

2015

Annual Report

Office of Emergency Programmes

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Contents

- Acronyms..... 3
- Part 1: Executive Summary 4
- Part 2: Divisional targets and strategies 6
 - A. Main results achieved 6
 - C. Areas of exceptional achievement..... 14
 - B. Areas of shortfall..... 15
- Part 3: Evaluations and Research 16

Acronyms

AAP	accountability to affected populations
AFAD	Disaster and Emergency Management Presidency of Turkey
AoR	area of responsibility
CAAC	children and armed conflict
CADRI	Capacity for Disaster Reduction Initiative
CCPM	Cluster Coordination Performance Monitoring
CEAP	Corporate Emergency Activation Procedure
CERF	Central Emergency Response Fund
DFID	Department for International Development (United Kingdom)
DOC	Division of Communication (UNICEF)
ECC	Ebola Crisis Cell
EMOPS	Office of Emergency Programmes (UNICEF)
EPF	Emergency Programme Fund
ERP	emergency response preparedness
ERT	Emergency Response Team
FST	Field Support Team
GFSC	Global Food Security Cluster
GNC	Global Nutrition Cluster
GWC	Global WASH Cluster
HATIS	Humanitarian Action and Transition (UNICEF-PD)
HPM	humanitarian performance monitoring
IASC	Inter-Agency Standing Committee
IFRC	International Federation of the Red Cross and Red Crescent Societies
IOM	International Organization for Migration
IRT	Immediate Response Team
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OPSCEN	Operations Centre (UNICEF)
PD	Programme Division (UNICEF)
PFP	Private Fundraising and Partnerships (UNICEF)
PPD	Public Partnerships Division (UNICEF)
RRT	Rapid Response Team
SDG	Sustainable Development Goals
SSOP	Simplified Standard Operating Procedure
STAIT	Senior Transformative Agenda Implementation Team
UNDSS	United Nations Department for Safety and Security
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WHS	World Humanitarian Summit

Part 1: Executive Summary

In 2015, the UNICEF Office of Emergency Programmes (EMOPS) contributed timely, effective and substantial support to large-scale crises requiring organization-wide mobilization and coordination with the entire humanitarian system. This included the complex and protracted crises in the Central African Republic, Iraq, South Sudan, the Sudan, the Syrian Arab Republic and Yemen, as well as Nigeria and surrounding countries. It also included health emergencies such as the Ebola virus outbreak in West Africa. New types of humanitarian crisis, such as the migrant and refugee situation in Europe and other sub-regional crises necessitated that EMOPS establish and strengthen its ability to respond to emerging issues and in new contexts.

In order to deal with the challenges of the current humanitarian context, the division spent nearly half of its 2015 budget (based on its annual work plan) on meeting UNICEF's cluster coordination responsibilities as mandated by the Inter-Agency Standing Committee (IASC). A further one-third was utilized towards providing strategic leadership and guidance for humanitarian action both within and outside the organization. In an effort to contribute to organizational efficiency and effectiveness vis-à-vis UNICEF's humanitarian action, approximately 20 per cent of the division's budget was put towards enhancing emergency preparedness measures through the development of a new Emergency Preparedness Platform, as well as towards the development of UNICEF's eTools project for more effective information management for humanitarian performance monitoring (HPM).

In an increasingly challenging funding environment, EMOPS used the Emergency Programme Fund¹ (EPF) to frontload critical funding requirements ahead of donor commitments to assure a rapid response. In 2015, the EPF benefitted 34 country offices, including in Sahel countries, where the fund was instrumental to maintaining the nutrition supply line amid significant resource gaps and allowed for the treatment of more than 84,000 severely malnourished children into 2016.

UNICEF's capacity to rapidly deploy staff with specialized skills in emergency coordination, programming and operations was enhanced in 2015 with the recruitment of eight additional Emergency Response Team (ERT) members and the deployment of the four ERT members housed in EMOPS for a total of 386 days. As part of UNICEF's efforts to strengthen organization-wide skills for more effective humanitarian action, EMOPS, in collaboration with the Division of Human Resources, established dedicated capacity for humanitarian learning and revised the humanitarian learning strategy. In addition, 28 Immediate Response Team (IRT) members and seven ERT members from across the organization were trained and readied for surge deployments during an intensive week-long emergency simulation exercise.

EMOPS contributed to numerous strategic discussions during the year and took advantage of opportunities to strengthen the framework for its humanitarian action. In 2015 this included collaborating with other divisions within UNICEF Headquarters on the preparation for the World Humanitarian Summit (WHS) Global Consultation held in Geneva in October 2015, where UNICEF pushed for key issues, including: increased investment in education and child protection; better linking humanitarian and development work; and, meeting children's immediate needs while addressing their long-term prospects. Strengthened synergies with UNICEF's divisions of Communications (DOC), Private Fundraising and Partnerships (PFP) and

¹ The EPF is a revolving fund that UNICEF disburses to field offices within 48 hours of a sudden humanitarian crisis, before donor funds are available.

