EMOPS 2014 Annual Report

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Part 1: Overview

1.1. Executive Summary

UNICEF’s Office of Emergency Programmes (EMOPS) supported the response to 78 humanitarian situations in 56 countries in 2014, including six Level 3 emergencies that required an organization-wide response: the crises in Syria and the sub-region; the conflicts in Central African Republic and South Sudan; the continued response to Typhoon Haiyan in the Philippines; the escalating crisis in Iraq; and Ebola-affected countries in West Africa. EMOPS also led organization-wide efforts to strengthen its systems and capacity to respond to an increasing humanitarian caseload, resulting in organization changes addressing staff mobility, modalities to ensure effectiveness in humanitarian countries and wellbeing.

To manage the UNICEF response to the unprecedented public health crisis, a dedicated Ebola Crisis Cell was established using funding provided by the Gates Foundation. The Cell contributed to the development of programmatic and preparedness guidance, and a performance monitoring framework.

More broadly, humanitarian performance monitoring systems were improved, with new tools developed to respond to country contexts, and staff deployments supporting Level 3 responses.

As part of the No Lost Generation Initiative for the Syria crisis, EMOPS played a central role in organizing a High Level Meeting on September 24, 2014 during the 69th session of the United Nations General Assembly. This was an opportunity for host country governments, donors and partners to review how the No Lost Generation Initiative has helped meet the education and protection needs of refugee and vulnerable children affected by the Syria crisis.

EMOPS also enabled rapid response in situations where resources were lacking. Thirty-nine Emergency Programme Fund (EPF) grants were issued to 18 COs for a total of about $76 million, drawing down the biennial allocation of US$75 million in a single year [a proposal to increase the EPF ceiling was endorsed by the Executive Board in February 2015]. The EPF was essential in ensuring a rapid response and preventing further deterioration of situations in 2014. For example, the EPF enabled the scale-up of nutrition programmes as South Sudan faced the risk of famine, and allowed UNICEF to begin the response in Ebola-affected countries months ahead of the UN Mission.

**Strengthening organizational capacity to respond to humanitarian situations**

Strengthening UNICEF’s capacity for response remained paramount throughout the year. Members of UNICEF’s immediate response team (IRT) were training during the Brindisi Emergency Simulation Exercise. In total, UNICEF deployed 28 IRT members in 2014, covering 13 functions to support countries during the initial Level 3 responses in CAR, South Sudan, Iraq, and the Ebola crisis. In 2014, 175 deployments were undertaken through Standby Arrangements with partners, including 132 standby personnel and 43 deployments of Rapid Response Teams. The Luxembourg and Australian Governments became new partners. UNICEF-led and co-led Cluster/ AoR Rapid Response Teams contributed with more than 3,000 days (55 missions) of support to countries for coordination and information management, including response to all Level 3 crises in 2014.

Even as the number of Level 3 responses grew, Country Office’s preparedness for humanitarian response remained a priority of EMOPS’ work. Nearly three-quarters of Country Offices conducted and updated risk analyses on UNICEF’s online Early Warning Early Action system. Overall, 76 per cent of COs had high compliance on preparedness key actions, and another 18 per cent medium compliance. The revision of the EWEA system started in August 2014 and will be concluded in 2015. The management response to the UNICEF Emergency Preparedness Systems Evaluation was finalized, and development of internal guidance on preparedness begun. With WFP, EMOPS produced an analysis on the returns on investment of various preparedness activities in three country case studies. Disaster Risk Management (DRM) support took place in five countries (Niger, Mauritania, Philippines, Chad, Georgia) through the Capacity for Disaster Reduction Initiative (CADRI).

EMOPS led the organization’s Strengthening Humanitarian Action (SHA) initiative, which sought to achieve the results defined in the Strategic Plan by equipping UNICEF reliably to continue to deliver results for children in the face of new global challenges and opportunities. The SHA’s immediate
results included important human resources measures, especially building adequate humanitarian capacity and providing for staff welfare. A Humanitarian Learning Strategy, with an associated budget and implementation plan, was also developed and approved in 2014.

EMOPS also led the development of a strategic position paper on Children and Armed Conflict – finalized at the SHA meeting in August 2014. Additionally, a global meeting on Humanitarian Action in Complex and High Threat Environments explored innovative ways to deliver humanitarian aid in the world’s most challenging environments.

**Inter-agency collaboration with humanitarian partners**

EMOPS supported the roll-out of the Inter-Agency Standing Committee’s Transformative Agenda (TA) through engagement with the Inter-Agency Standing Committee (IASC) task teams and reference group as well as internalizing the IASC products in UNICEF’s procedures and practices. EMOPS’ Deputy Directors contributed a significant amount of their time for inter-agency exercises in support of the implementation of the Transformative Agenda. A new set of guidance was developed with UNHCR to support the partnership between the two organizations, to be issued in January 2015.

The Office of the Security Coordinator and Operations Centre (OPSCEN) continued working for the safety and security of staff and safe delivery of programmes. UNICEF contributed to the development of new policy, procedures and training methodologies in the field of Hostage Incident Management. The UN Security Management System (UNSMS) adopted UNICEF’s Women’s Security Awareness Training as the benchmark standard and expanded the training methodology across the UN. The security analysis methodology developed and implemented by the polio security analysts served as a model to enable safer and greater access for UNICEF programmes in high-risk security working environments. While providing 24/7 support to all UNICEF staff and offices, OPSCEN served as crisis management hub for Level 3 emergencies, providing telecommunications and information management support.

EMOPS also led UNICEF’s efforts so that the post-2015 agenda included humanitarian action, including resilience. With a focus on shaping the post 2015 agenda, two interagency publications and one UNICEF publication were developed in support of wider advocacy efforts towards the Open Working Group on the Sustainable Development Goals (SDGs) and Post 2015 Disaster Risk Reduction (DRR) Framework. Support to Country Offices on DRR included an extensive mission to guide recovery to Typhoon Haiyan.

The number and scale of humanitarian crises in 2014 also presented constraints and significant learning for EMOPS. The demand for support to Level 3 emergencies has had a knock-on effect on other emergencies with limited systematic HQ engagement and follow-up. The mainstreaming of preparedness functions into field support and other parts of EMOPS from a dedicated team has better linked preparedness to the support function, but lack of dedicated staff to support preparedness limited organization-wide initiatives.

In terms of security, EMOPS also recognizes that UNICEF needs to provide more tools and training to enable Country Representatives and Heads of Office to manage critical incidents to keep staff safe, protect the reputation of UNICEF and provide continuity of programmes and operations. This is a gap in the UN Security Management System (UNSMS) that needs to be challenged and rectified if we are to continue to deliver in hostile working environment. This dedicated training on programme criticality is needed for all Representatives and UN Country Teams.

In order to continue to strengthen country clusters, UNICEF undertook in 2014 a capacity assessment which resulted in the development of a capacity development strategy across the three clusters and two Areas of Responsibility (AoRs).

