the Sudan CO, NYHQ and MENARO.

## TIME-PLAN

The evaluation is planned to be conducted from mid-October to end-November 2004. A detailed work-plan will be agreed with the Regional M&E Advisor and division of responsibilities among the 4 evaluators will be undertaken during the week prior to the evaluation and finalized by 15 October.<sup>50</sup> The following is a tentative calendar:

Desk review/interviews in Khartoum and Amman	14 Oct - 19 Oct
Visits to the 3 zonal offices (and interviews)	20 Oct - 30 Oct
Further interviews in Khartoum	31 Oct - 02 Nov
Lessons learned workshop	03 Nov- 04 Nov
Report drafting (whole team)	05 Nov - 07 Nov
Team leader plus DFID team member visit New York	10 Nov - 11 Nov
Draft report	by Nov 14
Presentation, Copenhagen or Geneva	tba <sup>51</sup>
Final report	by end November
Management response	by end December

<sup>50</sup> The team will agree on a work arrangement to share work responsibilities to get the evaluation completed efficiently and in time.

<sup>51</sup> To be determined. It may be feasible for the presentation to be made during/after the mid-November PBR meeting in Copenhagen where UNICEF directors will already be in attendance. Otherwise the presentation will be made in Geneva or New York. The presentation will be attended by DFID.

## **FINANCIAL RESOURCES**

The UNICEF financial resources required for this evaluation (all costs other than DFID costs) based on the TOR are estimated at \$60,000.



## APPENDIX 2: ITINERARY

14/10	Arrival in Khartoum	
15/10	Meetings	
16/10	Meetings	
15/10	Meetings	
17/10	Meetings	
20/10	Departure to Nyala	
21/10	Field work in and around Nyala	
22/10	Field work in and around Nyala	
23/20	Departure for El Geneina	
24/20	Field work in and around El Genuine	
25/10	Field work in and around El Geneina	
26/10	Team 1 Departure to El Fashir	Team 2 Return to Khartoum
27/10	Team 1: Field work in and around El Fashir	Team 2: Travel ton Amman and meetings with RO
28/10	Team 1: Field work in and around El Fashir	Team 2: Meetings with RO
	(Team leader return to France for 2 days for family reasons)	
29/10	Team 1 and 2 return to Khartoum	
30/10	The whole team starts preparation of the workshop	
31/10	Additional meetings in Khartoum	
01/11	Additional meetings in Khartoum	Work on the draft
02/11	Additional meetings in Khartoum	Work on the draft
03/11	Lessons learning Workshop Day 1	
04/11	Lessons learning workshop Day 2	
05/11	Work on the Draft	
06/11	Presentation of the findings of the Evaluation team at the Donors Meeting	
07/11	Travel to Paris	
08/11	Travel to New York	
09/11	Meetings at UNCEF New York	
10/11	Meetings at UNICEF NY HQ	
11/11	Return to base	
12/11	Preparation of the Evaluation team report	
13/11	Preparation of the Evaluation team report	
14/11	Preparation of the Evaluation team report	
15/11	Send Draft 1 of the Evaluation team report to UNICEF HQ, CO	
16/11	Preparation of Geneva Workshop	
18/11	Preparation of Geneva Workshop	
19/11	Geneva Workshop	



### APPENDIX 3: LIST OF PEOPLE CONSULTED

UN Agencies	INGOs	Local NGOs	GOS counterpart	Donors	UNICEF CO
<b>Khartoum:</b> UNOCHA Ramesh	<b>Khartoum:</b> ICRC Head of Delegation	<b>Nyala:</b> SPCR	<b>Khartoum:</b> HAC Commissioner Hassabo Mohamed Abdel Rahman	DFID Matt Baugh Tania Kelly Rob Holden	Health Section: Roberto & team
WHO –Dr. Guido Sabatinelli	Solidarités: Magali Barbier	<b>EIFasher:</b> <b>SRC</b>	Ministry of Health: Deputy DG	ECHO- Ivo Freijisen	Education Section: Mette & team
WFP- Ramiro de Silva & Bradley	<b>Nyala:</b> MSF-H IRC		<b>WES DG.</b> Mohamed Elhassan Amar, and Eissa	USAID- DART- Kate Farnsworth	RPPB Section: Adele
UN Resident Coordinator Manuel Aranda da Silva	<b>EIGeneina:</b> Concern		Ministry of Education	Dutch Ambassador	WES Section: Hilal & team
UNJLCDouglas	OXFAM		<b>Nyala:</b> State Ministry of Education	Canadian Chargé d’Affaire	C&A Section: Paula & team
UNSECOORD Roger Arsambeau	InterSOS		State Ministry of Health	M. Le Dain; Head of Cooperation Dept. French Embassy	
<b>Nyala:</b> OCHA	Tear Fund		<b>EIGeneina:</b> HAC		HR: James & Rose
WHO	SCF-US		SMoE		