Public Partnerships (PPD) allowed EMOPS to better position UNICEF's humanitarian action for fundraising, external communication and advocacy. This included a coordinated approach to promoting UNICEF's Humanitarian Action for Children global 2015 appeal, which resulted in extensive media coverage.

EMOPS also continued to collaborate closely with United Nations and non-governmental organization (NGO) partners, including through the IASC, Emergency Director's Group missions to Burundi, Nigeria and Ukraine, and the inter-agency cluster coordination areas of responsibility (AoRs). In addition, the simplified standard operating procedure (SSOP) for the Level 3 designation was revised in 2015 to enable more sustainable response to complex and/or protracted crises.

EMOPS continued to identify and prioritize critical gaps and emerging areas of humanitarian policy, tools and guidance to support country and regional offices to prepare for and respond to crises in appropriate, efficient and equity-based ways. In close collaboration with UNICEF's Programme Division (PD), EMOPS led critical work to further enhance and systematize UNICEF's ability to use cash-based approaches in its humanitarian action by exploring existing field experience, addressing systemic bottlenecks and barriers and building inter-agency operational partnerships. Collaboration with PD also facilitated greater investments in accountability to affected populations (AAP), as well as increasing disability-inclusive humanitarian action. The work to harness the potential of humanitarian innovation gathered momentum in 2015, with UNICEF playing an active role in the development of ethics and principles for humanitarian innovation and contributing to the establishment of the Global Alliance for Humanitarian Innovation. Efforts to define best operational practice in high-risk and high-threat environments formed part of EMOPS support to country offices to 'stay and deliver'.

Partnerships were strengthened with the International Federation of the Red Cross and Red Crescent Societies (IFRC), the United Nations High Commissioner for Refugees (UNHCR) and the International Organization for Migration (IOM) in 2015. With IFRC, UNICEF made significant progress towards expanding humanitarian partnership at the field level, with detailed implementation plans in Mexico and Pakistan. EMOPS published the findings of the joint UNICEF/WFP *Return on Investment for Emergency Preparedness Study*, which fed into global policy debates on humanitarian financing and cost-effective programming in the run up to the WHS. EMOPS also maintained standby support to UNICEF programmes and clusters and signed new standby partnership agreements with ChildFund Alliance, IMPACT Initiatives and Justice Rapid Response. In 2015, standby arrangements provided UNICEF with a total of 25,689 days of support in 221 deployments, the equivalent of 70 full-time staff members working for emergency operations.

In 2015, UNICEF-led and co-led clusters/AoRs Rapid Response Teams (RRT) contributed with 1,992 days of coordination and information management support to countries. Some 25 RRTs are now in place across the five clusters/AoRs, enabling 56 deployments for coordination and information management support to 19 countries in 2015. EMOPS also provided direct field support to Afghanistan, the Central African Republic, Chad, Iraq, Liberia, Malawi, Nepal, Nigeria, Serbia, Sierra Leone, Somalia, South Sudan, the Syrian regional response, Ukraine and Yemen. A cluster perception survey conducted at the end of 2015 revealed that 77 per cent of respondents are either satisfied or very satisfied with the cluster coordination system.

EMOPS continued to provide strategic security support to complex environments around the world and security advice to senior management at country, regional and global levels. In 2015, this included assessment and analysis of security situations in Syria, Yemen and other complex

emergencies. Security support to Yemen enabled UNICEF to lead the return of international staff members following their temporary withdrawal. UNICEF's Operations Centre (OPSCEN) continued to provide 24/7 emergency support to staff globally in order to facilitate rapid security and/or humanitarian response. In 2015, OPSCEN responded to security and emergency situations, including an attack on UNICEF staff and assets in Somalia, the Nepal earthquake, and the Yemen evacuation.

The year also brought significant challenges. The multitude of complex and large-scale crises globally overshadowed the chronic, protracted and somewhat forgotten crises, impacting the provision of predictable and sustained quality support to all countries in crises. Staff workload was also impacted as nearly one-quarter of EMOPS posts became vacant in 2015. Finding suitably experienced candidates for some critical posts and meeting the organizational standards for geographical diversity caused some delays in recruitment. Specifically for UNICEF-led clusters and AoRs, demand for deployments continued to outstrip supply. EMOPS security capacity in particular was limited in 2015 due to unforeseen circumstances, which limited the ability of EMOPS to monitor and provide professional analysis and security advice globally.

Part 2: Divisional targets and strategies

A. Main results achieved

Outcome 1: Timely, effective, reliable and efficient 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 mobilization, operational efficiency and effectiveness within EMOPS and for the overall strategic guidance of UNICEF's humanitarian action

Continued protracted crises and new sudden onset emergencies in 2015 led to revised guidance of the SSOPs for Level 2 and Level 3 emergencies, and further prompted discussions regarding the humanitarian and development nexus, and humanitarian financing. An addendum to the Corporate Emergency Activation Procedure (CEAP) provided revised guidance for Level 3 emergencies to enable a more sustained response to protracted crises.