**1.2. Equity Case Study**

Pre-existing vulnerabilities and the main determinants of inequities for children are exacerbated during times of humanitarian crisis. In the rush to deliver a timely humanitarian response, issues of accountability to the affected population can get overlooked. EMOPS is exploring several ways of operationalizing its commitment to remain accountable to affected populations despite the challenge presented by increasingly complex crisis situations. EMOPS continued to support COs and ROs on
issues related to equity in humanitarian action. Minimum standards on gender and disabilities in humanitarian action were implemented and progress was made towards agreeing on minimum standards on Accountability to Affected Populations (AAP). Following the inter-agency Emergency Director’s Group call for concrete ways to operationalize AAP in humanitarian response, EMOPS led development of a short brief for offices on quick wins to be achieved at the onset of a crisis. UNICEF also created an inter-divisional task force on AAP, chaired by the DED (Programmes), which enabled the organization to come together around a workplan that aims to address some of the institutional challenges identified in a 2013 review. At the inter-agency level, UNICEF remained committed to improving AAP in collaboration with other humanitarian agencies.

Part 2: Analysis of programme strategies and results: Development Effectiveness

2.1 Analysis of programme strategies and results: Development Effectiveness

Outcome 1: Timely, effective and reliable support is provided to country and regional offices to save lives and protect rights in humanitarian situations and to strengthen resilience

Output 1.1: Effective support provided to results based management, resource mobilisation, operational efficiency and effectiveness within EMOPS and for the overall strategic guidance of UNICEF’s humanitarian action

As the Global Emergency Coordinator for Syria/Iraq (jointly with the MENA Regional Director) and Ebola (for the first two months of the response), the EMOPS Director oversaw the mobilization and coordination of support from HQs and ROs including logistics towards the response in the affected countries; facilitated deployment of staff to strengthen capacities on the ground; and oversaw the implementation of SOPs and relevant tasks. The year was exceptional for large-scale crises with multiple Level 3 responses in the Philippines, Syria, Iraq, CAR South Sudan and Ebola, which has required substantive and timely HQ support.

EMOPS also successfully influenced UNICEF’s corporate agenda by actively contributing to the organization-wide initiatives, including leading the Effectiveness and Efficiency work stream 9 (Strengthening Humanitarian Action, SHA) and 10 (Human Resources in Emergencies). The outcome of these initiatives have helped enhance organizational effectiveness and staff welfare in terms of UNICEF’s humanitarian action.

Externally, through EMOPS’ and OED’s participation in interagency fora, UNICEF provided leadership and direction in working with partners to improve the quality and efficiency of system-wide humanitarian response. In particular, EMOPS Deputy Directors contributed a significant amount of their time for inter-agency exercises in support of the implementation of the Transformative Agenda. EMOPS, as represented by its Deputy Director, is a member of the inter-agency Senior Transformative Agenda Implementation Team (STAIT). The STAIT is focused on supporting Humanitarian Coordinators (H Cs) and Humanitarian Country Teams (HCTs) in priority countries to improve humanitarian operations and gather lessons and best practice to inform revision of global guidance. The team supports HCs/HCTs to improve the effectiveness of the humanitarian response through tools outlined in the Transformative Agenda Protocols. In priority countries, the team addresses the following issues: leadership, coordination, implementation of the humanitarian programme cycle, accountability to affected people, preparedness, and advocacy. The STAIT shared their work plan with the Emergency Director’s Group and has undertaken Operational Peer Reviews of emergency responses in the Philippines and the Central African Republic.

In order to support the organization and capacity to address humanitarian situations, funds for global support were mobilized through the agreement of strategic frameworks for institutional capacity building and partnerships with key donors (DFID, ECHO, Swiss, Denmark). EMOPS staff have also met with major donors regularly and updated them on the situation of children in both major and hidden crises, calling on their support to UNICEF’s humanitarian appeal. This has contributed to the total amount of $1.67 billion Other Resources Emergency (tentative) raised in 2014.

EMOPS undertook an Annual Review of the Global Humanitarian Capacity Building Project with the support of DFID that found that in general UNICEF has progressed very well in areas requiring reform for humanitarian action, including in cluster leadership, system-wide humanitarian reform, emergency deployment, and the centrality of humanitarian action in UNICEF’s new Strategic Plan as well as our
capacity to report on humanitarian results for children. For example, internal emergency deployments in 2013 took an average of 16 days, almost twice as fast as the 29 days in 2012.

Capacity development work was substantially increased during the year with the introduction of a joint project with the World Food Programme to support humanitarian preparedness, sponsored by DFID. The project was focused on three main outputs aimed at ensuring minimum levels of preparedness in the focus countries, supporting inter-agency work on preparedness and undertaking research to prove that preparedness represents good value for money. The project is supported across EMOPS, Programme Division, the Division of Human Resources, Public Partnerships Division and Supply Division and includes 26 country offices, under the overall management and supervision of EMOPS Director’s Office. In 2014, the combined budget for the project exceeded $35 million, including funds from DFID and the European Commission. Due to positive results the project was extended and additional resources pledged by the end of the year from the EC and DFID. Some of the main challenges related to the management of the programme included the bifurcation of the two contributions from DFID. In 2015, there is a commitment to better integrate planning and reporting to reduce transactions and costs associated with the management of the programme.

EMOPS kept very close and regular contact with all of the Regional Offices. Due to the level and number of crises in five of the seven regions, it was not possible to organize a Regional Emergency Advisors meeting this year as planned.

Output 1.2: Effective support is provided to UNICEF country offices for early warning, timely, appropriate and consistent humanitarian preparedness, response and recovery

Support to the coordination of six Level 3 emergency responses in 12 countries have been the main focus of EMOPS engagement in the past 12 months. Most of these crises have been sub-regional, requiring interventions across borders to effectively respond to humanitarian crises. All six Level 3 responses in 2014 had and continue to have an established mechanism to assist and monitor the implementation of the respective Simplified Standard Operating Procedures (SSOPS) and the achievements of programmatic and operational targets. Support included timely and flexible human resource and financial support provided to all Level 3 and other major emergencies through the fast (nearly all within 48 hours) disbursement of Emergency Programme Funds and rapid deployment of the Emergency Response Team or Immediate Response Team.

Timely and efficient human resource and financial support was provided to COs in response to emergencies, in particular:

- Thirty-nine Emergency Programme Fund (EPF) grants were issued to 18 COs for a total of about $76 million, with 93 per cent of these grants released within 48 hours from the receipt of the official request. A total of 184 Central Emergency Response Fund (CERF) grants were issued to 54 countries for a total amount of US$115,288,555 million. This included the release of US$8.8 million in EPF to scale up nutrition programmes in South Sudan when famine seemed inevitable and donor funding was not immediately available; and the release of US$300,000 EPF to Liberia to establish operations in April 2014 complementing public calls for action.
- The three Emergency Response Team members have been deployed about 65 per cent of their time in 2014 and were instrumental in leading UNICEF emergency response efforts in the major 2014 emergencies (Philippines, Iraq, CAR, South Sudan, Syria, Lebanon in relation to the Syrian refugee response, and Sierra Leone). All recipient COs have expressed high satisfaction with the contributions and results led by the ERT members.

Members of UNICEF’s immediate response team (IRT) were training during the Brindisi Emergency Simulation Exercise. In total, UNICEF deployed 28 IRT members in 2014, covering 13 functions to support countries during the initial Level 3 responses in CAR, South Sudan, Iraq, and the Ebola crisis.

EMOPS provided strategic and timely support to 36 other countries experiencing humanitarian situations, including through inter-agency forums and with donors.