#### Field level

UN Agencies	INGOs	Local NGOs	GOS counterpart	Donors	UNICEF CO
WFP	ICRC		SMoH		Supply &Log. Matloob & team
UNJLC	<b>EIFasher:</b> OXFAM		<b>EIFasher:</b> SMoE		Planning Section: Saeed & team
<b>EIGeneina:</b> OCHA	GOAL		SMoH		Admin & Finance: James & team
WFP	IRC		WES		Ali Abuelgasim: RPO Nyala up to June 2004
<b>EIFasher:</b> OCHA	SC-S/UK				Anna Riatti RPO EIFasher Feb-Oct
					UNICEF MENA Operations Officer



### APPENDIX 3: BIBLIOGRAPHY

Sector	Document
Political	Conflict in Darfur: a different perspective , June 2004, Dr James Morton, HTSPE
	How did civil war break out in Darfur; Conflict analysis tool N°4; D. Polloni; UNDP/ Nairobi
	Sudan: Ethnic cleansing in Darfur, Note from the UNHC, 22 March 2004
	Dying in Darfur: can ethnic cleansing in Sudan be stopped; Samantha Power; The New York Time
Health and Nutrition	Trip Report W.Darfur DATES: 05/6/04 – 22/6/04 Hand over notes and update in Health Intervention in West Darfur, June-September 2004
	Trip Report N. Darfur Dates:15/09-17/09/2004
	Trip Report N.Darfur Dates: 13/03/04 – 16/03/04
	Trip Report S.Darfur Dates: 08/7/04 - 22/7/04
	Trip Report W.Darfur DATES: 10/404 – 06/5/04
	Monitoring report id Health Facilities June/July/August/September 2004
	Manual for the management of TFC; Y. Greleti; M. Goldwin, UNICEF/ MoH
	Manual for the management f SFC; Y. Greleti; M. Goldwin, UNICEF/ MoH
	Darfur Operational Update-The 90-Day plan
	Darfur Humanitarian Response -Nutrition Sector Report, Khartoum, July 2004 Morbidity and Mortality Weekly, Bulletin WMMB, Epidemiological week N°40
	Darfur Humanitarian Response -Nutrition Sector Report Khartoum, Sudan , August 2004
WFP/FAO/UNICEF Nutrition and Food security Survey ; Khartoum; October 2004	
Communication & Advocacy	UNICEF Press Releases related to Darfur Crisis; 2003 and 2004 Statements of Carol Bellami; UNICEF Executive Director: December 2003, February and June 2004.
	List of NatCom and Donor Visits supported by C&A Section
	Background and Briefing Documents; UNICEF-Sudan. Darfur Humanitarian Crisis October 2004
	Darfur Humanitarian Crisis Communication Strategy and 120 day Plan
	Darfur Emergency Communication Response List to Media, National Committees and VIPs, Nyala - September 2004
	Darfur Emergency Communication Response List to Incoming Media and National Committees April-Aug. 2004
	Interviews done on the ground by UNICEF staff in Darfur James Elder, Darfur Emergency Communication Officer (June 2004
	Darfur Emergency Communication Response List to Media, Nat Com and VIPs (Khartoum) 09/2004
	Newsdesk Nyala – Activities related to media and natcom visits 15 – 22 September 2004
RCPPB	Strengthening the Protection of Refugees and Internally Displaced Persons. Inter UN agency Code of Conduct Guidelines for HR based approach to programming. Guidance on IDP Protection in Darfur (draft may 13, 2004). Child Protection rapid assessments reports. Child protection sector: 120 days plan. Trip report to Nyala and Geneina, 16-26 June 2004. UNICEF child protection in Darfur paper. Protection of civilians: a strategy for Darfur. Improved protection of children from violence, abuse, and exploitation and discrimination paper.

