### Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AAP</td>
<td>Accountability to affected populations</td>
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<tr>
<td>AoR</td>
<td>Area of responsibility</td>
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<tr>
<td>CAAC</td>
<td>Children and armed conflict</td>
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<td>CADRI</td>
<td>Capacity for Disaster Reduction Initiative</td>
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<td>CCE</td>
<td>Communication and community engagement</td>
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<td>CERF</td>
<td>Central Emergency Response Fund</td>
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<tr>
<td>CLA</td>
<td>Cluster lead agency</td>
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<tr>
<td>DFID</td>
<td>Department for International Development (United Kingdom)</td>
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<td>ECHO</td>
<td>European Commission Humanitarian Aid and Civil Protection Department</td>
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<td>EMOPS</td>
<td>Office of Emergency Programmes (UNICEF)</td>
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<td>EPF</td>
<td>Emergency Programme Fund</td>
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<td>EPP</td>
<td>Emergency Preparedness Platform</td>
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<td>ERT</td>
<td>Emergency Response Team</td>
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<td>FAO</td>
<td>Food and Agriculture Organization</td>
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<td>GBV</td>
<td>Gender-based violence</td>
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<td>GNC</td>
<td>Global Nutrition Cluster</td>
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<td>GWC</td>
<td>Global WASH Cluster</td>
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<td>HATIS</td>
<td>Humanitarian Action and Transition (UNICEF-PD)</td>
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<td>IASC</td>
<td>Inter-Agency Standing Committee</td>
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<td>IFRC</td>
<td>International Federation of the Red Cross and Red Crescent Societies</td>
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<td>IOM</td>
<td>International Organization for Migration</td>
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<td>ISIS</td>
<td>Islamic State of Iraq and the Levant</td>
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<td>MRM</td>
<td>Monitoring and Reporting Mechanism</td>
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<td>NGO</td>
<td>Non-governmental organization</td>
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<td>OCHA</td>
<td>Office for the Coordination of Humanitarian Affairs</td>
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<td>OPSCEN</td>
<td>Operations Centre (UNICEF)</td>
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<td>PC</td>
<td>Programme criticality</td>
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<td>PD</td>
<td>Programme Division (UNICEF)</td>
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<td>RRT</td>
<td>Rapid Response Team</td>
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<td>SDC</td>
<td>Swiss Agency for Development and Cooperation</td>
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<td>UNFPA</td>
<td>United Nations Population Fund</td>
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<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<tr>
<td>UNITAR</td>
<td>United Nations Institute for Training and Research</td>
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<td>WASH</td>
<td>Water, sanitation and hygiene</td>
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<td>WFP</td>
<td>World Food Programme</td>
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<td>WHO</td>
<td>The World Health Organization</td>
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Part 1: Executive summary

In 2017, the United Nations Children’s Fund (UNICEF) Office of Emergency Programmes (EMOPS) contributed timely and efficient support to large-scale emergencies requiring organization-wide mobilization. This included the sudden-onset refugee crisis in Bangladesh; significant displacement due to violence in the Kasai provinces of the Democratic Republic of the Congo; and the protracted conflicts in Iraq, Nigeria, South Sudan, the Syrian Arab Republic and neighbouring refugee-hosting countries and Yemen. EMOPS and partners also responded to natural disasters such as the unprecedented category 5 hurricanes in the Caribbean and earthquakes in Mexico; several outbreaks of cholera, measles and diphtheria particularly in conflict-affected countries; and many more forgotten humanitarian situations such as in the Central African Republic and Mali.

EMOPS mobilized significant resources for UNICEF emergency response during the year, including with the launch of the Humanitarian Action for Children 2017 global appeal in January, which had raised US$2.48 billion, or 65 per cent of the US$3.79 billion total requirement, by year’s end. EMOPS continued to manage UNICEF’s global thematic humanitarian funds and in 2017, disbursed US$14.1 million, including US$7.4 million to 13 country offices, US$3.5 million to seven regional offices and US$3.2 million to six headquarters divisions.

As part of UNICEF’s continuing effort to enhance its early warning and early preparedness, in 2017, EMOPS initiated the roll out of the Emergency Preparedness System. The system is comprised of the Procedure on Preparedness for Emergency Response, the online Emergency Preparedness Platform (EPP), an associated learning package and a network of offices and staff in key positions to enhance preparedness. The EPP, which was piloted in six country offices and released to 40 in 2017, will help country offices analyse risks, undertake self-assessments, identify high-return preparedness actions and get ready to respond before a crisis happens or a situation deteriorates.

EMOPS continued to strengthen UNICEF capacity for humanitarian performance monitoring and knowledge management in 2017. The number of days of direct field support for performance monitoring nearly doubled from 2016 (152 days) to 2017 (280 days) and improved performance monitoring in three Level 3 emergency responses. EMOPS also continued to enable the use and improvement of platforms that will strengthen knowledge sharing, increase collaboration, reduce inefficiencies and improve access to information across UNICEF.

Investments were made in improving the equity and accountability of UNICEF humanitarian response over the course of the year. In collaboration with the UNICEF Programme Division (PD), EMOPS supported country offices to apply more systematic approaches to putting people at the centre of humanitarian action and fostering communication and community engagement (CCE) and accountability to affected populations (AAP), including through the development of a UNICEF-wide AAP conceptual framework and the UNICEF-led (through EMOPS) CCE Initiative. EMOPS also strengthened UNICEF’s ability to use cash-based transfers in humanitarian action by establishing a dedicated cash team, developing guidance and tools, strengthening partnerships and shaping policies and guidance on humanitarian cash programming and the use of social protection systems.