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1 Including Afghanistan, Chad, Madagascar, Myanmar, Nigeria, Pakistan, Philippines
EMOPS also delivered support and encouragement to COs on their **risk analysis and preparedness**. Seventy-three per cent of COs have conducted a risk analysis and updated them in the Early Warning Early Action (EWEA) system since early 2014. Seventy-six per cent of COs had high compliance and quality on fulfilment of their key actions and 18 per cent of the COs had medium level of compliance on the key actions. The revision of UNICEF’s EWEA system started in August 2014 and will be concluded in 2015. The management response to the UNICEF Emergency Preparedness Systems Evaluation was finalized. One of the planned actions includes the development of internal guidance on preparedness, which is in process and should be completed in the first half of 2015.

Constraints to field support included the number of and demand for support to Level 3 emergencies (six in 2014, including five entering 2015) (including human and financial resources). This has had a knock-on effect on non-Level 3 emergencies with limited systematic HQ engagement and follow-up (both for EMOPS and other Divisions). Increased humanitarian funding needs also posed a constraint, with limited flexible funding and only 52 per cent of UNICEF appeals funded as of 14 December 2014. This created unprecedented demands on the EPF, whose biennial allocation of US$75 million was completely drawn down in a single year. Eighty-eight per cent of the total disbursement went to support Level 3 responses that, along with low reimbursement rates from recipient COs, restricted funding available for non-level 3 emergencies.

**Output 1.3 Humanitarian performance monitoring systems are in place to strengthen monitoring and reporting of results and accountability**

**Humanitarian performance monitoring systems** – these are essential to delivering results against the targets in the Strategic Plan – were improved, with new tools developed in response to country and regional office needs, and substantial resources devoted to staff visits to the field to meet specific requests (notably to strengthen monitoring in South Sudan, Iraq and the Ebola response). Accountability for results was also strengthened by guidance developed on setting targets for the Core Commitments for Children in Humanitarian Action (CCCs) and clarifying accountabilities for leadership of humanitarian clusters.

EMOPS continued to develop tools, systems and capacities to support the application of MoRES in humanitarian action across UNICEF. Staff were deployed for nearly 300 days to support country and regional offices (WCARO) and remote support was provided in 400 specific instances (policy advice, webinars, and training). The demand continues to grow for this service. A new Situation Report template was completed and disseminated and a tool on minimum standards for field monitoring in high threat environments developed, to be included in the Humanitarian Performance Monitoring (HPM) toolkit. Funding was secured to develop an information management platform in support of HPM, in alignment with corporate reporting systems; preparatory work included a review of existing information management tools and software compatibility. The preparedness tool to strengthen MoRES in humanitarian action – part of the Early Warning Early Action toolkit – was updated. This combination – direct staff response to the particular needs of field offices, plus the provision of enhanced tools – helped to strengthen monitoring and reporting of humanitarian results and accountabilities throughout the organization. At the same time, the implementation of HPM remains uneven across offices, and challenges for the organization include insufficient skilled human resources at country and regional office levels.

**Output 1.4 Knowledge management systems and tools are in place, linked to humanitarian training and learning to strengthen analysis, the development of good practice and innovative approaches to humanitarian action**

EMOPS took a major step towards **strengthening UNICEF’s contribution to preparedness**, through its work with WFP to analyse the returns on investment of various preparedness activities in three country case studies (Chad, Madagascar and Pakistan). The preliminary results of this study indicate considerable potential returns of cost and time savings from preparedness investments. These may help to leverage additional investments in preparedness from donors and partners; make UNICEF’s preparedness interventions more effective; and thus mitigate the impact of crisis on vulnerable populations and reduce the cost of response.
A Humanitarian Learning Strategy, with an associated budget and implementation plan, aims to equip all UNICEF staff with a basic level of knowledge about humanitarian action. A humanitarian component will be added to all UNICEF induction and training, including skills for managers in crisis situations. Dedicated training for humanitarian specialists is ongoing.

EMOPS facilitated UNICEF's humanitarian knowledge platforms, both internal and external. The country-specific sites for Level 3 emergencies were well used, including the wiki component allowing easy collaboration and exchange of knowledge and experience. EMOPS continued to draw real-time lessons from current emergency experience, including by debriefing staff completing Level 3 assignments, which were used to enrich and update the humanitarian knowledge platforms; the next step is to make these debriefings more systematic. A re-energizing of Communities of Practice may be needed.

Results of the Humanitarian Innovators’ lab in late 2013 were disseminated and a network of internal and external innovators created by the lab flourished. EMOPS collaborated with other UN agencies such as WFP and UNHCR, and seconded a staff member to OCHA to support the innovation pillar of the World Humanitarian Summit. These helped position UNICEF as a leader within the UN system on innovation. Preparations commenced for a second Global Humanitarian Innovators’ Network Lab, held in January 2015.

Output 1.5 Policies procedures, tools, systems and practices are in place that strengthen UNICEF’s humanitarian action, preparedness and response, work in fragile states and building resilience

The Strengthening Humanitarian Action (SHA) initiative was successfully concluded. SHA was conceived as a way to achieve the results defined in the Strategic Plan by equipping UNICEF reliably to continue to deliver results for children in the face of new global challenges and opportunities. SHA outcomes included achieving important clarifications around accountabilities and targets for the CCCSs; clarifying accountabilities in terms of the IASC and clusters; finalizing a corporate position on resilience; producing guidance on how to deliver results in increasingly diverse contexts, including urban settings; finalization of tools, methods and procedures to address the challenge of the diversity and complexity of humanitarian contexts; and concrete suggestions to expand, diversify and deepen humanitarian partnerships. In terms of improving efficiencies and predictability in humanitarian action, SHA led to important human resources measures, especially building adequate humanitarian capacity and providing for staff welfare. Measures were also taken to provide a range of flexible implementation modalities for complex and high threat settings – including further work to simplify Programme Cooperation Agreements – and to diversify UNICEF’s humanitarian partnerships. Lessons from recent mega-emergencies also began to be incorporated into the Level 2 and 3 Simplified Standard Operating Procedures (SSOPs). The revised SSOPs are to be completed in 2015. The SHA initiative also highlights the need to increase the organization’s investment in resources both human and financial to respond to humanitarian crises. To this end, the ERT was expanded to 14 posts and a proposal to increase the EPF ceiling was submitted to the Executive Board.

The demand from COs and ROs for support to humanitarian action in complex and high threat environments continued to climb in 2014, with EMOPS confirming its status as a trusted source of high quality advice and expertise. EMOPS provided remote or missions support to 56 offices, surpassing the work plan target of 20. It also gathered colleagues from across the globe for a meeting on Humanitarian Action in Complex and High Threat Environments (Dead Sea, January 2014) enabled an exchange of wide experiences around innovative ways to deliver humanitarian aid in the world’s most challenging environments. Participants were informed on latest global policy developments, challenges and trends, and contributed to the development of guidance for country offices on Children and Armed Conflict, risk management and programme criticality, human rights, engagement with non-state entities and working with integrated UN presences. Technical guidance on integration was subsequently finalized, with EMOPS continuing to represent UNICEF in external fora on the topic.

