2016
Annual Report
Office of Emergency Programmes

February 2017
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<tr>
<td>AAP</td>
<td>accountability to affected populations</td>
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<td>AoR</td>
<td>area of responsibility</td>
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<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>CERF</td>
<td>Central Emergency Response Fund</td>
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<td>CPIE</td>
<td>Child Protection in Emergencies</td>
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<td>DFID</td>
<td>Department for International Development (UK)</td>
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<td>ECHO</td>
<td>European Commission Humanitarian Aid and Civil Protection Department</td>
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<td>ECOSOC</td>
<td>United Nations Economic and Social Council</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>ERT</td>
<td>Emergency Response Team</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</td>
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<td>HPM</td>
<td>humanitarian performance monitoring</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>L2</td>
<td>Level 2 emergency response</td>
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<td>L3</td>
<td>Level 3 emergency response</td>
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<td>MRM</td>
<td>Monitoring and Reporting Mechanism</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>PD</td>
<td>Programme Division (UNICEF)</td>
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<td>PPD</td>
<td>Public Partnerships Division (UNICEF)</td>
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<td>RBM</td>
<td>results-based management</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>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
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<td>UNSMS</td>
<td>United Nations Security Management System</td>
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<td>WFP</td>
<td>World Food Programme</td>
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<td>World Health Organization</td>
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Part 1: Executive Summary

In 2016, the UNICEF Office of Emergency Programmes (EMOPS) contributed timely, effective and efficient support to large-scale crises requiring organization-wide mobilization. This included the continuing conflicts in Iraq, South Sudan and Yemen; the protracted crisis in the Syrian Arab Republic and neighbouring refugee-hosting countries; and the humanitarian situation in Nigeria (which also affected Cameroon, Chad and the Niger). EMOPS also responded to multiple health emergencies in 2016 such as outbreaks of Zika and yellow fever, natural disasters such as Hurricane Matthew in Haiti, and new onset humanitarian crises.

EMOPS made substantial investments in strengthening organization-wide capacity for emergency preparedness and response. UNICEF’s ability to rapidly deploy staff with specialized skills in emergency coordination, programming and operations was enhanced in 2016 with the recruitment of six additional Emergency Response Team (ERT) members across headquarters with EMOPS support, and the deployment of the four ERT members housed in EMOPS for a total of 611 days. EMOPS led efforts to strengthen the organization’s core skills for humanitarian action through the first joint UNICEF-World Food Programme (WFP) Level 3 (L3) emergency response simulation for 22 personnel from each agency. The Division also led a participatory process to develop an organizational procedure and guidance on preparedness and emergency response.

EMOPS also led UNICEF’s external engagement on humanitarian issues to improve ways of working for better child-focused outcomes. It led UNICEF’s participation in the 2016 World Humanitarian Summit (WHS), including supporting the Executive Director to put children at the centre of the protection agenda. Working closely with other UNICEF divisions, EMOPS advocated on the importance of education in emergencies, protection, community engagement, early investments in preparedness, strong collaboration and longer-term planning covering the relief to development continuum. The UNICEF Executive Director also contributed to the launch of the Education Cannot Wait Fund during the Special Session on Education in Emergencies and Protracted Crises. The EMOPS and Public Partnerships Division (PPD) directors co-led the Grand Bargain ‘Participation Revolution’ work stream and the development of associated commitments.

In 2016, EMOPS accelerated work on the equity agenda—including cash-based approaches, accountability to affected populations (AAP), gender and children with disabilities – by leading key UNICEF and inter-agency fora. It helped raise the profile of the protection of children with disabilities in situations of armed conflict at a side event of the United Nations Economic and Social Council (ECOSOC) Humanitarian Affairs Segment and the Security Council Open Debate on Children and Armed Conflict (CAAC).