EMOPS contributed to increasing UNICEF engagement on the protection of children in situations of armed conflict in 2017. This included the development of guidance related to counterterrorism policies and laws used to detain children in rehabilitation camps. Working with
PD-Child Protection, EMOPS also organized a ministerial-level conference marking the 10th anniversary of the Paris Principles on the release and reintegration of child soldiers, which was co-hosted by UNICEF and the Government of France, and resulted in three new Member State endorsements of the Paris Principles from Kazakhstan, Myanmar and Tunisia.

Engagement with United Nations and non-governmental organization (NGO) partners continued in 2017. This included UNICEF’s first annual consultations with the United Nations High Commissioner for Refugees (UNHCR) and partner agencies, which aimed to facilitate stronger and more predictable partnerships for refugee, internally displaced and stateless women and children. Through EMOPS, standby partners continued to support UNICEF programmes, clusters and operations in 2017, amounting to 28,758 days provided through 180 deployments, the equivalent of US$14.4 million of in-kind contributions.

EMOPS led the global water, sanitation and hygiene (WASH), nutrition, and education clusters and the child protection area of responsibility (AoR) in 2017, and used its role as cluster lead agency (CLA) to conduct advocacy, facilitate inter-cluster coordination for integrated response and apply corrective measures for enhanced coordination in emergencies. Successful inter-cluster coordination efforts included the famine-like situations in north-eastern Nigeria, Somalia, South Sudan and Yemen. Global cluster strategies, aligned with Grand Bargain / World Humanitarian Summit priorities, were used to drive change at the global and field levels. Rapid response teams (RRTs) provided direct coordination and information management support to 24 countries through 79 deployments—the equivalent of 3,122 deployment days—and remote support to over 40 countries.

EMOPS continued to provide strategic and operational security advice to senior management in response to the worsening global security environment. For example, a security surge deployment to Yemen facilitated the safe implementation of the Emergency Cash Transfer programme; and 484 female UNICEF staff from more than 20 countries received the Women’s Security Awareness Training. The UNICEF Operations Centre (OPSCEN) continued to provide 24-hour/7-day assistance to UNICEF humanitarian and security responses globally. This included facilitating 130 Level 2 and Level 3 emergency management team meetings over the course of the year; and providing reporting, information coordination and donor communications support that enabled a faster and more effective response to the Caribbean hurricanes.

Despite the year’s achievements, EMOPS also faced significant challenges. Increasing disrespect for international humanitarian and human rights law by parties to conflict continued to offset EMOPS/UNICEF efforts in this regard and hindered UNICEF’s ability to protect children’s rights in complex and high-threat environments. The number of simultaneous Level 2 and Level 3 emergency responses in 2017 made it difficult to provide full corporate-wide support and oversight of these responses. This required increased collaboration across UNICEF headquarters divisions and the mobilization of significant resources and staff deployments to expand the pace and scale of activities. In addition, delayed donor funding meant that some programmes or activities were postponed or cancelled. While much effort was spent in 2017 on leveraging the entire organization to support UNICEF’s CLA role, additional efforts are needed in the coming years to maximize UNICEF’s coherence in this regard, including better understanding of the cluster accountability within UNICEF, systematic fundraising for clusters at all levels and better articulation of UNICEF investment in clusters.

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1 This includes 14 deployments to headquarters locations.
Part 2: Divisional targets and strategies

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

EMOPS senior management continued to engage with the United Nations system through active involvement in the Emergency Directors Group (including missions to Somalia and South Sudan) and participation in joint missions to the Central African Republic (with the World Food Programme (WFP) and the Food and Agriculture Organization (FAO) emergency directors) and South Sudan (with the German foreign affairs delegation). These missions helped develop a shared understanding of situations at risk of further deterioration, and facilitated advocacy. An EMOPS-supported UNICEF mission to Bangladesh in 2017, which was attended by the UNICEF Executive Director, as well as Deputy Executive Director visits to Mali and Nigeria, raised the profile of the emergencies within UNICEF and externally.

Dialogue with key donors and partners was maintained through regular meetings with the United Kingdom Department for International Development (DFID); an annual consultation with the Swiss Agency for Development and Cooperation (SDC); high-level engagement with the European Commission Humanitarian Aid and Civil Protection Department (ECHO); and consultations with the governments of Denmark, Japan, Norway, Sweden and the United States. EMOPS also brought children’s rights to the forefront of humanitarian-related policy and advocacy through support to numerous high-level meetings, including with the governments of Belgium, Denmark, France, Germany, Norway and Saudi Arabia, Save the Children, the International Committee for the Red Cross and various UNICEF National Committees; as well as key conferences, including the World Bank Annual Consultation in Washington, D.C., the International Conference on the Protection of Children in Armed Conflict in Paris and the Oslo Humanitarian Conference on Nigeria and the Lake Chad Basin.

The Humanitarian Action for Children 2017 global appeal was successfully launched in January and by year’s end had raised US$2.48 billion, or 65 per cent of the US$3.79 billion total requirement. EMOPS continued to manage UNICEF’s global thematic humanitarian funds and in 2017, disbursed US$14.1 million, including US$7.4 million to 13 country offices, US$3.5 million to seven regional offices and US$3.2 million to six headquarters divisions.