	<p>Darfur Humanitarian Response- Child Protection Sector Report August 2004.  Child protection overview: South Darfur.  Coordination with Chad papers.  Protection matrix: North Darfur.  Minutes on the child protection coordination meetings in Darfur (West and North).  AU Peace and Security Council 17<sup>th</sup> meeting communiqué of Oct. 20<sup>th</sup>, 2004.  IASC report of the task force on the protection from SEA in Humanitarian crisis, June 2002.</p>
Education	<p>Darfur Humanitarian Response- Education Sector Report, August 2004.  Sitreps from Darfurs.  Guidelines for teachers training.</p>
WES	<p>Correspondence between CO and DFID re drilling rig, mosquito nets and surge capacity  Darfur Humanitarian Response- Draft WES Sector Report July 2004  Darfur Humanitarian Response- Draft WES Sector Report August 2004  WES Section 90 Day Plan  WES Section 120-Day Plan  Field Visit to Darfur States for monitoring and re-view of WES interventions in response to Darfur initiative (Vanessa Tobin)  Darfur UNICEF WES Staff Planning and Organisation Oct 2004 – August 2005 (Melvin Tebbutt)  WES Emergency Resource Kit CD-Rom  WES Oral Report to Executive Board 17 Sept 2003  WES Strategies in Water and Environmental Sanitation  UNICEF WES Emergency Preparedness and Response Plan of Action 2004-2005</p>
Planning, Monitoring & Evaluation Human and financial Resources	<p>UN Darfur Initiative  Report on trip to Darfur Internal Note (Juliana Lindsay)  UN interagency Contingency Plan  Notes of Planning Retreat for 90 Day Plan  90-Day Plan (and Review of 90 Day Plan)  Notes of Darfur planning Meeting 12-13 September 2004  120-Day Plan  Planning, Monitoring and Evaluation Section Briefing note, October 2002.  Monitoring checklist for Health Facilities of Darfur  Zonal sitrep form  Sitrep and trip visit forms.  ToR of CO and FOs staff.  CO Org Chart as of Sept. 2003 and July 2004.  Overviews of UNICEF in South, North and West Darfur.  RTR UNICEF Liberia  UNICEF Evaluation of Iraq</p>
Human resources	<p>CO HR Unit Monthly Staff Tracking  Email Traffic CO-RO-NY HQ  Heffnick Study on Rapid Deployment of Suitable Human Resources for Emergencies, July 2004  Written Feedback from DHR  DHR staff tracking data</p>
Global UNICEF	<p>UNICEF Evaluation Report Standards  Technical notes: special considerations for programming in unstable situations.  CCC in emergencies, 17 March 2000, January, June and August 2004 revised versions.  “The Martigny Project for UNICEF’s agile response to chronic instability and change” paper of 1999 Children Affected by Armed Conflict- UNICEF Action.  Evaluation of UNICEF/ECHO drought response in Darfur &amp; S.Kordofan  Strengthening the protection of Refugees and IDP; Statement by Nils Kastberg, DOEP; UNICEF NY HQ</p>

	<p>Programme Process Course  Strengthening UNICEF Programming as it Applies to Humanitarian Response  (Progress Report Jan-Oct 2004)  Email traffic between MENARO and CO</p>
Inter agency coordination	<p>Correspondence between UNICEF and DFID (letters from Bellamy to Benn as well as email traffic)  Draft record of the UNCT meetings (from 2 July 2003 to 10 August 2004)  Darfur SITREPS  Sudan Assistance Bulletins (SAB)  OCHA Funding overview for the Darfur crisis, 27.09.2004</p>
	<p>Emergency Preparedness and Response Plan For Year 2002  Country Programme of Co-operation 2002 – 2006</p>
	<p>Darfur Humanitarian Action Plan 2003 (Oct.)  Urgent Call to Donors for War Affected children in Darfur Jun-Dec</p>
	<p>90-Day Humanitarian Action Plan for Darfur</p>
	<p>2003 PPAs</p>
	<p>Humanitarian Profiles N°1; 2, 3, 4, 5, 6</p>
	<p>Briefing on the Greater Darfur Region, Office of the UNHC; 30 November 2003</p>
	<p>OCHA Darfur crisis real-time evaluation first working paper for the UN country team.  Real time evaluation of UNHCR's response to the emergency in Chad.  Sudan Assistance Bulletins (SAB)</p>
	<p>Protection of Civilians: A strategy for Darfur; OCHA; October 2004</p>