In an effort to contribute to advocacy and child-focused programme initiatives, EMOPS engaged in numerous fora, including 14 high-level working group meetings, eight Member State briefings, three IASC Emergency Director's Group missions to Burundi, Nigeria and Ukraine and regular interaction with the Senior Transformative Agenda Implementation Team (STAIT) and its secretariat. EMOPS also engaged in humanitarian fora such as the United Nations World Conference on Disaster Risk Reduction and the World Humanitarian Summit (WHS) Regional Consultations. An organization-wide advocacy paper taken forward to the WHS Global Consultation held in October in Geneva identified UNICEF's humanitarian and advocacy priorities and highlighted the importance of education and child protection as part of humanitarian action. In an effort to contribute to overall policy frameworks, EMOPS seconded staff to the WHS Secretariat and the Secretariat of the High-Level Panel on Humanitarian Financing.

EMOPS contributed to UNICEF's efforts to strengthen organization-wide skills for greater effectiveness in humanitarian action with the establishment of dedicated capacity for humanitarian learning and the implementation of the humanitarian learning strategy. As part of an effort to strengthen field support in emergencies, 28 IRT and seven ERT members were trained and readied for surge deployments during a week-long emergency simulation exercise. Monitoring of EMOPS budgets and work plans continued to progress with the increased use of InSight, and with sections taking more responsibility for budget management. A bi-monthly management meeting was reinstated to ensure that budgetary and human resources-related issues are flagged and addressed in a timely manner.

As part of the ongoing support from the UK Department for International Development (DFID), for institutional capacity building, two multi-agency log-frames and business cases were developed with the world Food Programme (WFP), UNHCR, IOM, CERF and the Office for the Coordination of Humanitarian Affairs (OCHA). Through this programme, support was provided to more than 30 country and regional offices and headquarters divisions to strengthen core humanitarian action and preparedness activities. The use of an inter-agency logical framework contributed to improving coordination, inter-agency learning and the development of new joint initiatives.

Strengthened internal synergies with DOC, PPD and PFP allowed EMOPS to better position the organization's humanitarian action for fundraising, external communication and advocacy. This included a coordinated approach to promoting UNICEF's Humanitarian Action for Children global 2015 appeal, which was successfully launched in January, receiving wide media coverage. The appeal was 68 per cent funded for the year. In addition, in order to support organization-wide capacity to respond to emergencies, GBP16 million was mobilized from DFID, with an additional US\$45 million in global thematic humanitarian funds mobilized from the Netherlands.

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

In 2015, EMOPS contributed timely, effective and substantial support to 100 humanitarian situations taking place in 66 countries. This included simultaneous responses to six active Level 3 (organization-wide) emergencies, as well as three Level 2 emergencies, including Nigeria and surrounding countries, and the Pacific Islands (typhoon) and Nepal (earthquake). The latter two have now transitioned from the Level 2 designation. EMOPS also responded to a number of new onset humanitarian crises, including the refugee and migrant crisis in Europe, cholera outbreaks in Eastern and Southern Africa, the earthquake in Afghanistan, droughts, floods and the deterioration of food security and nutrition situations due to the El Niño phenomenon across East Asia and the Pacific, Central America and Eastern and Southern Africa.

UNICEF's Executive Board approved a doubling of the EPF ceiling to US\$75 million annually. In 2015, the EPF benefitted 34 country offices including Sahel countries. A total of 86 Central Emergency Response Fund (CERF) grants from the rapid response window were issued in the amount of US\$69.2 million to 29 countries and 44 grants from the under-funded emergencies window were issued in the amount of US\$44.7 million to 19 countries. While the data for 2015 is not yet available, in 2014, UNICEF was the second largest recipient of CERF funds, and it implemented the largest total amount through partners (\$48.4 million) accounting for 41 per cent of all CERF funding received by UNICEF in 2014. In comparison WFP, the largest CERF recipient reported \$8.8 million, or 6 per cent of received CERF funds as implemented through partners (in-kind arrangements, such as food, are not included in the reported figures). Of

UNICEF's \$48.4 million going to partners, 23 per cent (approximately US\$26.7million) went to support national front-line responders, one of the highest of any UN CERF-grantee. Response to the field was further enhanced by the expansion of surge modalities, including an expanded ERT team, trained IRT members and an increased use of stand-by partners.