A key achievement for the division was the US$38 million raised from DFID for the multi-year, multi-agency Global Humanitarian Investment Programme, which will support the implementation of the humanitarian system reforms agreed to at the World Humanitarian Summit and strengthen protection in emergencies, focusing on people with disabilities. New resources were also mobilized from SDC (US$2 million) for the implementation of the EMOPS 2017 Annual Work Plan in Geneva.

Two large-scale global programmes funded by DFID to strengthen UNICEF’s global humanitarian capacity and preparedness were successfully completed in 2017 and highly rated by the donor. The programmes supported 33 country offices, seven regional offices and eight...
headquarters divisions and made significant contributions to enhancing the operational efficiency and effectiveness of UNICEF’s humanitarian action.

The EMOPS Office Management Plan 2018–2021 was developed in 2017 in line with the UNICEF Strategic Plan 2018-2021 and in consultation with regional and headquarters offices. The new Plan focuses on principled humanitarian action, access to high-threat areas, improved preparedness/risk analysis, humanitarian advocacy, expansion of partnerships and reinforcing cluster coordination. In an effort to collaborate more substantively with regional offices, EMOPS also held a meeting of the regional emergency advisers and headquarters division chiefs to agree on priorities for humanitarian action for 2018 and beyond, in line with the Strategic Plan.

Under the corporate Budget Formulation Tool project, EMOPS contributed to the development of key modules for humanitarian resource planning and resource allocations requests for Emergency Programme Fund (EPF) and global humanitarian thematic funding.

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

In 2017, EMOPS contributed timely and efficient support to 99 new and ongoing crises taking place in 63 countries. This included seven Level 3\(^2\) (organization-wide) and four Level 2\(^3\) emergency responses, as well as responses to a number of smaller/less visible humanitarian situations. Over the course of the year, EMOPS worked with PD and United Nations agencies, including the World Health Organization (WHO), to respond to a range of health emergencies,\(^4\) including the cholera outbreaks in Iraq, Kenya, Nigeria, Somalia, South Sudan, Uganda and Yemen.

The number of simultaneous Level 2 and Level 3 responses in 2017 made it difficult to provide full corporate-wide support and oversight of these responses. This required increased collaboration across UNICEF headquarters divisions and the mobilization of significant resources and staff deployments to expand the pace and scale of activities.

EMOPS disbursed US$84.7 million from the EPF\(^5\) to 21 country offices and three regional offices in 2017. More than 60 per cent of these funds supported country responses to Level 2 or Level 3 situations. For example, US$11 million disbursed to Bangladesh allowed UNICEF to scale up the response quickly following the Level 3 declaration.

EMOPS also facilitated the issuance of US$106 million in Central Emergency Response Fund (CERF) grants for UNICEF, including US$73.7 million for rapid response (to 25 countries) and a total of US$32.4 million in underfunded emergency grants (to 13 countries). In the Democratic Republic of the Congo, for example, a US$28 million CERF (underfunded emergency) grant allowed UNICEF and partners to provide life-saving assistance to displaced populations.

\(^2\) Level 3 responses were to the sudden-onset refugee crisis in Bangladesh; the escalating crisis in the Kasai province of the Democratic Republic of the Congo; and the protracted conflicts in Iraq, Nigeria, South Sudan, the Syrian Arab Republic and neighbouring refugee-hosting countries, and Yemen.

\(^3\) Level 2 responses were to the protracted conflicts in the Central African Republic and the Lake Chad basin; the ongoing drought in the Horn of Africa; and the unprecedented category 5 hurricanes in the Caribbean.

\(^4\) In addition to cholera, other health crises that EMOPS responded to in 2017 included the following disease outbreaks: measles and diphtheria in Bangladesh; Ebola in the Democratic Republic of the Congo; Marburg virus disease in Uganda; and plague in Madagascar.

\(^5\) The EPF is a revolving fund disbursed to field offices within 48 hours of a sudden humanitarian crisis, before donor resources are available and to underfunded emergencies.
As part of UNICEF’s continuing effort to enhance the organization’s early warning and early preparedness, in 2017, EMOPS initiated the roll out of the new Emergency Preparedness System, which is comprised of the Procedure on Preparedness for Emergency Response, the online EPP, associated humanitarian learning resources and a network of offices and staff in key positions to enhance preparedness.⁶ The EPP will help country offices analyse risks, undertake self-assessments, identify high-return actions (e.g. pre-positioning supplies, signing contingency agreements and identifying re-deployment needs) and get ready to respond before an emergency happens or a situation deteriorates.

Despite some delay to the EPP roll out, which was largely resolved by the end of the year, EMOPS achieved its main preparedness goals for 2017: all UNICEF country and regional offices became familiar with the new procedure, the development of the EPP was completed, and the EPP was piloted in six country offices and released to 40 country offices. Six country offices completed their preparedness plans in the EPP in 2017 and 17 country offices covering all seven regions made substantial progress. In 2017, UNICEF also piloted a global risk monitoring system to complement country office risk monitoring.