Meanwhile, UNICEF continued to lead discussions about risk management (with WFP) and due diligence in complex and high threat environments. The same system-wide leadership was manifest in continued dedicated support by UNICEF to the roll-out of the UN Programme Criticality Framework; an independent review of this framework was finalized and found the general framework assists UN
managers in determining manageable risks, but more needs to be done to address implementation and accountabilities, and a management response plan prepared. A strategic partnership by UNICEF with OFDA has emerged in this area of work, with a focus on solutions and tools that benefit the humanitarian system as a whole.

**Output 1.6 UNICEF’s voice on humanitarian issues affecting children and women, policy and practice is strengthened to lead and influence decision making in inter-agency and inter-governmental fora**

EMOPS updated and disseminated policy and guidance on Children and Armed Conflict (CAAC), protection of civilians and human rights. EMOPS led the development of a strategic position paper on CAAC that advises country offices how to fulfil their CAAC responsibilities through programming and advocacy. EMOPS provided 15 days of in-country support to country offices, and support to 14 other country and regional level initiatives on Protection of Civilians / CAAC.

Guidance was developed on communication and public positioning in humanitarian advocacy in collaboration with DOC. This sets out principles and procedures to better manage UNICEF’s public advocacy and communication in humanitarian contexts, especially in contexts where children’s rights have been violated.

The year was also significant in terms of reaffirming the centrality of protection and human rights in the work of the United Nations. For UNICEF, this took on many forms. Firstly, the organization launched – with the Office of the SRSG for Children and Armed Conflict – the Children Not Soldiers Campaign, which aims to end all recruitment and use of children by armed forces by 2016. EMOPS is playing a coordination role among the many divisions involved and in supporting the DED who leads UNICEF’s participation. Secondly, UNICEF, through EMOPS as focal point, continued to support the implementation of the Secretary-General’s Human Rights Up Front Action Plan. EMOPS funded a workshop to develop a monitoring framework for the Action Plan and represented the perspective of operational humanitarian and human rights agencies in thematic and country specific discussions. EMOPS is playing an active role in efforts to streamline information management systems for protection and human rights. EMOPS staff participated in the first ever ‘Rights Up Front’ country mission. This visit to Nigeria led to concrete recommendations on how to scale-up the UN’s efforts to prevent grave violations in that country. EMOPS also seconded a staff member to the team put in place in DPA to develop the case for a peacekeeping operation in Central African Republic.

UNICEF also made significant inroads, through bilateral advocacy with member states and other partners, in featuring children’s rights issues and other humanitarian concerns in Security Council debates on thematic issues and or specific country cases. Finally, UNICEF engaged with the ECOSOC Humanitarian Affairs segment in 2014 as in previous years. Through this and other efforts, the resolution includes a reference to the centrality of education in emergencies.

**Output 1.7 Partnerships for humanitarian action are strengthened and new partnerships are brokered to promote collaborative, inclusive and well-coordinated approaches.**

EMOPS supported the roll-out of the Transformative Agenda (TA) through engagement with the IASC task teams and reference group as well as internalizing the IASC products in UNICEF’s procedures and practices. The Geneva-based team on inter-agency and humanitarian partnerships supported UNICEF’s active participation in two IASC Working Group meetings and one meeting of the IASC Principals (December 2014). Follow-up on the relevant task teams and working groups of the IASC supported inter-agency work in the areas of humanitarian financing and resource mobilization.

**Stand-by support** was maintained to UNICEF programmes and clusters in Level 3 and other emergencies, while EMOPS also built and expanded inter-agency and innovative humanitarian partnerships. In 2014, 175 deployments were undertaken through Standby Arrangements, including 132 standby personnel and 43 deployments of Rapid Response Teams. Partners provided UNICEF with a total of 18,412 days, or the equivalent of 50 full time staff working for emergency operations. Support was provided to 28 different Country Offices, with 52 per cent of support going to the six Level 3 emergencies. Sixty-two per cent of support was delivered to UNICEF programme, nine per cent to UNICEF operations, and 29 per cent to assist UNICEF’s cluster responsibilities. In 2014 the Standby Arrangements Team managed partnerships with 23 standby partner agencies, adding new partners in the Luxembourg and Australian Governments. In order to meet increased demand, a potential new standby partnership with the Government of Turkey was further explored during an
EMOPS-supported mission to Turkey in November 2014. Significant turn-over in several of the RRT teams constrained the deployment capacity.

EMOPS also supported inter-agency efforts to strengthen preparedness and disaster risk reduction, including sponsorship of the IASC Task Team on Preparedness and Resilience. This included supporting revision (in draft) of the inter-agency emergency response and preparedness (ERP) package, development of risk prioritization (InfoRM) guidance (and co-hosting its launch), and the inter-agency Early Warning Early Action report used to support inter-agency agreement of early identification of countries with potential for deterioration. The ERP guidelines are being finalized and will include a roll-out strategy. Two inter-agency EWEA reports were produced in 2014 and InfoRM was finalized and launched in Geneva in November 2014.

Disaster Risk Management (DRM) support is ongoing in five countries (Niger, Mauritania, Philippines, Chad, Georgia) through the Capacity for Disaster Reduction Initiative (CADRI), where UNICEF served as a co-chair of the programme board until July 2014. It also participated in a joint CADRI mission in Chad in October 2014 to develop the national plan of action on Capacity Development in Disaster Risk Reduction including Preparedness. In order to strengthen CADRI further UNICEF has provided a seconded staff (P3) to CADRI since November 2014.

Output 1.8 Programming approaches, including climate change adaptation, disaster risk reduction, conflict sensitivity and peace building that build resilience, are mainstreamed across the organisation to support country programmes and influence global policy

High-level contributions:

With a focus on shaping the post 2015 agenda, two interagency publications and one UNICEF publication were developed in support of wider advocacy efforts towards the Open Working Group on the SDGs and Post 2015 DRR Framework. As a key aspect of resilience, work on DRR was advanced in all regions with a focus on shaping the new post 2015 DRR framework, the SDGs and World Humanitarian Summit, as well as operationalizing DRR for resilience. This also included directly engaging with the UN Post-2015 Task Teams and supporting the Geneva open ended consultations and Preparatory Committee sessions.

DRR support to Country Offices included an extensive mission to guide recovery to Typhoon Haiyan, participation in UNICEF regional events on resilience and regular support to DRR/resilience focal points in all regional offices. Work was initiated on a ‘how to’ guidance on risk informed programming harnessing technical support from CDC and Emory University (for health, nutrition, HIV/AIDS and Education). In addition good practice on sectoral and cross sectoral programming for resilience was produced. Guidance on child centred risk assessment was finalized in Asia and partnerships on DRR were established with both MSB and SDC. A partnership with the London School of Economics delivered 15 country risk packages for high risk country offices and country technical support was provided to embed DRR/resilience in programming in a number of countries including Nepal and Philippines.

A second global workshop on resilience involving all levels of the organization and partners was held in Kathmandu in February 2014. The workshop established a work-plan to be advanced under the cross-divisional resilience taskforce.

Special section – Ebola response
UNICEF’s Executive Director activated the Corporate Emergency Activation procedure for the countries affected by the Ebola crisis in August 2014 and designated the EMOPS Director as the Global Emergency Coordinator for the crisis.