EMOPS' engagement with United Nations and non-governmental organization partners included supporting the expansion of UNICEF’s partnership with the International Federation of Red Cross and Red Crescent Societies (IFRC) and National Societies with the development of new joint programmes aimed at strengthening community resilience in 14 countries. Through EMOPS, standby partners continued to support UNICEF programmes, clusters and operations in 2016 as the number of standby partners grew to 30, with 32,533 days of support provided in 247 deployments. The standby partnership established with Justice Rapid Response, for

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1 The four ERT members housed in EMOPS include two senior coordinators, one security advisor and one humanitarian performance monitoring specialist.
example, gave UNICEF access to dedicated expertise in the area of grave child rights violations and the Monitoring and Reporting Mechanism (MRM).

EMOPS continued to globally lead or co-lead five clusters and areas of responsibility (AoR) in 2016 and expand its field response and support activities. In 2016, 32 rapid response team (RRT) members provided direct coordination and information management support through 69 deployments to 27 countries, the equivalent of 3,102 days of direct support. A common strategic direction on learning across clusters/AoRs and EMOPS was defined and strong progress was made towards integrating core humanitarian standards and AAP commitments into clusters and other coordination mechanisms. In 2016, UNICEF and UNFPA undertook a leadership review of the GBV AoR, which led to the decision to transfer full leadership of the AoR to UNFPA by early 2017. Moving forward, UNICEF will fully integrate innovative approaches for GBV child survivors in emergencies within the Child Protection AoR, focusing on direct field support, coordination and analysis of context and deliverables.

EMOPS continued to provide strategic and operational security advice to UNICEF senior management in 2016 in response to the worsening global security environment, including by surging staff and facilitating the recruitment of security advisers to establish emergency preparedness systems, address security concerns and provide security training. Lessons learned from deployments to Level 2 (L2)/L3 emergencies have led to the development of innovative new tools for security preparedness designed to provide strategic security analysis/advice for UNICEF management, enhance staff security awareness and facilitate close coordination between programmes and security efforts to enable safe programme delivery. The UNICEF Operations Centre (OPSCEN) continued to provide 24-hour/7-day assistance in support of UNICEF humanitarian and security response globally.

The year also brought significant challenges. With the increasing number of emerging crises and the prolonged nature of recent conflicts, demand for EMOPS ERT support outstripped capacity to respond to requests. Difficulties recruiting quality human resources on short term contracts or temporary assignments for field deployments challenged EMOPS’ ability to fulfil emerging requests for support from country and regional offices in various regions. Cluster and AoR activities were required to divert focus from strategic planning to the continuous need to identify resources and fill gaps.

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

The number of continuing and newly established L2 and L3 emergency responses and other major crises in 2016 led to important strategic discussions within EMOPS on the centrality of protection; operating in high-threat environments; confronting protracted crises, global health
emergencies and mass displacement; and integrating humanitarian action and community engagement. As an active member of the core group on the mid-term review of the current Strategic Plan and the upcoming UNICEF 2018-2021 Strategic Plan, EMOPS contributed to organizational learning on humanitarian action and priorities for further strengthening UNICEF’s ability to prepare for and respond to humanitarian crises. EMOPS also collaborated with other UNICEF divisions to develop messaging and conduct advocacy at key opportunities—for example at the WHS (see special section on WHS). Collaboration around organizational improvement tools under development (budget formulation tool, e-tools, results-based management (RBM), etc.) will further enhance the mainstreaming of the humanitarian agenda within organizational systems and processes.

EMOPS senior management continued to engage with the United Nations system through active involvement in the Emergency Directors Group (including a mission to Nigeria), the Senior Transformative Agenda Implementation Team (including a mission to Somalia), the Inter-Agency Working Group and key donor and partner forums in Geneva, Brussels and London. The Director and/or senior team participated in 11 meetings of the Humanitarian Liaison Working Group, as well as 19 Member State briefings on the humanitarian situations in specific countries. Dialogue with key donors was maintained through attendance at annual consultations with the Swiss Agency for Development and Cooperation (SDC), the European Commission Humanitarian Aid and Civil Protection Department (ECHO), and the Government of the Netherlands; mid-term review meetings with the Government of Denmark; and the facilitation of meetings with SDC, the Department for International Development (DFID), and the governments of Australia, Germany and Norway.