EMOPS also continued to lead inter-agency and national preparedness capacity development activities in 2017, including by leading the joint operational partnership with WFP, UNHCR and the Office for the Coordination of Humanitarian Affairs (OCHA) on the DFID-supported Ready to Respond programme and the Global Humanitarian Capacity Building Programme, which also includes CERF, WHO and the International Organization for Migration (IOM).

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

EMOPS continued to strengthen UNICEF capacity for performance monitoring in emergencies in 2017 through 280 days of direct field support (up from 152 days in 2016) to three Level 3 emergencies (Bangladesh, South Sudan and Yemen) and one protracted humanitarian situation (Afghanistan), as well as remote support to six country offices and three regional offices. In Yemen, for example, EMOPS contributed to the establishment of a performance monitoring system for the US$200 million Emergency Cash Transfer Project. The lessons learned will inform forthcoming UNICEF guidance on cash-based programming in humanitarian response.

In addition, EMOPS contributed to strengthening organization-wide capacity on humanitarian planning and programme and/or field monitoring through various regional network meetings and one in-depth country training, reaching 166 UNICEF staff members from 69 country offices.

In response to the 2016 external review of UNICEF humanitarian performance monitoring and other evaluation recommendations, EMOPS and the UNICEF Field Results Group advanced the integrated management of humanitarian and development programming by mainstreaming humanitarian response planning within the forthcoming annual work plan procedure and developing integrated field monitoring guidance. Under the corporate eTools project, EMOPS continued to invest in key modules and core functionalities for field monitoring and partner reporting for UNICEF-led clusters and implementing partners. Delays in software development for related components have postponed roll out until 2018.

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⁶ The Procedure on Preparedness for Emergency Response was issued in December 2016; the online EPP was piloted in 2017 and will be launched in 2018; and the new Humanitarian Learning Package was issued in 2017 (see output 1.10).
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

In 2017, EMOPS continued to facilitate humanitarian knowledge sharing through various platforms, including the Humanitarian Intranet (internal audience) and UnicefinEmergencies.com (external audience). With EMOPS support, UNICEF internal collaboration and coordination for emergency response was bolstered through the use of SharePoint team sites, which allow for better access to key resources and other working documents. For example, the Eastern Caribbean Hurricane Response Team Site enhanced UNICEF humanitarian action in highly dynamic environments, and the new Emergency Preparedness Team Site facilitated the dissemination of the EPP within UNICEF. Humanitarian learning and ongoing emergency responses were further strengthened through EMOPS support to four After Action Review exercises. For example, the After Action Review in Bangladesh captured feedback from 77 per cent of those involved in the response, facilitating the identification of bottlenecks, challenges and action plans to resolve these. The action plans have been taken forward by UNICEF Bangladesh and the Regional Office for South Asia.

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

EMOPS facilitated training to build UNICEF institutional capacity to implement the United Nations Programme Criticality (PC) Framework and thereby enable country offices to deliver in complex and high-threat environments. In addition, with EMOPS support, UNICEF participated in the PC Coordination Team lessons learned study on the application of PC in security risk management in South Sudan, the Syrian Arab Republic and Yemen, which produced recommendations for PC assessments and United Nations decision making on acceptable risk.

To build staff capacity to implement UNICEF’s risk-management approach to engaging with non-state entities and better deliver assistance and protection for children living in areas where non-state actors are present, EMOPS supported the update the UNICEF Programme Guidance Note on Engaging with Non-State Entities and facilitated a learning event that built the capacities of 26 UNICEF staff from 10 countries in the Middle East and North Africa.7 EMOPS also responded to the growing need to strengthen humanitarian access by contributing to inter-agency advocacy and efforts to expand and safeguard humanitarian space.

EMOPS followed up on the World Humanitarian Summit and Grand Bargain commitments by facilitating their integration into the UNICEF Strategic Plan 2018–2021 and the EMOPS Office Management Plan 2018–2021; and contributing to the global annual progress report on the Agenda for Humanity and the global humanitarian reform agenda. Drawing on best practices from the field, EMOPS provided advice on the Grand Bargain participation revolution and localization work streams; developed an analytical framework for localization in humanitarian action; contributed to discussions on the Grand Bargain multi-year planning and financing work stream; and helped shape the system-wide approach of the Inter-Agency Standing Committee (IASC) Task Team on Strengthening the Humanitarian/Development Nexus.

7 The 10 countries were: Algeria, Iraq, Jordan, Lebanon, Libya, the State of Palestine, the Sudan, the Syrian Arab Republic, Tunisia and Yemen.
Throughout the year, EMOPS invested in improving the equity and accountability of UNICEF emergency response. In collaboration with PD, EMOPS supported country offices to apply more systematic approaches to putting people at the centre of humanitarian action and fostering communication and community engagement (CCE) and accountability to affected populations (AAP). In the Middle East and North Africa, for example, EMOPS used tools developed as part of the UNICEF AAP framework to provide technical support on CCE to country offices, including Yemen, where the involvement of 6,000 community volunteers in needs assessment and monitoring improved coordination and feedback exchange with affected people.

EMOPS improved synergies between UNICEF humanitarian and development programming on gender, disabilities, adolescents, urban settings and migration by integrating humanitarian concerns into UNICEF and inter-agency policies, guidance and programme frameworks on these issues. For example, EMOPS supported the Latin America and the Caribbean Regional Office with training materials on gender in humanitarian action, guidance on disability inclusive humanitarian action and a strategic framework for engaging adolescents and youth.