In October 2014, a dedicated Ebola Crisis Cell was established at headquarters, with the GEC function transferred to the Ebola Cell. The Cell was linked closely with EMOPS and with Programme Division to put in place an internal coordination structure that met the needs of a multi-country health-related crisis and to develop programmatic guidance from the declaration of the Level 3 in August to the end of the year. The programmatic guidance outlined a three-pronged approach to stopping Ebola: the establishment by UNICEF of community-based care centres (CCCs) to provide the highest possible care and dignity at the community level and reducing the risk of transmission; working with communities and family to reduce fear, stigma and discrimination and to bring suspected cases to
CCCs as early as possible; and working with communities and child protection systems to care for children affected by the virus. The programmatic guidance allowed for an aligned UNICEF response in the region, flexible enough to adapt to the changing epidemiology of the virus and allowing for country-specific interventions. It also paved the way for the reopening of schools in 2015 and the revitalisation of essential services.

The Cell also worked intensively with relevant HQ divisions so that technical leadership and a cadre of well-trained UNICEF staff were deployed to the crisis; UNICEF was well-positioned to promote a community-based response at the global level in its advocacy, media messaging and a series of high quality films; and that UNICEF was resourced to meet the commitments made to governments and to partners. In particular, as dictated by the needs of the crisis, the Cell provided the UNICEF interface with key partners, such as UNMEER, WHO and CDC.

The Cell also allowed for the development of a package of human resource protocols that directly provided for the care and support of staff serving in Ebola-affected duty stations at a time when there were limited opportunities for health care and medical evacuation. The guidance included information on where and how to seek medical assistance; for managers in protecting the wellbeing of staff and their working environment; and what to do in an emergency.

Working closely with the Cell, EMOPS provided direct support to the response in monitoring the response against the standard operating procedures for Level 3 emergencies, including providing secretariat support to the GEC in managing the Emergency Management Team meetings; developing a results framework for monitoring performance to meet UNICEF’s commitments to the Core Commitments for Children in Humanitarian Action and the system-wide commitments; managing UNICEF’s knowledge base through an online platform; capturing policy issues of relevance to the crisis, including emergency response in urban contexts, the impact on women and children and working with civil military bodies in the Ebola context; and developing preparedness guidance for all UNICEF staff in countries bordering those affected by Ebola.

Outcome 2: The safety and security of our staff and safe delivery of our programmes to meet the CCCs and MTSP.

Output 2.1 Security management, technical advice, policy and surge support effectively provided to UNICEF offices in accordance and coordination with UNSMS$^2$

EMOPS’ Office of the Security Coordinator (OSC) continued provided security support or surge capacity to regional and country offices to enhance staff security and safety. The team conducted 23 missions to the field, the majority ad hoc in support of particular CO needs. Due to time and staff limitations OSC was unable to meet the request of LACRO to undertake security assessments in Venezuela and Honduras.

UNICEF contributed to the development of new policy, procedures and training methodologies in the field of Hostage Incident Management. UNICEF managed two hostage cases in 2014, which highlighted significant shortfalls in the UNSMS Hostage Incident Management Policy, processes and training and resulting in changes to the broader UN system. As a result, UNICEF provided the course content and funded the employment of a course designer to develop an upgraded Hostage Incident Management course for UNDSS.

Through participation in key inter-agency fora and five Inter-Agency Security Management Network (IASMN) missions, EMOPS continued to engage with UNSMS to influence policy, processes and training to ensure security directives align with UNICEF’s mission. UNSMS adopted the Women’s Security Awareness Training (WSAT) as the benchmark standard and expanded the training methodology across the UN. EMOPS strengthened staff capacity to address the security issues facing female staff members by conducting 10 WSATs, eight of them to field locations in Afghanistan, Egypt, Iran and South Sudan. Beyond training 100 UNICEF female staff, the training was presented to UNDSS’s Training and Development Section (TDS), who will incorporate the training into their package for a broader UN audience. World Bank staff have also attended the training and incorporated it into their training plan.

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$^2$ United Nations Security Management System
The security analysis methodology developed and implemented by the polio security analysts served as a model to enable safer and greater access for UNICEF programmes in high-risk security working environments. EMOPS continued to coordinate polio security analysis to support the Global Polio Eradication Initiative. The concentration of terrorist attacks on countries impacted by polio and the complication of the 2014 Ebola outbreak on polio eradication activities in West Africa has required an analysis of the root causes for children not being vaccinated in high threat areas as well as support to the way in which activities are undertaken. In 2014, this included: development of an Access and Security Approach with partners; recruitment of security/access advisors in New York headquarters, Afghanistan, Pakistan, Nigeria and West and Central African and Eastern and Southern African regional offices; and development of tools and support. While advisers focus on polio eradication activities, security products (e.g. analysis) are available for wider UNICEF programmes. Analytical tools and new methods of reporting were developed and a talent pool of analysts was created to support country and regional offices. Work in this area has contributed to the polio programme’s policies, processes and networks, while shaping the profile of other UNICEF field security advisors and the work of other UN agencies, specifically WFP and UNDP. Funding constraints delayed full development of analytical tools by third party providers until 2015, while more focus is required on integrating the Access Approach within EMOPS and wider UNICEF activities.

EMOPS also worked to strengthen security capacity during sudden onset emergencies through provision of a ‘talent pool’ of security specialist candidates to shorten recruitment time. Over 100 potential candidates were contacted and reviewed in 2014, with a focus on diversity, gender and language. Ten had been added to the talent pool with the plan to add 20 more in 2015. The pre-screening process is anticipated to more quickly fill field demands for security capacity. Diversion to support recruitment for the Ebola response delayed implementation (with completion expected in early 2015). The work will feed into DHR’s broader talent pool.

EMOPS led development of a draft UNICEF Security Policy, which was presented to OED for approval and which will provide a baseline for and define more clearly the roles and responsibilities of all security managers. Staffing constraints delayed delivery of new internal policies on critical incident management and hostage incident management.

EMOPS again organized an annual workshop to update Regional Security Advisers, focal points and country field advisors on new developments in the UNSMS, align UNICEF’s approach for the next year and reinforce organisational values. This included specialized training on case management.

Output 2.2 24/7 emergency support to UNICEF staff globally to facilitate rapid security and/or humanitarian response

The core function of UNICEF’s Operations Centre (OPSCEN) is to provide seamless 24/7 support to all UNICEF staff and offices throughout the year. While internal innovations are constantly developed and applied, the core functions of OPSCEN remain the enduring high-level contribution to UNICEF. Provision of immediate advice, referral and/or communications support included supporting regular briefings of senior management at headquarters as well as development of procedures for and ongoing capacity building of the OPSCEN team. OPSCEN also supported information management at the country level through staff deployments. OPSCEN provided tracking of all UNICEF personnel globally through database management of staff contacts and movements; the lack of an automated staff tracking system resulted in labour-intensive approaches, impacting data management. Maintenance of 24/7 support globally, and delays in recruitment, at times impacted the well-being of staff.

OPSCEN served as a crisis management hub for Level 3 emergencies, providing telecommunications and information management support, with an emphasis on infographic products to the Ebola response. EMOPS also supported humanitarian and security decision-making through development and dissemination of 610 OPSCEN-generated information products throughout the year, in addition to distribution of internal and external situation reports and sharing of UNICEF country reports on UNICEF’s external website and to ReliefWeb. Staffing gaps and demands of six Level 3 emergencies in 2014 may have resulted in missed opportunities to highlight emerging and ‘silent’ emergencies.
OPSCEN remained UNICEF’s centralized source for all staff for alerts and advisories on humanitarian and security situations, with procedures developed for consistency. To support business continuity of NY headquarters, OPSCEN maintained a back-up team in Geneva and operated an SMS notification system for NY-based staff. Staffing gaps prevented in-person training of the Geneva back-up team. With a full staff now in place, this will be dealt with in 2013.