## APPENDIX 5: FINANCIAL CONTRIBUTIONS

### DARFUR FUNDING (1 September 2003 - 31 October 2004)

PBA Ref	Issue Date	Donor	Darfur Total	Cum. Darfur Total	Darfur H&NI	Darfur R&S	Darfur WES	Darfur Educ	Darfur Chld Prot	Darfur Other	Darfur Total	Funds for Other Areas	Cum. Funds for Other Areas	Special Funds for Immun.	Total Contribution
SM/03/0438 Amdmt 1	16/9/03	OFDA		0							0	125000	125000		125000
SM/03/0566	22/9/03	OFDA	250000	250000	141667	25000	83333				250000	250000	375000		500000
SM/03/3236	23/9/03	Dutch NC		250000							0	128411	503411		128411
SM/03/0576	10/3/03	Italy		250000							0	954448	1457859		954448
GP/03/8077	13/10/03	Thematic		250000							0	160000	1617859		160000
SC/03/0616	20/10/03	CDC		250000							0		1617859	330224	330224
SC/03/0422 Amdmt 1	20/10/03	CDC		250000							0		1617859	329174	329174
SC/03/0609	23/10/03	Switzerland		250000							0	25000	1642859		25000
SC/03/9901	12/3/03	Thematic		250000							0	325000	1967859		325000
SM/03/9906-10	19/12/03	Norway	436681	686681			71179	365502			436681		1967859		436681
SM/03/0684	22/12/03	Ireland	712589	1399270	391893		320696				712589		1967859		712589
SC/03/0782	15/1/04	CDC		1399270							0		1967859	36721	36721
SC/03/0782 Amdmt 1	15/1/04	CDC		1399270							0		1967859	54002	54002
SM/03/0850	27/1/04	Switzerland		1399270							0	153846	2121705		153846
SC/04/0036	20/2/04	CDC		1399270							0		2121705	157614	157614
SC/04/0042	20/2/04	CDC		1399270							0		2121705	540015	540015
SM/04/0054	25/2/04	DFID	1818180	3217450	481818	209090	963638		163634		1818180		2121705		1818180
SM/04/0069	3/5/04	Canada	375940	3593390				375940			375940		2121705		375940
SM/04/0075	3/8/04	Netherlands		3593390							0	720000	2841705		720000
SM/04/0097	3/10/04	DFID		3593390							0	1492536	4334241		1492536
SM/04/0099	3/10/04	DFID		3593390							0	1492536	5826777		1492536
SC/03/0193	15/3/04	CIDA		3593390							0		5826777	226146	226146
SM/04/0156	31/3/04	OFDA	724830	4318220	294392	55756	374681				724830		5826777		724830
SM/04/0166	31/3/04	Finland		4318220							0	199005	6025782		199005
SC/01/3272 Amdmt 2	16/4/04	US NC		4318220							0		6025782	172689	172689
SC/03/9901-31	5/6/04	US NC		4318220							0	38096	6063878		38096