The Humanitarian Action for Children 2016 global appeal was successfully launched in January. Funding for the appeal reached US$2.3 billion, or 72 per cent of the US$3.19 billion humanitarian requirement. EMOPS continued to manage the Global Thematic Humanitarian Funds and in 2016, disbursed US$27.6 million, including US$12 million to 16 country offices, US$3.8 million to seven regional offices, US$4.3 million to five headquarters divisions, US$3.25 million to three regional crises (the European refugee and migrant crisis, the Zika outbreak and the impacts of El Niño in Southern Africa), and US$4.15 million to preparedness activities in three regional offices (the Middle East and North Africa Regional Office, the Regional Office for South Asia and the Eastern and Southern Africa Regional Office).

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

In 2016, EMOPS contributed timely, effective and efficient support to 89 new and ongoing crises taking place in 70 countries. This included five L3 (organization-wide) emergency responses—the continuing conflicts in Iraq, South Sudan and Yemen; the protracted crisis in the Syrian Arab Republic and neighbouring refugee-hosting countries (Egypt, Iraq, Jordan, Lebanon and Turkey); and the humanitarian situation in Nigeria—as well as five L2s—including the crises in the Central African Republic, Cameroon, Chad and the Niger; the Ebola response in Guinea, Liberia and Sierra Leone; and the response to Hurricane Matthew in Haiti. EMOPS also

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2 The Humanitarian Liaison Working Group comprises states, United Nations agencies, the Red Cross and Red Crescent movement and humanitarian NGOs.
3 As of 10 December 2016. The figure also includes US$618 million carried forward from 2015.
4 These figures cover support from the EMOPS Humanitarian Field Support Section and are not inclusive of all country support provided by EMOPS during the year.
5 Transitioned from an L2 to an L3 on 23 August 2016.
6 Deactivated as an L2 in March 2016.
7 Declared an L2 on 19 October 2016.
responded to new onset humanitarian crises, including the earthquakes in Ecuador and Peru; catastrophic flooding in Bangladesh and the Democratic People’s Republic of Korea; and the El Niño-related food and nutrition crises in a number of regions. The Division contributed dedicated capacity to the Health Emergency Preparedness Initiative (HEPI) Technical Working Group, which supported the development of a mechanism for coordinating UNICEF’s global role in responding to public health emergencies.

EMOPS used the Emergency Programme Fund\(^8\) (EPF) to frontload critical funding requirements ahead of donor commitments to ensure a rapid response and scale-up. In 2016, the EPF benefited 14 country offices and three regional offices, with a total of US$26 million disbursed by the end of December. The first funding mechanism to respond to the impacts of El Niño in Angola,\(^9\) Lesotho, Swaziland and Zimbabwe, the EPF contributed to the eventual treatment of more than 27,800 severely malnourished children. EMOPS also facilitated the issuance of US$105.4 million in Central Emergency Response Fund (CERF) grants for UNICEF, including US$69.5 million for rapid response (to 40 countries) and US$35.9 million in underfunded emergency grants (to 15 countries).

In 2016, EMOPS led a participatory process to develop and issue an organizational procedure and guidance on preparedness and emergency response and facilitated regional trainings on emergency preparedness and response in Kenya and Panama. The new guidance and procedure are in line with the Inter-Agency Standing Committee (IASC) Preparedness Framework and Emergency Response Plan, as well as UNICEF risk-informed programming and other procedures and guidelines under development. Emergency Preparedness Platform software was also under development in 2016 and will be finalized in 2017. EMOPS created a risk tracking table to regularly monitor risks globally and complement country office risk analysis; in 2016, 94 per cent of country offices updated their risk analysis in the Early Warning Early Action platform (exceeding the target). The Division also took the lead on inter-agency and national preparedness capacity development activities in 2016, including by leading the joint operational partnership with WFP, the United Nations High Commissioner for Refugees (UNHCR) and the Office for the Coordination of Humanitarian Affairs (OCHA) on the DFID-supported Ready to Respond preparedness programme and the Global Humanitarian Capacity Building Programme, which also includes CERF, the World Health Organization (WHO) and the International Organization for Migration (IOM). As part of part of this, EMOPS mobilized an additional GBP 8 million.