In 2015, a final humanitarian preparedness platform prototype was developed and piloted at a workshop in Nairobi in June. In the final quarter of 2015, the technical development of the system's architecture and scoping process began; final roll-out to all country offices will take place in the second half of 2016, along with the accompanying guidance note on preparedness for emergency response. In the context of UNICEF's efforts to increase preparedness readiness in the Pacific Islands sub-region, and based on lessons learned from the response to Cyclone Pam, EMOPS supported the UNICEF Pacific Islands office to strengthen preparedness measures, including through the pre-positioning of supplies and strengthening partnerships with national authorities. These measures have been instrumental in UNICEF and partners' abilities to respond to other major disaster in the region, including the recent Tropical Cyclone Winston that devastated Fiji.

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

EMOPS continued to strengthen HPM systems in 2015. EMOPS HPM specialists were deployed to country and regional offices to provide direct support for a total of 180 days. These included missions for the Ebola crisis, Nepal, Yemen and the European migration crisis. Country offices also received remote support on 39 activities related to setting up and managing HPM systems. Work continued on the refinement of HPM guidance and tools drawing from country experience. This included the consolidation of refinements to field monitoring tools. Development of information management platforms for HPM progressed and was fully mainstreamed into the wider corporate eTools project spanning a range of web-based platforms and applications to increase work process efficiencies in development and humanitarian contexts. Through the end of 2015, nine country offices with different levels and types of humanitarian action were engaged in testing and using an information management base for future HPM-related products planned for release in 2016, which will include tools for partner and cluster-partner reporting, and field monitoring.

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

Knowledge sharing sites were in place and maintained during in 2015. Knowledge collaboration was supported for major emergency response through team sites, including with the launch of the Europe Refugee and Migrant Crisis team site in 2015 and the ongoing maintenance of dedicated team sites. UNICEF also continued to generate lessons, including through debriefs, and promoted course corrections through processes such as the Nepal Earthquake response After Action Review in mid-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 build resilience

The first two years of the Strategic Plan included testing the procedures that UNICEF had put in place to respond to large-scale emergencies, and adjusting these internally as well as informing

inter-agency guidelines to be more effective. Evaluations have noted the contribution that standardized procedures make to scaling up response. As part of the follow-up to the Strengthening Humanitarian Action initiative, organizational adaptations to build effectiveness included expanding surge capacity and creating opportunities for national staff to broaden the pool of surge staff; greater investments in humanitarian learning; and revisions to UNICEF procedures and benchmarking approaches to better manage protracted crises linked to conflict.

The lead-up to the WHS increased the focus on new forms of programming in humanitarian contexts, including cash-based approaches, which are geared towards providing assistance that reduces risk and increases resilience, while meeting urgent humanitarian needs. Close collaboration with social protection experts in PD accelerated capacity building and field support to humanitarian operations providing assistance using cash-based approaches, including increased use of national government social protection systems to respond to disasters or conflict-induced displacement, such as in Nepal and Mali, respectively. Provision of multi-purpose grants in active response settings such as Jordan led to child-friendly results, including decreases in child labour rates among refugee families.

As part of the inter-divisional working group on AAP, EMOPS and PD supported the development of new guidance to prevent and address sexual abuse and exploitation, while simultaneously supporting country offices to provide opportunities for meaningful engagement with affected communities. One such example is through the development of emergency standard operating procedures for feedback and complaint mechanisms that are child- and adolescent-friendly. New technologies and innovative approaches, including SMS-based platforms, remained a cornerstone of UNICEF's approach to enabling the participation of affected communities in all phases of humanitarian action. Amplifying the voices of children, youth and adolescents has been a priority, including in the lead up to the WHS. Strong collaboration with PD also resulted in increased programming for those with disabilities, including in Nepal, where children with disabilities were identified, provided with specialized services, and included in other mainstream, child-friendly services.

During the first half of 2015, EMOPS led the Programme Criticality Coordination Team and for the rest of the year, continued to provide secretarial support for this body. Application of the programme criticality framework created a more objective basis for managers in the field to determine acceptable risk levels for each United Nations activity. This has helped UNICEF representatives and designated officials in high-security-risk environments make justifiable decisions on taking risks to implement critical programmes when stakes are high for the affected populations. For example, the use of programme criticality criteria has enabled the delivery of life-saving assistance convoys across conflict lines in very high-risk environments such as Iraq, the Syrian Arab Republic and Yemen.

UNICEF continued to prioritize resilience-building through risk-informed programming and systems-strengthening, as well as furthering the links between its humanitarian and development work. In 2015, the findings of the UNICEF/WFP *Return on Investment for Emergency Preparedness Study* fed into global policy initiatives on humanitarian financing and cost-effective programming. With renewed support from DFID, preparedness has evolved into a multi-year framework (2015-2017) with partners including UNICEF, WFP, UNHCR and OCHA, and with research planned in three new pilot countries.