PBA Ref	Issue Date	Donor	Darfur Total	Cum. Darfur Total	Darfur H&NI	Darfur R&S	Darfur WES	Darfur Educ	Darfur Chld Prot	Darfur Other	Darfur Total	Funds for Other Areas	Cum. Funds for Other Areas	Special Funds for Immun.	Total Contribution
SM/03/9906-20	5/7/04	Norway		4318220							0	540352	6604230		540352
SM/04/0242	26/5/04	ECHO	495438	4813658	219496		275942				495438	990877	7595107		1486315
SM/04/0054 Amdmt 1	6/2/04	DFID	2654865	7468523	796460		1858406				2654865		7595107		2654865
SM/04/0262	6/2/04	CIDA	729930	8198453		729930					729930		7595107		729930
SM/03/9906-20	6/9/04	Sweden		8198453							0	1108650	8703757		1108650
SM/04/3128	6/10/04	UK NC	132743	8331196				132743			132743		8703757		132743
SM/04/3129	6/10/04	Dutch NC	296208	8627404	296208						296208		8703757		296208
SM/04/0288	17/6/04	Netherlands	555000	9182404			555000				555000		8703757		555000
SM/04/3135	17/6/04	US NC	500000	9682404	500000						500000		8703757		500000
SM/04/0287	17/6/04	Italy	735294	10417698	490852			244442			735294		8703757		735294
SM/04/0296	17/6/04	Norway	12537	10430235	12537						12537		8703757		12537
SM/04/3150	21/6/04	Italian NC	122549	10552784	122549						122549		8703757		122549
SM/04/0301	7/1/04	Norway	15671	10568455						15671	15671		8703757		15671
SM/03/9906-20 Amdmt 2	7/1/04	Norway	837113	11405568			499242	337871			837113		8703757		837113
SM/04/3175	7/1/04	Belgium NC	61274	11466842			61274				61274		8703757		61274
SM/04/3176	7/1/04	UK NC	45872	11512714				45872			45872		8703757		45872
SM/04/3183	7/6/04	German NC		11512714							0	556877	9260634		556877
SM/04/3184	7/6/04	German NC	1230695	12743409	448718			781977			1230695		9260634		1230695
SM/04/0346	20/7/04	ECHO	2436060	15179469		2436060					2436060		9260634		2436060
SM/04/0156 Amdmt 1	20/7/04	OFDA	850000	16029469	850000						850000		9260634		850000
SM/04/0335	20/7/04	Denmark	818350	16847819	253453		438171		126726		818350		9260634		818350
SM/04/0337	21/7/04	Finland	487212	17335031			487212				487212		9260634		487212
SM/04/0357	8/2/04	Germany	365409	17700440		365409					365409		9260634		365409
SC/04/0380	8/11/04	CDC		17700440							0		9260634	916551	916551
SM/04/0288 Amdmt 1	8/12/04	Netherlands	1111000	18811440			1111000				1111000		9260634		1111000
SM/04/0383	17/8/04	CIDA	522389	19333829	522389						522389		9260634		522389
Sm/04/9906-20 Amdmt 3	18/8/04	Sweden	1246369	20580198			1246369				1246369		9260634		1246369
SM/04/0373	19/8/04	UN Found		20580198							0		9260634	1682462	1682462
Sm/04/0390	23/8/04	Ireland	601685	21181883	574327	27358					601685		9260634		601685

PBA Ref	Issue Date	Donor	Darfur Total	Cum. Darfur Total	Darfur H&NI	Darfur R&S	Darfur WES	Darfur Educ	Darfur Chld Prot	Darfur Other	Darfur Total	Funds for Other Areas	Cum. Funds for Other Areas	Special Funds for Immun.	Total Contribution
SM/04/0400	23/8/04	AusAid	2430540	23612423	475098	106099	1849343				2430540		9260634		2430540
XI/04/7517	25/8/04	Japan		23612423							0	274251	9534885		274251
SM/04/3264	25/8/04	German NC	527976	24140399	168608		359368				527976		9534885		527976
SM/03/9906-20 Amdmt 4	25/8/04	US NC	1108594	25248993	184766			923828			1108594		9534885		1108594
SM/03/9906-20 Amdmt 5	25/8/04	Swedish NC	62168	25311161					62168		62168		9534885		62168
SM/04/0352	26/8/04	Oman School	2865	25314026					2865		2865		9534885		2865
SM/04/3259	27/8/04	Spanish NC	78219	25392245				78219			78219		9534885		78219
SM/04/3257	27/8/04	UK NC	272232	25664477	272232						272232		9534885		272232
SM/04/3258	27/8/04	Dutch NC	401950	26066427		401950					401950		9534885		401950
SM/04/0387	30/8/04	Japan	1000000	27066427	1000000						1000000	2777390	12312275		3777390
SM/04/0166 Amdmt 1	9/2/04	Finland		27066427							0	111383	12423658		111383
SC/04/0443	9/3/04	CDC		27066427							0		12423658	1431964	1431964
SM/04/3257 Amdmt 1	9/8/04	UK NC	254483	27320910				254483			254483		12423658		254483
Sm/04/0156 Amdmt 2	9/10/04	OFDA	3000000	30320910	2504448		495552				3000000		12423658		3000000
SM/04/0451	16/9/04	Germany	1203370	31524280		1203370					1203370		12423658		1203370
SC/04/0453	16/9/04	CDC		31524280							0		12423658	36631	36631
SM/03/9906-20 Amdmt 6	23/9/04	Australian NC	142252	31666532					142252		142252		12423658		142252
SM/04/3302	27/9/04	German NC	722022	32388554			722022				722022		12423658		722022
SM/04/3309	10/6/04	Danish NC	194172	32582726					194172		194172		12423658		194172
SM/04/0493	10/6/04	DFID		32582726							0	1968163	14391821		1968163
SM/03/9906-20 Amdmt 7	10/12/04	Canadian NC	218107	32800833					218107		218107		14391821		218107
SM/04/0520	21/10/04	OFDA	2000000	34800833	769231		717949		512821		2000000		14391821		2000000
SC/04/0528	26/10/04	Canada		34800833							0		14391821	271371	271371
SM/04/3337	29/10/04	French NC	307882	35108715			307882				307882		14391821		307882
SM/04/3336	29/10/04	Dutch NC	369459	35478174	369459						369459		14391821		369459
SM/03/9906 Amdmt 8	11/3/04	Norway NC	96924	35575098	NA						0		14391821		96924
SM/04/3345	11/5/04	Dutch NC	1182269	36757367				709361	472908		1182269		14391821		1182269
SM/03/9906 Amdmt 9	11/10/04	Australian NC	121653	36879020	NA						0		14391821		121653