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

EMOPS continued to strengthen country-level performance monitoring through learning activities, reaching two-thirds of targeted country offices with technical support and training in 2016. The Division provided a total 152 days of direct field support to six L2 and L3 emergency responses and the Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS) Regional Office, as well as remote support to 11 country offices and three regional offices. The deployment by the EMOPS ERT humanitarian performance monitoring (HPM) specialist to UNICEF Nigeria, for example, facilitated the establishment of a field monitoring system that includes feedback from affected people and provides information on the quality of programming on the ground and triggering corrective actions.

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

9 In Angola, the EPF was also used to scale up the yellow fever response.
More than 250 regional and country office staff received EMOPS-led training (online or face-to-face) on basic HPM and 135 staff received extended training on linking humanitarian and development planning and monitoring. EMOPS also contributed to the development of the organization-wide RBM learning strategy, which supported the integration of risk-informed analysis and RBM adaptations in UNICEF humanitarian action. Organizational capacities were further supported through the maintenance of an HPM roster of 23 deployable internal candidates.

Under the corporate eTools project, EMOPS continued to invest in developing key modules and core functionalities for planning, field monitoring and reporting for UNICEF implementing partners and cluster partners. Roll out is anticipated for 2017. An external review of the UNICEF HPM approach (in place since 2010) has provided an evidence base for revising the strategy and addressing key challenges, such as the lack of connection between programme monitoring for humanitarian response and longer-term development results and the need to adapt tools to support programme monitoring in different types of humanitarian crises (e.g. health emergencies, large population displacements and protracted crises). Consultations on the response to the lessons learned will continue in 2017.

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 2016, EMOPS used knowledge management instruments such as new online team sites and improved collaborative work spaces to enhance UNICEF humanitarian action in highly dynamic environments and address the organization’s specific knowledge needs in regards to new onset emergencies. In Nigeria, for example, the team site improved collaboration by facilitating easier sharing of specific response information—such as programme documents, situation reports and humanitarian updates—among country, regional and global colleagues involved in the response. The shift from the Intranet to SharePoint as a collaborative platform, which aims to improve information sharing across the division, is being led by an inter-divisional working group in which EMOPS represents humanitarian concerns.

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 policy support in 2016 emphasized emerging areas of humanitarian programming. As the Secretariat of the UNICEF Inter-Divisional Cash Working Group established in 2016, EMOPS kept the humanitarian cash transfer agenda moving forward across the organization by facilitating organizational coherence on cash-based approaches in humanitarian crises and strengthening coordination on cash with United Nations partners (UNHCR and WFP). Inter-agency pilot projects on the use of cash feasibility assessments as a preparedness measure were rolled out in Afghanistan, Burundi, Myanmar and the Niger and generated useful lessons. Active EMOPS participation in the IASC Gender Capacity Steering Committee facilitated the update of the Gender Handbook and the Policy Statement on Gender Equality in Humanitarian Action. EMOPS also contributed to strengthening humanitarian action in urban contexts by assisting the development of the UNICEF Urban Strategic Framework and supporting a Programme Division (PD)-led global mapping exercise. EMOPS extended inter-agency research on emergency preparedness returns on investment—including refining and expanding the methodology to include carbon calculations—to three additional pilot countries (Myanmar,
the Niger and Uganda). The results of this research will be used to maximize future humanitarian cost-effectiveness, including through the adoption of a new financing mechanism.