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

In 2015, EMOPS made key contributions at all levels of the humanitarian system and across a range of protection and human rights agendas. The guidance note 'UNICEF Roles and Responsibilities in the Children and Armed Conflict Agenda of the Security Council' was issued by the Deputy Executive Directors of Partnerships and Programmes in November 2015. This was the culmination of an intensive collaboration among field offices and EMOPS. In response to the surge in abductions of children in situations of armed conflict, EMOPS advocated for Security Council Resolution 2225 to add abduction as a trigger grave violation in the children and armed conflict (CAAC) agenda, which will lead to more action by that body to press parties to conflict to end the violation and release all abducted children. EMOPS also advocated with Member States to raise children's issues in the Security Council to encourage that body to take action. EMOPS supported high-level advocacy by the Special Representative for the Secretary-General on CAAC in Myanmar on ending the recruitment and use of children by the Government and non-state armed groups. In support of country and regional offices and to contribute to the strong understanding of Member State discussions on humanitarian issues within the Security Council, relevant developments in the Security Council were regularly monitored and shared with senior management. UNICEF's participation in the 'Children, Not Soldiers' campaign with the Office of the Special Representative of the Secretary-General on CAAC was well coordinated through regular engagement at all levels of the organization. This included consultation with the representatives of all concerned countries ahead of the General Assembly high-level meeting on the campaign; regular follow up with country offices regarding progress, which was done in close cooperation with the PD-Child Protection in Emergencies team; and, support for resource mobilization events.

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

EMOPS continued to engage in IASC processes in 2015, including by supporting the development of the IASC 2016/2017 work plan. Through its standby facility and partnerships with clusters, 221 deployments were undertaken during the year, including 165 standby personnel and 56 deployments of RRT missions to support UNICEF's cluster commitments. These deployments supported the response to major emergencies in Europe, Nepal, Vanuatu, Ukraine and West Africa (Ebola), as well as smaller, underfunded, forgotten or protracted emergencies including those in Chad, Fiji, Mali, Myanmar, Nigeria and the Sudan. EMOPS also facilitated inter-agency capacity development on emergency response preparedness (ERP) with the finalization of the IASC ERP guidance and development of the associated training package. Support for disaster risk management continued under the Capacity for Disaster Reduction Initiative (CADRI) partnership on disaster risk reduction, including issuing country level guidance and the development of a new CADRI business plan.

Partnership engagement in 2015 focused on strengthening UNICEF's global partnership with IFRC. UNICEF's Executive Director and IFRC's Secretary-General issued a joint letter encouraging colleagues from both organizations to collaborate for children. A mapping exercise revealed that UNICEF and IFRC are currently collaborating, formally or informally, in at least 60 countries, with a plan to strategically enhance the partnership in Mexico and Pakistan in 2016. The collaboration with UNHCR reached a benchmark in January 2015 with the issuance of a joint UNICEF-UNHCR letter to all country offices detailing modalities for collaboration. Initial steps were taken to establish a more predictable partnership with IOM and new collaborations were explored in the global south, including with the Disaster and Emergency Management Presidency of Turkey (AFAD) and the Government of Cuba.

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

As of late 2014, the section (and associated resources) covering this output was transferred from EMOPS to UNICEF's Programme Division. Therefore, EMOPS is no longer reporting against this output, but is addressing resilience through other outputs areas and in collaboration with the Humanitarian Action and Transition (HATIS) section in PD.

Special section – Ebola response

UNICEF's Executive Director activated the CEAP in August and October 2014 for the countries affected by the Ebola crisis. As part of this, a dedicated Ebola Crisis Cell (ECC) was established at UNICEF Headquarters in New York to coordinate the organization's scale-up efforts. Led by the Global Ebola Crisis Coordinator, the ECC helped to deploy 318 surge staff in 2015 and increased standing office capacity to meet the demands of the response to the Ebola outbreak. As the direct coordination role gradually shifted from the ECC to the West and Central Africa Regional Office in 2015, Headquarters took on additional work to support the response to Ebola as well as to other crises, especially health emergencies. Lessons learned and good practices were compiled across sectors, and will inform an independent evaluation of the Ebola response. These lessons, along with those learned from the UNICEF responses to polio, cholera and influenza, will contribute to the organization's initiatives to better prepare for and to respond to future health emergencies. Furthermore, the ECC developed an innovative platform to aggregate mobile phone data, allowing for a deeper understanding of social interactions in the Ebola-affected countries, for use in better tailoring response activities in other emergency situations. The ECC also published in scientific journals on how community care centres contributed to the Ebola response and how social mobilization worked in practice. The ECC was dismantled at the end of December 2015, having served its purpose of dedicated support to the Ebola-affected countries.