PBA Ref	Issue Date	Donor	Darfur Total	Cum. Darfur Total	Darfur H&NI	Darfur R&S	Darfur WES	Darfur Educ	Darfur Chld Prot	Darfur Other	Darfur Total	Funds for Other Areas	Cum. Funds for Other Areas	Special Funds for Immun.	Total Contribution
SM/03/9906 Amdmt 10	11/11/04	Swedish NC	73675	36952695	NA						0		14391821		73675
SM/04/3199	11/11/04	German NC		36952695							0	436551	14828372		436551
SM/04/0075 Amdmt 1	16/11/04	Netherlands	1222000	38174695			1092814		129186		1222000	1222000	16050372		2444000
SM/04/0597	19/11/04	Japan	2500841	40675536	694611		1806230				2500841		16050372		2500841
SC/04/0620	30/11/04	Netherlands		40675536							0		16050372	253390	253390
SI/04/0602	12/8/04	CDC		40675536							0		16050372	573498	573498
SM/03/9906 Amdmt 11	13/12/04	Japan NC	4196515	44872051	NA						0		16050372		4196515
SM/04/3150 Amdmt 1	13/12/04	Italian NC	608656	45480707	608656						608656		16050372		608656
SM/04/3366	13/12/04	Dutch NC	311704	45792411			311704				311704		16050372		311704
SM/04/0628	15/12/04	DFID	3513757	49306168		3513757					3513757		16050372		3513757
SM/04/0626	15/12/04	France	184730	49490898				184730			184730		16050372		184730
SM/04/3309 Amdmt 1	16/12/04	Danish NC	62388	49553286					62388		62388		16050372		62388
SM/04/3372	17/12/04	French NC	865088	50418374			865088				865088		16050372		865088
SM/04/0653	17/12/04	Netherlands	950000	51368374					950000		950000		16050372		950000
SM/04/0655	17/12/04	Netherlands		51368374							0	1500000	17550372		1500000
SM/04/0656	17/12/04	Netherlands		51368374							0	3705	17554077		3705
SM/04/9906-20 Amdmt 12	17/12/04	Slovenia NC	204731	51573105	NA						0		17554077		204731
SI/04/0639	20/12/04	Rotary		51573105							0		17554077	250000	250000
SM/03/9906-20 Amdt 13	22/12/04	US NC	619060	52192165	NA						0		17554077		619060
SC/04/0669	27/12/04	CDC		52192165							0		17554077	211810	211810
SM/04/0704	28/12/04	ECHO	663130	52855295	663130						663130		17554077		663130
			52855295									17554077		7474262	77883634