**Outcome 3: UNICEF effectively leads humanitarian clusters under its responsibility and contributes to sectoral coordination in humanitarian action.**

UNICEF continues to play a key role in the development and implementation of the Transformative Agenda and other inter-agency processes designed to improve the efficiency of the humanitarian system as a whole. EMOPS is committed to delivering on the organization’s responsibility for inter-agency coordination and partnership, including in fulfilling its accountability in large-scale, Level 3 emergencies and deployment through the Inter-Agency Rapid Response Mechanism (IARRM).

UNICEF is leading or co-leading 128 inter-agency sectoral or cluster coordination mechanisms. Among these, UNICEF is inter-agency lead for the Nutrition, Education (co-lead) and WASH clusters and Child Protection Area of Responsibility and co-lead for the Gender Based Violence Areas of Responsibility in the Protection Cluster. This includes the provision of national leadership in 24 Humanitarian Coordinator countries where UNICEF has designated cluster leads, and leadership of the Global Clusters/AoRs.

In 2014, UNICEF-led and co-led cluster / area of responsibility Rapid Response Teams (RRTs) contributed with more than 3,000 days (55 missions) of support to countries for coordination and information management, including response to all Level 3 crises in 2014. There is also increased coherence in approach with the RRT across the cluster thanks to agreement of common criteria for deployment and standards.

All UNICEF-led and co-led Global Clusters/ AoRs held strategic meetings with partners to review governance structures, agree on prioritization of work, listen to concerns from the field, agree on the best course of action to support, and update on the Transformative Agenda.

A capacity development strategy was developed for both cluster coordinators and information managers.

In coordination with OCHA, the Humanitarian Program Cycle and the Cluster Coordination reference modules have been finalized. Global Cluster Coordinators were also deployed as part of the IARRM to the Philippines, CAR, and South Sudan and have supported system-wide capacity development of Transformative Agenda processes, including to South Sudan, CAR, Sierra Leone and MENARO (in support of Syria response planning).

EMOPS continued prioritizing the gender focus through UNICEF’s cluster leadership. In 2014, the weighted average of the education, nutrition, WASH and child protection cluster projects that took gender issues into account (codes 2a/2b on the IASC Gender Markers) was 44 per cent (against a 100 per cent target). The ambitious target has proved useful in monitoring how well country clusters and organizations are taking gender issues into account in the design of their projects and was used as a starting point for discussions with humanitarian organizations on gender equality programming. This dialogue led a number of partners and country clusters to make commitments regarding gender integration in projects and systems: Organizations such as Action against Hunger, Solidarités or Care International have adopted the IASC Gender Markers as part of their own policy, strategy and monitoring frameworks. For several country clusters, the Gender Markers have been a useful entry point to initiate a dialogue on how distinct needs could be better taken into account and met.

**Outcome 3.1 Systems and resources are in place to promote inter-cluster coordination, synergies and efficiencies**

In 2014, efforts to articulate and promote the Transformative Agenda and Cluster Lead Accountabilities continued with UNICEF Country Offices. Guidance was developed for country offices
and a concept note examined the accountabilities between the Global Cluster Coordination Unit, Programme Division and the Regional Office for providing support to ensure the coordination function in humanitarian action.

The Global Cluster Coordination Section was also very involved, as member of the Humanitarian Programme Cycle (HPC) Steering Group in the development of the HPC module and related guidance. The inter cluster unit also led the revision of the Multi-Cluster Initial Rapid Assessment (MIRA) guidance and the ad hoc Needs Assessment group. The inter cluster unit supported the implementation in South Sudan of the monitoring framework and participated in the support of the Senior Transformation Agenda Implementation Team.

To strengthen knowledge management systems, UNICEF led and co-led Clusters/AoRs reviewed and aligned their websites under the newly launched Inter-Cluster Knowledge and Content Management Web-Platform with direct-links to country cluster websites. The Cluster Coordination Performance Monitoring system was rolled out successfully in 29 country clusters in 11 countries, and support provided to an inter-agency information management training and a workshop organized to agree on advanced IM tools across UNICEF led and co-led Clusters/AoRs. A Cluster Coordination Competency Development Strategy was finalized in March with implementation beginning in September 2014.

3.2 Systems, resources and partnerships in place to effectively co-lead the Global Education Cluster and support national education clusters

A new Education Cluster Strategic Plan for 2015-2020 was developed through a consultative process with partners. Measurement of impact of this new plan will cross-reference achievements at country level with those at global level. A new model for a partnership structure was also agreed with partners, and a governance review is underway.

Field support increased, though demand continued to outstrip capacity. The RRT was expanded from 3 to 6 members, of which one information manager is shared with Child Protection. Nineteen RRT/Education cluster deployments/missions were undertaken to seven countries: CAR (3), South Sudan (5), Iraq (3), Philippines (2), Somalia (1), and Turkey for the Syrian Refugees response (4) and Liberia (1). Additional surge support was facilitated through standby partners and co-lead Save the Children. Remote support was also provided to the above countries as well as to Syria, Sudan, Yemen, Myanmar, Mali, and other Ebola-affected countries. RRT-supported innovations included national education assessment using phones (CAR) and joint CP/Education needs assessment (Philippines)

The Education Cluster contributed to successful global advocacy for education in emergencies as co-organizer of two events (‘Hear it from the Children’, Geneva; ‘Education Cannot Wait’, at the Global Partnership for Education replenishment conference in Brussels). The Cluster also produced a 2013 education in humanitarian funding analysis and participated in events promoting guidelines to restrict use of schools by the military. A new website was launched on the 31 March and an advocacy Community of Practice on Yammer.

Main challenges were the high demand for RRT/surge support; a significant increase in Information Management (IM) requirements for inter-agency Strategic Response Plan processes and thus global IM support and mobilizing funding for the education cluster.

3.3 Systems, resources and partnerships in place to effectively lead the Global Nutrition Cluster and support national nutrition clusters

A three year Global Nutrition Cluster (GNC) strategy and a two-year costed workplan was developed with active participation and contribution from cluster partners. Twelve cluster partners have agreed to take a lead role in fundraising and implementation of the work. Thirty-two partners and eight observers have signed a formal membership agreement reaffirming their commitment to contribute to the GNC work, concluding with the finalization of the GNC Standard Operating Procedure (SOP) that outlines the GNC governance structures.

Systematic support have been provided to all Level 3 responses, with all five RRT members deployed to support coordination and IM functions in northern Syria (from Southern Turkey), CAR and Sudan.
Additional deployments were supported in Somalia to cover gaps in coordination. Five deployments from the GNC-Core Team were undertaken to support South Sudan after Level 3 activation, as well as continued remote support provided to a number of cluster countries. The GNC also supported CAR, South Sudan, Philippines, Somalia, Bangladesh, Sudan, Cameroon, Serbia, Iraq, Afghanistan, Turkey, Yemen and Ethiopia with remote support.