EMOPS strengthened UNICEF’s ability to use cash-based transfers in humanitarian action in 2017 by setting up a dedicated cash team, fostering partnerships and shaping policies and guidance on humanitarian cash programming and the use of social protection systems. EMOPS worked with DFID, WFP, UNHCR and OCHA to improve coordination in humanitarian cash programmes through the development of inter-agency assessment tools that have been tested in Afghanistan, Burundi, Myanmar and Niger.

While UNICEF was able to scale up humanitarian cash-based programming in some countries, including in Dominica and Yemen, limited human resources and underdeveloped institutional systems challenged this work in other settings. Addressing these bottlenecks will require adequate human and financial resources, more coherent stakeholder approaches to humanitarian cash programming, targeted investments and continued engagement with donors and partners.

**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 the face of increasing disrespect by parties to conflict of international humanitarian and human rights law, EMOPS continued to provide policy support on child protection issues. For example, EMOPS developed preliminary guidance for UNICEF Iraq related to counterterrorism policies and laws used to detain children in rehabilitation camps for association with the Islamic State of Iraq and the Levant (ISIS). The guidance will be finalized in 2018 for Iraq, as well as Libya and the Syrian Arab Republic, and will include legal analysis of how governments will treat these children when they return.

EMOPS also worked to influence the United Nations Security Council on the Children and Armed Conflict (CAAC) agenda. In collaboration with the Office of the Special Representative to the Secretary General for CAAC, the Department for Peacekeeping Operations and the International Committee for the Red Cross, EMOPS advocated with Members States to use protective and non-stigmatizing language in regard to children and child soldiers in resolutions and presidential statements that address the prevention of violent extremism. Working with PD-Child Protection, EMOPS organized a ministerial-level conference marking the 10th anniversary

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8 Many of these children are not Iraqi, but are family members of “foreign fighters” from eastern European countries.
of the Paris Principles on the release and reintegration of child soldiers, which was co-hosted by UNICEF and the Government of France, and resulted in new endorsements of the Paris Principles from Kazakhstan, Myanmar and Tunisia.

As part of inter-agency efforts to ensure coherence on the Security Council Monitoring and Reporting Mechanism (MRM) across the United Nations system, EMOPS developed policies and guidance on the MRM on grave violations against children (to be finalized in 2018), including on monitoring violations by international forces and sharing MRM information with justice mechanisms. In collaboration with PD-Child Protection, EMOPS provided technical support in countries that are on the Security Council agenda on CAAC and facing Level 2 or Level 3 emergencies. Progress was also made with the Division of Communications on a humanitarian advocacy strategy that will be rolled out in 2018.

Despite enhanced engagement on protection and human rights in situations of armed conflict, increasing disrespect for international humanitarian and human rights law by parties to conflict continued to offset EMOPS/UNICEF efforts in this regard and hindered UNICEF’s ability to protect children’s rights in complex and high-threat environments. Subject to the availability of funding and adequate expertise, EMOPS will strengthen its support to UNICEF strategic engagement on the protection of children from grave violations.

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

EMOPS represented UNICEF in the IASC and maintained the organization’s status as an active and valued member. This included effective contributions to IASC task teams that took forward UNICEF’s agenda on topics such as AAP, strengthening the humanitarian and development nexus, humanitarian financing and inclusion of persons with disabilities. However, due to a turnover in leadership, reform discussions in the IASC stalled during the second half of the year.

Thirty standby partners provided UNICEF with a total of 28,758 days of support in 2017, the equivalent of approximately US$14.4 million of in-kind contributions. A total of 180 deployments were undertaken during the year, including 137 standby personnel and 43 RRT missions by standby personnel to support UNICEF’s programme, cluster and operational commitments. Fifty-five per cent of these were to Level 2 and Level 3 emergencies, as well as smaller and underfunded emergencies. For example, the deployment of a WASH specialist to Azraq camp in Jordan allowed UNICEF and partners to contribute to system’s strengthening through the development of infrastructure that has increased access to reliable, safe and long-term water supply.

In 2017, EMOPS maintained the partnership with the International Federation of the Red Cross and Red Crescent Societies (IFRC) and facilitated collaboration between UNICEF country offices and National Red Cross/Crescent Societies in 13 countries. EMOPS also provided technical advice to support the organization of IFRC’s ‘One Billion Coalition for Resilience’ which aims to strengthen the resilience of 1 billion people.

In the context of the New York Declaration for Refugees and Migrants, EMOPS facilitated UNICEF follow up, contributed to the Global Refugee Compact and the Comprehensive

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9 This includes 14 deployments to headquarters locations.
10 These include the responses to the crises in Bangladesh, the Central African Republic, the Democratic Republic of Congo, Nigeria, South Sudan and the Syrian Arab Republic.
Refugee Response Framework and documented UNICEF’s country-level programme interventions under the Framework. In their first annual consultations, UNHCR and UNICEF agreed on action points for a stronger and more predictable global partnership in support of refugee, internally displaced and stateless children and women. EMOPS also actively contributed to UNICEF’s work for migrant children and the IOM Global Migration Compact.