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

Output 2.1 Security management, technical advice, policy and surge support effectively provided to UNICEF offices in accordance and coordination with UNSMS²

EMOPS continued to provide strategic security advice and analysis to senior management in 2015 in response to the worsening global security environment. This included assessment and analysis of security situations in the Syrian Arab Republic, Yemen and other complex emergencies; forecasts for potential emergencies, such as in Burundi and Guinea; and the recruitment of security advisors in Burundi, Chad, the Democratic Republic of the Congo, Iraq and Yemen. EMOPS also surged security staff to Afghanistan, Burundi, Guinea, Iraq, Somalia, Ukraine and Yemen. Security support to Yemen enabled UNICEF to lead the return of international staff following their evacuation and open operational hubs in Hodaydah, Saada and Taiz. As custodian of the internal Central Investment Fund, EMOPS allocated US\$10 million to regional and country offices to support compliance with the Minimum Operational Security Standards. EMOPS continued to engage with the United Nations Security Management System to influence policy, processes and training to ensure security directives were aligned with UNICEF's mission. Ninety staff members were trained in six Women's Security Awareness Training courses delivered in Juba, Cairo and New York and three Hostage Incident

² United Nations Security Management System

Management trainings were co-facilitated with the United Nations Department for Safety and Security (UNDSS). EMOPS also assisted the field-testing of the new Security Risk Management e-tool (in the Democratic Republic of the Congo, Djibouti, Kenya and Somalia), which was rolled out to all United Nations duty stations in December 2015.

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

OPSCEN continued to provide 24/7 emergency support to UNICEF staff globally to facilitate rapid security and/or humanitarian response. In 2015, OPSCEN responded to security situations and natural disasters, both sudden and slow onset, through a combination of direct communication with colleagues globally, distribution of relevant information to key colleagues, facilitation of multiple stakeholder conference calls and management of information flows. The team assisted in the response to a high volume of events, including the attack on the UNICEF staff in Somalia, the Nepal earthquake, and the temporary withdrawal of international staff from Yemen. Serving as UNICEF's crisis management hub, OPSCEN facilitated approximately 500 conference calls and meetings, sent approximately 440 advisories and alerts to UNICEF personnel, disseminated and produced 210 OPSCEN briefs, 95 EMOPS Directors' daily briefs, 60 emergency updates, 12 heads up reports and 6 insight papers and distributed about 690 UNICEF situation reports. To support the business continuity of UNICEF Headquarters in New York, OPSCEN trained seven back-up emergency officers in UNICEF Headquarters in Geneva in May 2015 and conducted several time-bound handovers with a view to ensuring inter-operability between New York and Geneva.

Outcome 3: UNICEF effectively leads humanitarian clusters under its responsibility and contributes to overall humanitarian country team effectiveness in humanitarian action.

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

In 2015, UNICEF-led and co-led cluster/AoR RRTs contributed with 1,992 days of coordination and information management support to countries. EMOPS also provided direct field support to Afghanistan, the Central African Republic, Chad, Iraq, Liberia, Malawi, Nepal, Nigeria, Serbia, Sierra Leone, Somalia, South Sudan, Syrian regional response, Ukraine and Yemen. An inter-cluster mission was carried out to explore strengthening coordination mechanisms for the Central African Republic, Nigeria and the Syrian regional response. Guidance on the cluster approach for country offices was finalized in both English and French in 2015. EMOPS also played a leadership role in strengthening inter-agency monitoring tools during the year, including with the Multi-Cluster Initial Rapid Assessment toolkit and the Cluster Coordination Performance Monitoring (CCPM) process. In 2015, 22 CCPM exercises were used in nine countries and CCPM missions to review and refine the process and tool were undertaken to Afghanistan, Ethiopia, South Sudan and the Sudan. The first draft of an inter-agency gender monitoring tool was developed and has been field tested for the first time in the Central African Republic, Jordan and Yemen. To develop cluster capacities, EMOPS is designing learning strategies for communication, coaching and leadership. Following the creation of the Cluster Coordination Competency Development Strategy in 2014, to support partners, EMOPS recruited an in-house capacity development emergency specialist in 2015 and carried out joint cluster information management coordination trainings in Ireland and Bangkok. In terms of AAP, UNICEF led and co-led clusters and AoRs also worked with country clusters to identify existing good practices and factors that facilitate people-centred approaches in clusters and coordination mechanisms. This work will be captured to inform global policy and ultimately to ensure that the

organization has a more systematic approach to engaging affected people and adapting support to identified needs.

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

In 2015, the Global Education Cluster increased field support, largely in line with projected demand. The RRT was expanded from six to seven members in 2015 and the cluster provided 89 weeks of RRT deployments to seven countries: the Central Africa Republic, Iraq, Liberia, Nepal, Nigeria, the Syrian Arab Republic and neighbouring countries and Ukraine. In addition, 58 weeks of streamlined remote support was provided to 22 countries through the new HelpDesk launched in July 2015. The Education Cluster Strategic Plan for 2015-2019 and associated work plan for 2015-2016 allowed for better prioritization of support and more regular and stronger engagement with partners providing education response in humanitarian crises. The Education Cluster Core Skills Course, which aims to equip cluster coordination staff with the skills needed to effectively coordinate a cluster, was successfully piloted in October. The needs assessment training was revised and the education needs assessment guidance piloted. Given the importance of education (including education in emergencies) in the post-2015 development agenda process, advocacy was prioritized during the year. EMOPS co-organized two WHS advocacy events in Geneva, along with briefs prepared on child protection and education specifically for the WHS. UNICEF also engaged with partners at the Oslo Education for Development Summit.