An IM/KM Task Force (TF) has finally been established under the GNC and with GNC-CT support, the TF has finalized the review of the content and structure of the new GNC website which was launched in July 2014. An IM training package and toolkit is under development and is expected to be available in mid-2015.

3.4 Systems, resources and partnerships in place to effectively lead the Global WASH Cluster and support national WASH clusters

The WASH cluster has developed a strategy to strengthen strategic and operational support provided to National Humanitarian WASH Coordination Platforms in emergencies. Rather than distinct surge teams, the WASH cluster partners have agreed to establish a field support team (FST, currently consisting of 18 professionals) organized in regional hubs and hosted by different organizations. This FST will be managed out of Geneva and provide more than 4,500 person-days of support per year.

Other key achievements include the launch of new global initiatives to mainstream partners’ minimum commitments on gender and protection in their humanitarian WASH programmes; the development of a knowledge management strategy (including new interactive website); and the consolidation of the Global WASH Cluster emergency stock list. WASH-specific tools and guidance for sector assessment, information management and response monitoring were developed. Key initiatives, such as the establishment of a Code of Conduct for partners and the consolidation of the Global WASH Cluster working arrangements, remain pending.

3.5 Systems, resources and partnerships in place to effectively co-lead the Global Gender Based Violence AoR and support national GBV AoRs

The GBV AoR focused on strengthening the AoR’s management in 2014, including undertaking a governance review. In parallel a field support strategy was developed aimed to strengthen GBV programme capacity in country. This strategy was endorsed by the Gender Capacity (GENCAP) project, and will be supported financially by GENCAP and DFID for the next two years.

An Emergency Preparedness toolkit and related advocacy strategy is under development. The GBV AoR website was reviewed and updated with the GBV AoR guidelines, and an AoR retreat held in New York in June.

3.6 Systems, resources and partnerships in place to effectively lead the Global Child Protection AoR and support national child protection AoRs

Membership of the Child Protection Working Group (CWPG) grew in 2014 to include two additional members (IOM and Islamic Relief Worldwide) and three associate members. The CPWG and the group undertook a governance review leading to a decision to separate the work into two distinct streams: the AoR work to strengthen coordination, and the technical work to advance the child protection in emergencies sector. The structure, governance and leadership of the latter workstream will be decided by the group members by early 2015.

Thirty two countries received remote or in-country support from the CPWG for child protection coordination. Support provided by the CPWG were rated highly in the most recent annual survey of and a subsequent retreat for field based coordinators.

Due to the leadership and engagement of different CPWG member agencies, the work of the 11 task forces implementing the 2013-2015 work plan remained on track and well-funded throughout the year, with partners contributing around 2/3 of the required resources. The only exception to this was the Rapid Response Team, where the loss of both Danish Refugee Council (DRC) and RedR (due to limited resource) from the project impacted on the size and capacity of the team. DRC continues to support through standby deployments, while RedR is exploring ways to support the RRT.
2.2. Lessons Learned

The incorporation of the preparedness capacity into the field support team has increased the profile and understanding of preparedness in field support, linking it closer to the response. However, the mainstreaming into the portfolio of the field support and policy teams based in New York initially constrained the scope of preparedness activities.

In order to continue to strengthen country clusters, a capacity assessment and the subsequent development of a Capacity Development Strategy was conducted across the three IASC clusters and two AoRs. The lessons learnt from the very comprehensive review was that it was necessary to strengthen coherence of approaches across the clusters to improve targeted training of coordinators, further increase the ability to deploy the right staff rapidly, and improve the quality of coordination staff and information managers. The approach taken was to link the eight required coordination skills with related competencies. A high-level strategy and framework for cluster coordination competency development is proposed to serve as overall guidance for designing and implementing a cluster coordination competency development programme. The proposed framework is based on a set of basic principles and guides the cluster coordination development process from recruitment through instruction (basic knowledge), application to ‘excellence’. The strategy also includes the development of evaluation mechanisms and aims to provide suggestions on how to integrate an existing Learning Management System.

In security, greater engagement with the field shows that UNICEF as an organisation and the Office of the Security Coordinator (OSC) in EMOPS needs to provide more tools and training to enable Country Representatives and Heads of Office to manage critical incidents to keep staff safe, protect the reputation of UNICEF and provide continuity of operations. This is of strategic importance and needs a new approach to address the complex issues faced by country offices. UNICEF needs to examine new modalities in the analysis of security factors to achieve better access for our programmes in high-risk locations. This is a gap in the UN Security Management System (UNSMS) that needs to be challenged and rectified if UNICEF is to continue to deliver in hostile working environment.

Part 3: Analysis of programme strategies and results: Global and Regional Programme (only for Divisions/Offices receiving Global and Regional Programme funding)

3.1. GRP Analysis

EMOPS receives Global and Regional Programme funding for functions related to Children and Armed Conflict and Partnerships/Standby Arrangements. Analysis of these results is presented under Development Effectiveness above.

3.2. Normative Principles

See reporting in Part 2, Outcome 3

3.3. Lessons Learned

See reporting on lessons in Part 2.

3.4. Additional GRP related reporting: Global Evaluation and Research Database

None to report.

3.5. Additional GRP related reporting: Innovations Database

None to report.

Part 4: Analysis of organizational effectiveness and efficiency results
4.1. External Relations and Partnerships (if relevant)

Following the strong encouragement of Executive Director Anthony Lake and High Commissioner Antonio Guterres at the end of 2011, EMOPS worked with UNHCR to issue a new set of guidance to support the partnership between UNHCR and UNICEF. The new set of guidance would include a new template for Letter of Understanding (LoU) and sectoral guidance for bilateral cooperation in the areas of WASH, Health/Nutrition, Education, and Child Protection. These guidance aim to help build a transparent and a more trusting relationship between the two organizations, and ensure their collaboration fully benefits the populations of mutual concern. The guidance is due to be issued in January 2015.

EMOPS continued to be the organizational focal point for the IASC and Emergency Directors Group (EDG). This year, UNICEF contributed to the IASC principals’ discussions around the Level 3 concept and its effectiveness for system-wide response, bridging relief to development (co-chaired by the UNICEF Executive Director), humanitarian action in urban areas, and the review of the IASC in terms of its relevance, membership, architecture, weaknesses and impact. EMOPS’ Director actively contributed in the EDG discussions that mostly focused on specific country situations and response including for Syria and Ebola, as well as participated in the EDG missions. The EDG also continued to have regular joint meetings with key donors and updated them on progress in implementing the Transformative Agenda.

EMOPS act as the main organizational focal point for strengthening UNICEF’s partnership with various humanitarian NGOs. A consultation with humanitarian NGO partners took place on 11 July, with a focus on recommendations within the SHA process. Some 20 NGO partners, including field-based representation, were selected to participate in this limited format. A full thematic consultation with partners may be planned for early 2015 to consider operational implications of the SHA, Executive Board decisions, and priorities for collaboration.

In collaboration with PPD, EMOPS presented its activities to humanitarian partners. The Humanitarian Action for Children – UNICEF’s annual humanitarian appeal – was launched in Geneva in February 2014, and work began with over 70 country and regional offices on the HAC 2015, to be launched in January 2015.