To support UNICEF’s emergency preparedness and response, EMOPS concluded a cooperation agreement with the United Nations Institute for Training and Research (UNITAR) on the use and sharing of geospatial information and services from its Operational Satellite Applications Programme. As an active member of the Capacity for Disaster Reduction Initiative (CADRI) partnership, EMOPS supported five regional offices¹¹ to successfully roll-out the IASC Emergency Response and Preparedness Plan. EMOPS also contributed to the development of the IASC Early Warning Early Action and Readiness report, which is used by the IASC Emergency Director’s Group and resource partners. Finally, EMOPS facilitated the inclusion of the PD-Humanitarian Action and Transition Section (HATIS) in the CADRI partnership for 2018–2022, and in 2017, HATIS contributed technical inputs that strengthened the definition of results and deliverables in the new CADRI strategic plan.

**Output 1.8 Programming approaches, including climate change adaptation, disaster risk reduction, conflict sensitivity and peacebuilding that build resilience, are mainstreamed across the organization 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 PD. Therefore, EMOPS is no longer reporting against this output, but is addressing resilience through other outputs areas in collaboration with PD-HATIS.

**Output 1.9 Support effective humanitarian action through the deployment of specialized surge capacity in the areas of emergency coordination, humanitarian performance management and security**

In 2017, the four EMOPS-based Emergency Response Team (ERT) members undertook 14 missions to eight countries for a total of 526 days of surge support for humanitarian preparedness and response in the field (83 per cent of which were to Level 2 or Level 3 responses).¹² These missions provided coordination leadership for disease outbreak control, conflicts, famine-related emergencies and emergency preparedness and contingency planning, as well as monitoring, evaluation and security support.¹³ For example, in Cox’s Bazar in Bangladesh, the ERT facilitated the initial emergency response, provided leadership capacity in the field office, identified needs and oversaw the overall execution of the response.

However, high demand for the EMOPS-based ERT and the consequent lack of predictability in deployment planning led to limited work-life balance for ERT members, exhaustion due to long distance travel to different time zones, and long deployment durations with insufficient time for rest and recuperation upon returning from missions. For the 2018–2021 Strategic Plan period, EMOPS has advocated for an expanded ERT in EMOPS with the addition of four new members.

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¹¹ The Middle East and North Africa, West and Central Africa, Eastern and Southern Africa, South Asia and Latin America and the Caribbean regional offices.

¹² ERT members also undertook 62 days of travel in 2017 to provide training, attend meetings and participate in workshops.

¹³ The contributions of the EMOPS ERT humanitarian performance monitoring and security specialists are reported under Output 1.3 and Output 2.1, respectively. UNICEF also supports other surge mechanisms, which are discussed under Output 1.7 (standby partners) and Output 3.1 (RRTs).
Output 1.10 Support effective humanitarian action through the management and coordination of humanitarian learning and capacity development throughout the organization

EMOPS led efforts to strengthen the organization’s core skills for humanitarian action through the launch of a set of five online learning packages for UNICEF staff and partners. These modules, as well as a platform of humanitarian learning options and an online reference document on preparedness and response, are now available to all country, regional and global staff, standby partners and surge teams, and will enable users to apply and make use of UNICEF’s new emergency preparedness procedure and EPP. Several joint learning events were held with EMOPS support at country, regional and global levels, including webinars on preparedness, risk analysis and the EPP. As a result, approximately 90 per cent of UNICEF offices have one or two staff members familiar with the key elements of the new preparedness procedure and all regional offices now have an emergency focal point trained on the preparedness procedure and the EPP. In addition, the Preparedness and EPP Resource Library developed in 2017 will provide all staff with access to key documents and resources on implementing the procedure. Moving forward, in 2018, EMOPS will increasingly focus on supporting staff skills development and uptake of these tools and more effectively and systematically capture, share and apply examples of good practice and approaches—a crucial element of learning and capacity building.

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 the United Nations Security Management System

In 2017, EMOPS continued to provide strategic and operational security advice to senior management in response to the worsening global security environment. This included expanding the Office of Security Coordination—which now comprises three regional managers, a training specialist and a blast expert—and surging staff to a number of Level 2 and Level 3 responses. Surge deployments boosted security preparedness through contingency planning and preparedness drills; strengthened collaboration with the United Nations Department of Safety and Security; enhanced partner capacities to operate in high-risk environments; and increased staff security awareness and capacity to deal with high-threat scenarios.

For example, in Yemen, EMOPS provided in-country surge support to promote the safer implementation of the Emergency Cash Transfer Programme. This included developing contingency plans, providing weekly analysis of trends with security recommendations, and working closely with implementing partners and the Government to review security protocols around payment sites and propose best practices for minimizing potential security incidents.

EMOPS also provided technical security support, including developing tools to support country office compliance with security standards; advocating for security policies on behalf of UNICEF

14 These cover the fundamentals of humanitarian action; principles and frameworks; coordination and the humanitarian system; emergency response; and emergency preparedness.
in Inter-Agency Security Management Network Working Groups; and providing policy guidance and advice on topics such as hostage incident management, the use of security funds and the development of risk mitigation strategies / emergency preparedness tools.

UNICEF disbursed US$ 11 million of Central Investment Funds to 89 country and 5 regional offices in 2017. This included 17 country offices implementing a Level 2 or Level 3 emergency response. The funds were utilized to enhance the security of UNICEF premises and acquire armoured vehicles and personnel protection equipment. While no UNICEF premises were attacked in 2017, a UNICEF convoy that came under attack in Nigeria benefited from the armoured vehicles and personal protective equipment as no serious casualties were sustained.