## APPENDIX 6: EXECUTIVE DIRECTIVE

### EXECUTIVE DIRECTIVE ON THE 'CORPORATE TRIGGER' FROM UNICEF EXECUTIVE DIRECTOR

Executive Summary

Document Text:

To: Regional Directors/Deputy Regional Directors  
Representatives/Assistant Representatives  
Directors Tokyo, Copenhagen, Florence, Brussels  
Directors/Deputy Directors, Section Chiefs, New York Headquarters

From: Carol Bellamy, Executive Director

Subject: UNICEF's Core Commitments for Children in Emergencies

I am pleased to circulate this Executive Directive outlining the: (a) revised Core Commitments for Children in Emergencies, (b) change in policy on ceilings for reprogramming of RR for emergencies by Representatives, and (c) organisational policies for prioritization of supply operations, fundraising and staff deployment in emergencies.

As you are aware, UNICEF held a Global Consultation on Emergencies in Copenhagen in April 2003. A major recommendation of the Consultation was the need to update UNICEF's Core Commitments for Children in Emergencies (CCCs). The rationale for the revision was to:

- enhance the timeliness and effectiveness of UNICEF response;
- enhance the predictability of UNICEF response, especially at the initial stages of a crisis;
- improve and put in place the operational systems, and
- Reinforce the link between UNICEF's response to crises and the Organization's global mandate to promote and help ensure the fulfilment of the rights of children and women.

This process entailed a clarification of UNICEF's role in protection and assistance to children and women, and a clear distinction between life-saving interventions that should be carried out immediately, within the first six to eight weeks of any crisis, and the broader spectrum of essential activities that may be added, once an initial response is well established. Although this distinction is most clear for sudden onset emergencies, the logic of the CCCs should apply to all humanitarian crises; focus first on those interventions proven to be essential for immediate survival and protection.

The development of the CCCs also responded to a demand, from within the organization and from our national and international partners, to articulate more clearly our focus at the onset of an emergency as a reliable, dependable and effective humanitarian organization.

It was further agreed that the term CCCs would be modified to be UNICEF's Core Commitments for Children in Emergencies, emphasizing the focus of our mandate to include natural disasters, as well as conflict and other crisis situations.

The availability of financial resources is critical. In order to enhance our initial response to emergencies, the level of authorization of the Representative to re-programme funds has been increased as follows:

- Where the Country Programme's annual RR allotment is \$2 million or more, the Representative is authorized to re-programme up to \$200,000 of supplies and funds.
- Where the Country Programme's annual RR allotment is less than \$2 million, the Representative is authorized to re-programme up to \$150,000 of supplies and funds.
- An immediate allocation of funds and supplies from reprogrammed sources is the first measure to be taken in responding to an emergency situation. Such a reprogramming must be agreed with the Government, but does not require the approval of headquarters. This guideline replaces that issued in CF/PD/PFO/2000-02. Country offices experiencing a crisis where the funding

requirements exceed this reprogrammed amount should issue a “pitch document” within 48 hours, based on an approval from EMOPS, the Regional office and PFO. Additional urgent resources may be available from the Emergency Programme Fund (EPF), a reimbursable fund managed by EMOPS and Programme Division.

- For large-scale emergencies where reimbursement is certain (high donor commitment) the UN Central Emergency Revolving Fund (CERF) may also be a source of rapid financial support. Country offices will also participate in UN Consolidated Appeals (CAP) for emergency resource mobilization.

Certain emergencies require support from throughout the organization. In these cases, the Deputy Executive Director will trigger the organization-wide response. This means giving that emergency:

- first priority for supply procurement and delivery from Supply Division;
- first priority for emergency fundraising through the Programme Funding Office, the Geneva Regional Office, National Committees and other divisions/offices
- Immediate deployment of staff, as and when required, with authority to mobilize staff from any duty station.

The organization will take all necessary measures to find the resources to support the country office. In relation to staff deployment it is incumbent for representatives from other country offices to release staff to support that emergency when requested. Initially the corporate trigger is for 90 days, and expires after that time period, unless extended by the Executive Director/Deputy Executive Director.

In other emergencies that requires large-scale but not an organization-wide response, the Director of EMOPS will liaise with Regional Directors, Supply Division and other relevant divisions to trigger timely response by the necessary UNICEF offices and Divisions.