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

The Global Nutrition Cluster (GNC) provided systematic support to all large-scale responses in 2015. The GNC RRT grew from five to six members, and all six were deployed to support coordination and information management functions in Ethiopia, Malawi, Nepal, Somalia, Ukraine and Yemen. The GNC Help Desk was established in June 2015 to provide regular support to nutrition cluster coordinators, information management officers and RRT members in all cluster countries. In collaboration with PD, the GNC completed a review of nutrition cluster transition plans/processes in Ethiopia, Kenya, Pakistan and the Philippines to identify and address capacity building gaps for governments and cluster lead agencies. Working with HelpAge International and the Global Food Security Cluster (GFSC), the GNC also developed a joint GNC-GFSC strategy and operational framework on AAP. A Nutrition Cluster Advocacy Strategy was developed, in collaboration with Action Against Hunger-UK and endorsed by all global-level partners. The strategy will be accompanied by a toolkit for country clusters that would allow for the development of country advocacy strategies. In addition, the 'Evaluation of the support provided by the Global Nutrition Cluster to national coordination platforms' was completed in 2015, with specific focus on the RRT mechanism. A review was conducted that examined the role of the GNC partnership and the cluster lead agency on technical nutrition work. The resulting recommendations will allow for improved technical leadership for nutrition in emergencies.

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

The Global WASH Cluster (GWC) continued to provide both remote and in-country support for ongoing emergencies in 2015. This was despite the limited number of field support teams (FST) (six were on board in 2015). FSTs were deployed for a total of 435 days of support, including for

needs assessment, information management and coordination mechanisms, in the Central African Republic, Iraq, Malawi, Nepal, Nigeria South Sudan, Ukraine, Vanuatu, Whole of Syria (the Syrian Arab Republic plus neighbouring refugee hosting countries) and for the Ebola crisis. FSTs and the Cluster Advocacy Support Team supported 17 countries remotely, including on recruitment, assessment, preparedness, and humanitarian needs overview and humanitarian response plan processes. At the global level, the Assessment Technical Working Group was established to look at assessment gaps in terms of methodology, standardization of approaches and information analysis. National cluster coordinators participated in the GWC meeting in Nairobi in October 2015 that generated recommendations for strengthening support for cluster transition and preparedness.

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

Through the dedicated Inter-Cluster Coordination Unit, EMOPS was able to deliver on its co-lead responsibilities for the Gender-Based Violence AoR. This included the implementation of two Office of United States Foreign Disaster Assistance grants on emergency preparedness and advocacy, day-to-day liaison with the United Nations Population Fund (UNFPA) and supervision of the information management RRT (despite the absence of the Gender-Based Violence AoR Coordinator in the second half of 2015). A GBV preparedness and response toolkit and related advocacy strategy were developed on behalf of the GBV AoR. The GBV guidelines were submitted to the IASC for endorsement. EMOPS supported the launch and fundraising of the guidelines and their operationalization.

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

Twenty-four countries received remote support and nine countries received in-person support from the Global Child Protection AoR in 2015, including Afghanistan, Chad, Iraq, Nepal, Nigeria, Serbia, South Sudan, Ukraine and the Whole of Syria. A capacity needs assessment tool was further developed for field based coordination groups and has now been applied in six emergency contexts. Training was provided on child protection rapid assessment, fundraising, building operational capacity and minimum standards, which are now used in 36 humanitarian contexts. In 2015, the Global Child Protection AoR secured agreement from all Child Protection Working Group members to create a new inter-agency group on child protection, to be co-led by PD and Save the Children. The Child Protection Working Group advocacy task force successfully pushed for child protection in emergencies to be included in the Sustainable Development Goals (SDG) framework and as a result, eight targets directly relate to child protection in emergencies.

C. Areas of exceptional achievement

- **Timely and effective support was provided to 100 humanitarian situations**, including a number of large-scale emergencies that required the mobilization of the entire humanitarian system: the Ebola virus outbreak in West Africa, and the conflicts in the Central African Republic, Iraq, South Sudan, the Syrian Arab Republic and Yemen.
- **The global humanitarian preparedness programme was expanded to include WFP, UNHCR and OCHA.** The joint log-frame has incentivized stronger collaboration and learning between participating agencies on humanitarian preparedness, including undertaking joint risk assessments, climate change mitigation, collaboration on supply

and logistics, cash-based approaches, measuring the return on investments and staff capacity development in 11 high-risk countries.