EMOPS supported a number of security trainings during the year, including the Women’s Security Awareness Training for 484 female UNICEF staff in more than 20 countries, which gave female staff the confidence and skills to manage safety during travel, field missions and incidents of harassment/sexual violence. Other training efforts included the Security Management Learning Programme (with UNHCR); training for UNICEF drivers; and the development of a training package for security focal points.

The pending issuance of the UNICEF Framework of Security Accountability and the fluid lines of reporting between the Office of Security Coordination, regional security advisors and country security advisors made it difficult to leverage security capacity and resources efficiently over the course of the year. This will be an important area for review going forward.

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

OPSCEN continued to provide 24-hour/7-day assistance to support UNICEF humanitarian and security response, as well as UNICEF staff globally. In 2017, OPSCEN responded to global security dynamics and environmental events that impacted UNICEF’s programmes, personnel and infrastructure, by rapidly distributing relevant information to colleagues, managing information flows, communicating directly with UNICEF staff worldwide and monitoring and reporting on global events—notably the Caribbean hurricanes, the earthquake in Mexico and United States travel bans affecting staff travel to UNICEF Headquarters in New York. In the context of the Caribbean hurricanes, for example, OPSCEN reporting, monitoring and information coordination facilitated media and donor communication, as well as preparatory work that enabled faster and more effective response across the organization.

Over the course of the year, OPSCEN responded to 100 per cent of emergency calls / requests for emergency support. In addition, alerts and advisories sent on emergency-related events—including 71 on weather; 120 on earthquakes; and 65 on security-related incidents/events—enabled UNICEF staff to maintain global situational awareness and facilitated critical humanitarian/security coordination and decision making. OPSCEN also provided emergency notifications of significant security/humanitarian events to senior UNICEF staff; assisted information management, including with 400 humanitarian situation reports; provided 24/7 security monitoring and other support to the Office of Security Coordination; and facilitated 130 Level 2 and Level 3 emergency management team meetings. Nonetheless, staff turnover and changes to OSPCEN’s structure decreased human resource capacity in some critical areas.

**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**

EMOPS led three clusters and the Child Protection AoR in 2017, and used its role as cluster lead agency (CLA) to conduct advocacy, facilitate inter-cluster coordination for integrated response and apply corrective measures for enhanced coordination in emergencies. All UNICEF-led clusters have developed/adapted global cluster strategies to accommodate new developments in the humanitarian environment. With the support of cluster partners, including standby arrangements, global cluster RRTs provided direct coordination and information management support to 24 countries through 79 deployments—the equivalent of 3,122 deployment days—and remote support to over 40 countries.

The UNICEF AAP framework developed with EMOPS support provided a coherent approach for UNICEF, UNICEF-led clusters and AoRs, and UNICEF engagement at the inter-agency level. In addition, the UNICEF-led (through EMOPS) CCE Initiative, launched in 2016 and formally established in early 2017, promoted the participation of affected populations and communities in the planning and implementation of humanitarian assistance (e.g. in Bangladesh and Yemen).

EMOPS capacity building support for UNICEF-led clusters/AoRs in 2017 included more than 25 humanitarian training events on coordination and sector standards that reached over 600 people at sub-national, country and regional levels in a dozen countries. Information management support focused on the development and adaptation of a partner reporting portal as part of eTools for cluster coordination, which will allow cluster partners to report and track progress against humanitarian activities, indicators and targets. EMOPS also initiated reviews of the Cluster Performance Monitoring System and the cluster indicator registry.

While much effort was spent in 2017 on leveraging the entire organization for the purpose of UNICEF’s CLA role, additional efforts are needed to maximize UNICEF’s coherence in this regard, including better understanding of cluster accountabilities among UNICEF senior management at country, regional and global levels, systematic fundraising for clusters at all levels and better articulation of UNICEF investment in clusters.

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

Shifts within the humanitarian landscape, both at the operational and policy levels, as well as within the education-in-emergencies sector, prompted the Global Education Cluster to realign the priorities of the Cluster Strategic Plan 2017–2019 with current humanitarian discourse. Resources were also mobilized with ECHO (Euro 1 million) and the Education Cannot Wait Fund (US$2.5 million) to strengthen field support activities and contribute to the implementation of World Humanitarian Summit and Grand Bargain commitments.

The Global Education Cluster Annual Meeting, hosted by ECHO in Brussels, provided an important opportunity to share progress on the Strategic Plan with key partners and stakeholders. Advocacy led to the establishment of new partnerships with the Education Cannot Wait Fund, which supported a joint programme with the Inter-Agency Network for Education in Emergencies and UNHCR. Strategic partnerships were also advanced through the creation a Strategic Advisory Group, composed of key education-in-emergencies partner organizations.

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15 Examples of this “shift” include the creation of the Education Cannot Wait Fund; key donors, with ECHO at the forefront, significantly increasing commitments and funding for education in emergencies; and the creation of the education commission.
The Global Education Cluster increased its support to country-based coordination mechanisms, through direct and remote support, guidance, education and capacity development. The Helpdesk addressed more than 130 requests in 35 countries in 2017, and 46 participants from 16 organizations received training on core education skills. New guidance to support the development of comprehensive education cluster strategies was completed, and when rolled out in 2018, will aid countries facing strategic and operational challenges.