EMOPS represents UNICEF in its collaboration with other humanitarian partners (Governments, UN agencies, NGOs) within the framework of InfoRM, an inter-agency tool to support objective, risk-based decisions to help prevent, prepare for and respond to crises and disasters, and build resilience. The tool is created as a composite of more than 50 indexes, including hazards, vulnerabilities and lack of capacities.

As part of the No Lost Generation Initiative for the Syria crisis, EMOPS played a central role in organizing a High Level Meeting on September 24, 2014 during the 69th session of the United Nations General Assembly. The No Lost Generation ‘One Year On’ event was co-hosted with DFID, in partnership with USAID and the European Union. The meeting was an opportunity for host country governments, donors and partners to review how the No Lost Generation Initiative has helped meet the education and protection needs of refugee and vulnerable children affected by the Syria crisis. Key speakers included: UNICEF Executive Director Anthony Lake; Justine Greening, UK International Secretary of Development; Rajiv Shah, Administrator USAID; Kristalina Georgieva, former Commissioner for International Cooperation, Humanitarian Aid and Crisis Response, European Commission; Gordon Brown, UN Special Envoy for Global Education; and Antonio Guterres, UN High Commissioner for Refugees. The meeting had three substantive sessions, one focused on education, one on protection and a pledging session during which DFID, the European Commission, Germany, Korea, Norway, Netherlands and USAID made funding commitments towards the No Lost Generation Initiative.

EMOPS also represents UNICEF in its engagement in various inter-agency task forces on country specific situations with the UN Secretariat and UN agencies, funds and programmes. EMOPS’ engagement at the inter-agency level supported advocacy for effective application of humanitarian principles and in shaping the humanitarian agenda in countries and in other contexts.
UNICEF’s Office of the Security Coordinator (OSC) operates in accordance with the General Assembly-approved Framework for Accountability for Security that is the overarching document guiding the UN Security Management System (UNSMS). The key engagement mechanism is via the Inter-Agency Security Management Network (IASMN) which meets weekly on ad hoc issues and bi-annually to advise and formulate policy for approval by the High Level Committee on Management and the Chief Executive Board. The OSC maintains contact with the UN’s Department for Safety and Security at headquarters on a regular basis to represent issues affecting UNICEF. The Polio Security Analyst post that sits in OSC is funded and reports to Programme Division.

4.2. Communications (if relevant)

None to report.

4.3. Evaluation (if relevant)

EMOPS led the management response to the UNICEF Emergency Preparedness Systems Evaluation, which was completed in December 2013. The evaluation found that UNICEF has progressed in incorporating evaluation in its operations, with contributions to emergency response. Integration of emergency preparedness was found to be ad hoc and limited in nature. The main recommendations from the evaluation in relation to strengthening UNICEF’s preparedness were: 1) to develop a global strategy on emergency preparedness (UNICEF agreed to develop global guidance on emergency preparedness); 2) increase the financial commitments to emergency preparedness (UNICEF agreed to incorporate preparedness in relation to country risks in humanitarian appeals and country documents and will develop a way to track expenditures related to preparedness activities); 3) expand linkages for partnerships in emergency preparedness and 4) document impact of emergency preparedness.

The Evaluation of the Cluster Lead Agency Role in Emergencies (CLARE) was finalized in early 2014. The CLARE highlights the key role UNICEF has to play in bringing partners to the table and ensuring, by working together, that the collective response is more effective. The CLARE affirms that UNICEF is broadly effective at exercising its country cluster coordination responsibilities; 61 per cent of country-level survey respondents agreed that UNICEF is effectively harnessing its coordination skills and capacities to fulfill its Cluster Lead Agency roles. EMOPS has worked to clarify roles and accountabilities internally and has continued to strengthen surge support for clusters and more generally for emergencies. The focus to invest in preparedness and supporting national capacity will also help limit the need for clusters and emergency mechanisms to be activated.

4.4. Management and Operations

The year 2014 was a year of transition for EMOPS management. The transition to the new OMP structure in EMOPS was largely completed with key positions filled or recruitment processed. There was also a changeover in the post of Director in August, and arrival of a new Deputy Director in Geneva in September. For both changes, a series of meetings and package of key documents were organized for a smooth handover, which was critical especially because of the ongoing multiple Level 3s and other major crises.

A number of reports were prepared and issued informing donors and other audience the key results, major achievements and challenges in UNICEF’s humanitarian action in 2014. On the other hand, secondment of a key staff member and reduction in editorial capacity have caused a shortage of capacity in managing various reports and the Humanitarian Action for Children (HAC) mid-year and HAC 2015 processes. Maintaining the timeline in finalization of all global thematic reports remains a challenge.

Information tools were made available and kept updated facilitating information and knowledge exchange and operational efficiency within EMOPS (i.e. divisional calendar, Briefing Note database, Slide Library) as well as across the organization, i.e. intranet.

Due to competing priorities, it was not possible to organize a Regional Emergency Advisors meeting this year as planned.
While some measures were taken with regards to capacity building of EMOPS staff, such as the organization of two GS staff missions and stretch assignments, little progress was made in terms of staff welfare. With many emergencies and major initiatives, staff capacity was stretched throughout 2014 with many working overtime and weekends. Regular monthly all-staff meetings were held. Routine meetings with staff representatives were not held in the last quarter. Briefings with all staff and Peer Support Volunteers were held regarding returning from Ebola-affected countries.

EMOPS has an **internal coordination framework** to ensure collaboration and strategic thinking across sections and two offices in Geneva and New York (via videoconference). Weekly Section Chief Meetings support the management and implementation of the EMOPS work plan. These bring together all EMOPS Section Chiefs and representatives of the Directors' Office on a weekly basis to discuss upcoming events and management issues of concern. All Section Chiefs are encouraged to have regular weekly section meetings to assess progress against the Section Work Plan and to collect any management issues for the attention of the Director. On a monthly basis, the EMOPS Director convenes a meeting of all New York and Geneva EMOPS staff during which divisional information is shared, including any announcements from the Staff Representative.

On an annual basis, EMOPS Senior Managers, one additional staff from each section, representatives of the Director’s Office and staff representatives meet to review the past year and to discuss priorities and funding allocations for the coming year.

In **human resource management**, EMOPS (NY and Geneva) undertook 24 staff recruitments for 2014, including 5 Junior Professional Officers (JPOs). In addition, there were 9 temporary assignment positions. In terms of contracting for services, contracts for 46 individual consultants, one individual contractor and 13 institutional contracts were issued. To maintain transparency in the recruitment process and to ensure adherence to existing procurement policies/rules and regulations, Contract Review Panel meetings were organized within EMOPS New York for contracts valued less than $100,000 which are not reviewed by the organizational Contract Review Committee.

In support of the various emergencies and crises, **information technology (IT) assistance** was provided using the latest technologies and satellite communication to ensure clear and rapid communication to respond to emergencies. The usual IT support was provided to staff, including the ERT members remotely during emergencies, in addition support was provided in the procurement of IT equipment for ERT and IRT deployment. Further design improvements to the Intranet were implemented, including the development of team-sites for the Ebola Crisis and South Sudan Crisis, and the updated to the Humanitarian Action (HAC) Internet site. Regular maintenance of the various websites were carried out to ensure availability of up-to-date information.

### 4.5. Lessons Learned

*None to report.*