- **Partnerships with IFRC, UNHCR and IOM were strengthened** and UNICEF made significant progress towards implementing the IFRC partnership at the field level.
- **Standby arrangements provided UNICEF with a total of 25,689 days**, the equivalent of 70 full-time staff members working for emergency operations. New standby partnership agreements were also signed with ChildFund Alliance, IMPACT Initiatives and Justice Rapid Response.
- **EMOPS continued to provide strategic security support and advice to senior management at country, regional and global levels**, despite severe staff shortages, including in complex environments around the world. Dedicated security advisers were recruited for the Democratic Republic of the Congo, Iraq, Yemen, Chad and Burundi.
- **With the recruitment of eight new Emergency Response Team (ERT) members across the organization in 2015**, UNICEF's capacity to rapidly deploy staff with specialized skills in emergency coordination, programming and operations has been significantly enhanced. In total, EMOPS deployed four ERT members for a total of 386 days in 2015.
- **A total of 28 IRT and seven ERT members from across the organization were trained and readied for deployment as surge staff** during an intensive week-long emergency simulation training.
- **Some 25 RRTs are now in place across the five clusters/areas of responsibility**, which enabled 56 deployments for coordination and information management support to 19 countries in 2015.
- **A cluster perception survey conducted at the end of 2015 revealed that 77 per cent of respondents are either satisfied or very satisfied with the cluster coordination system.** The survey received more than 650 responses from 31 countries.

B. Areas of shortfall

- **The multitude of complex and large-scale crises globally overshadowed the chronic, protracted and somewhat forgotten crises** and impacted the provision of systematic and substantial support for all emergency countries.
- **Demand for deployments continued to outstrip supply for UNICEF clusters and areas of responsibility**, which struggled to prioritize deployments and provide adequate field support.
- **Unpredictability in resource mobilization** for the education, WASH and child protection clusters made it challenging to maintain the surge teams at optimal levels.
- **EMOPS security capacity was limited in 2015** due a number of unfortunate circumstances impacting key staff members. This limited the ability of EMOPS to monitor and provide professional analysis and security advice globally and meet all surge requests.
- **Staff workload was impacted as nearly one-quarter of EMOPS posts became vacant** in 2015. Finding suitably experienced candidates for some critical posts and meeting the organizational standards for geographical diversity caused some delays in recruitment.

Moving forward, EMOPS will address these challenges by continuing to adapt its structures and systems to meet the changing humanitarian landscape. This includes improving the effectiveness and efficiency of humanitarian preparedness and response and better linking humanitarian and development work, including by strengthening risk-informed planning and

enhancing humanitarian learning across the organization. EMOPS will also continue to invest in systematic and predictable support to country offices facing humanitarian crises, including by engaging in high threat and high risk environments and improving accountability to affected populations. Given the number of ongoing large-scale and protracted humanitarian situations, EMOPS will also work to develop and adapt a coherent strategy and capacities for staffing longer-term crises and addressing security and access constraints. Organizationally, more predictable and dedicated human and financial resources for organization-wide humanitarian response are needed.

Part 3: Evaluations and Research

Note: EMOPS did not track sequence numbers or management responses for the publications listed below.

Title: Cluster Coordination Guidance for Country Offices

Year: 2015

Type of report: Guidance

Themes: Cluster coordination

URL: cpwg.net/wp-content/uploads/sites/2/2015/05/Cluster-Guidance-Eng-5-June.pdf

Summary: This document was developed to assist UNICEF country offices to better fulfil cluster lead agency responsibilities in Level 3 and other emergencies.

Title: Humanitarian Action for Children 2015

Year: 2015

Type of report: Appeal

Themes: Humanitarian action

URL: www.unicef.org/appeals/previous_appeals.html#2015

Summary: UNICEF's Humanitarian Action for Children highlights the situation of children living in the most challenging circumstances, outlines the support required to help them survive and thrive, and shows the results UNICEF and its partners have achieved and are working towards.

Title: UNICEF/WFP Return on Investment for Emergency Preparedness Study

Year: 2015

Type of report: Study

Themes: Emergency preparedness

URL:

[www.unicef.org/publications/files/UNICEF WFP Return on Investment for Emergency Preparedness Study.pdf](http://www.unicef.org/publications/files/UNICEF_WFP_Return_on_Investment_for_Emergency_Preparedness_Study.pdf)

Summary: In 2014, World Food Programme, UNICEF and DFID undertook a joint study with the Boston Consulting Group to calculate the financial 'returns' and speed benefits derived from specific preparedness interventions, including emergency supply prepositioning, infrastructure development, staff training and contingency arrangements for external contracting. Using data from three pilot countries – Chad, Pakistan and Madagascar – the study suggests that increased investment in early preparedness could reduce the costs of humanitarian response by more than 50 per cent, and save more lives by facilitating swifter and more efficient