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

The new 2017–2020 Global Nutrition Cluster (GNC) strategy focuses on global and country level advocacy for improving integration with other sectors and strengthening linkages between the Nutrition Cluster and the Scaling Up Nutrition Initiative. In addition, a UNICEF-led Nutrition in Emergencies Technical Body was established to ensure the quality of nutrition interventions for affected populations.

The GNC strengthened collaboration with the global food security, health, and WASH clusters in 2017, which led to the call for action on the famine-like situations in north-east Nigeria, Somalia, South Sudan and Yemen and facilitated integrated, and thus more effective responses. A GNC-developed guidance note highlighting the importance of nutrition outcomes, integrated nutrition responses and building linkages with development programmes and early recovery efforts sparked renewed interest in programme integration in north-east Nigeria, Somalia and Yemen.

In the context of the Scaling Up Nutrition Movement, GNC advocacy promoted stronger humanitarian-development coordination in fragile states. The GNC Coordination Team and HelpDesk provided remote support to 18 country cluster/sector coordination platforms to ensure that nutrition responses are strategic and ethically sound and results are systematically monitored and reported. AAP and core humanitarian standards were mainstreamed into GNC coordination training packages, which enhanced the coordination capacity of 150 cluster partners.

The GNC, with the Emergency Nutrition Network, eight cluster countries and partners, developed and published case studies that captured nutrition cluster experiences at global and country levels. These case studies showcased key cluster responses in regard to integration, transition and linkage with sector coordination and AAP.

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

In 2017, the Global WASH Cluster (GWC) elected a new Strategic Advisory Group with revised membership criteria that aims to reinvigorate the group and bring new initiative to the GWC. In collaboration with the WASH inter-agency group, the GWC undertook a reflection on the capacity of the entire sector to respond efficiently to emergencies to identify a joint way forward, which yielded recommendations, including to improve the evidence base and related advocacy; strengthen service delivery and monitoring; and establish a strong WASH knowledge platform.

GWC operations were strengthened through the development of new global and country level guidance; in-country training for partners and WASH assessments (in the Democratic Republic of the Congo, Nigeria and Yemen); capacity building exercises on coordination and leadership; and advances in cash-based programming, including through a new partnership with the Cash Learning Hub. GWC finalized the three-year Learning and Training Strategy for improving
coordination and service delivery capacities, and rolled out the GWC training package. With GWC support, academic partners embedded emergency WASH coordination and leadership into graduate-level courses and the Centres for Disease Control and Prevention developed WASH and epidemiology trainings to help decision makers use evidence in programme design.

The Cluster Advocacy Support Team, Field Support Team and HelpDesk provided direct or remote support to 40 national WASH coordination platforms; and 17 countries—including the Democratic Republic of the Congo, Nigeria, Somalia, South Sudan and Yemen—received direct RRT support totalling more than 941 days.

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

In 2017, EMOPS transitioned UNICEF’s co-leadership of the Gender-Based Violence (GBV) AoR to the United Nations Population Fund (UNFPA). Over the course of the year, EMOPS continued to lead sub-national GBV coordination groups and remained ready to provide leadership when needed. EMOPS has embedded GBV specialists within cluster teams to deploy when needed and support information management. EMOPS also strengthened partnerships between GBV and child protection coordination groups at the country level.

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

In 2017, the Child Protection AoR developed the Strategic Plan 2018–2019, which better reflects the roles and responsibilities of governments and local NGOs in protecting children. The AoR Strategic Advisory Group is now comprised of a majority national NGOs (8 out of 14).

The Child Protection AoR also demonstrated leadership on localization in 2017, raising US$1.75 million in new resources to spearhead localization initiatives and improve the level of coordinated field support for child survivors of sexual violence. As part of the Child Protection AoR commitment to strengthening local systems and bridging the humanitarian development nexus, a capacity building programme was delivered with eight governments in the West and Central Africa Region and will be expanded to other regions in 2018.

Other shifts include a more strategic focus from the RRT on mentoring national counterparts, including deployment into governments. A key partnership with IOM improved the consistency and quality of data collection on child protection, and strengthened linkages within the protection cluster. In 2017, remote field support included more than 750 requests from 49 countries handled with 99 per cent satisfactory outcomes. Responding to a critical gap in guidance when working with children on the move, the AoR also developed a key considerations reference document on mobile programming, with a protection cluster-wide resource compendium.

Part 3: List of evaluations and research

Title: Emergency Preparedness: Return on Investment (Result Trend Analysis & Methodology Guide)
Year: 2017
Type of report: Research
Themes: Humanitarian Preparedness, Value for Money, MYF
Part 4: Status of the Global Staff Survey follow up actions

In 2017, the Staff Association supported the performance of the Global Staff Survey and the development of a follow-up action plan based on the results of the survey, which included the following points: support team building for the management team; facilitate training for managers and supervisors; strengthen inter-section collaboration; improve timely information flow in EMOPS; and facilitate quick wins for staff supported by the Division of Human Resources, including performance management training, flexible work arrangements, stretch assignments and staff safety.

EMOPS staff representatives pushed to increase participation in the Survey, contributing to a 68 per cent participation rate (vs. 43 per cent in past surveys). Staff representatives were closely involved in taking the results forward, including working with EMOPS management and all staff to prepare and analyse a survey to prioritize the results, and organizing two workshops to unpack the results and prepare follow-up action plans.