EMOPS continued to strengthen UNICEF programming in complex and high-threat environments by supporting the implementation of the United Nations Programme Criticality Framework. This included participation in programme criticality assessments and their implementation in 11 countries (Afghanistan, Ethiopia, Iraq, Mali, the Niger, Nigeria, South Sudan, Sudan, the Syrian Arab Republic, Tajikistan and Yemen). EMOPS also developed a programme guidance note and field manual to strengthen UNICEF’s capacity to engage with non-state entities (to be finalized and rolled out in 2017).

**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 2016, EMOPS deepened its engagement with protection and human rights in armed conflict. The Division prepared a working paper on disability, the findings of which were used to develop messaging on the protection of children with disabilities in situations of armed conflict and the ways in which military operations have contributed to new disabilities among children and should be adjusted to better protect children. While the paper will be finalized for public distribution in 2017, the analysis and recommendations have already been used to inform a UNICEF-organized side event of the ECOSOC Humanitarian Affairs Segment on children with disabilities in crisis situations and the Security Council Open Debate on CAAC. In the lead up to the latter forum, EMOPS successfully advocated that Malaysia, the chair of the Security Council Working Group on CAAC, include disability among the key issues highlighted in its concept note for the Open Debate, which resulted in Member States’ awareness and supportive statements.

EMOPS continued to serve as the UNICEF focal point for the United Nations Secretary-General’s Human Rights Up Front agenda and contributed to strengthening the instruments and procedures needed to move the agenda forward. EMOPS represented UNICEF in inter-agency initiatives and policy discussions around protection of civilians and prevention of mass atrocities, leading to strong inter-agency products for the Security Council on protection of health care in armed conflict, as well as inter-agency work on protection of education from attack. EMOPS worked with the Child Protection in Emergencies (CPiE) team and country and regional offices to coordinate UNICEF’s contribution to the Security Council’s CAAC agenda, particularly in regards to the Secretary-General’s Report on CAAC, UNICEF’s participation in the Security Council’s annual Open Debate on CAAC, and meetings of the Security Council Working Group on CAAC. EMOPS and the PD-CPiE team also contributed to guidance for the MRM.

**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 promote UNICEF’s role as a constructive partner in the IASC in 2016 by guiding the establishment of two new task teams: the IASC Task Team on Strengthening the Humanitarian/Development Nexus with a focus on protracted contexts and the IASC Task Team on Inclusion of Persons with Disabilities in Humanitarian Action. Through its standby facility, 247 deployments11 were undertaken during the year, including 178 standby personnel and 69

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10 The United Nations Programme Criticality Framework is a component of the United Nations Security Management System, which is used to determine levels of acceptable security risk for programmes and mandated activities implemented by United Nations personnel.

11 Includes partner support to EMOPS and headquarters functions.
deployments of RRT missions to support UNICEF’s programme, cluster and operational commitments. These deployments supported the response to major emergencies such as in Nigeria, South Sudan and the Syrian Arab Republic, as well as smaller and underfunded emergencies such as in Afghanistan, the Central African Republic and Myanmar. The number of standby partners grew to 30 in 2016, and new standby partners, such as the Netherlands Enterprise Agency, will increase capacity to meet demand key technical areas.

EMOPS strengthened the partnership with IFRC and National Societies at the country level in 2016 with the development of new joint programmes aimed at strengthening community resilience in 14 countries. All countries received joint follow up support and two countries—Burkina Faso and Pakistan—received EMOPS-IFRC assistance to submit funding proposals for joint programmes aimed at engaging communities and building resilience. EMOPS continued to provide technical and advocacy support for IFRC’s ‘One Billion Coalition for Resilience’, which will ultimately facilitate partnerships, knowledge sharing and resilience building at the country level. EMOPS also worked to strengthen its collaboration with other United Nations agencies, including with UNHCR through active involvement in the United Nations Summit on Refugees and Migrants and follow up meetings; with UNHCR and OCHA on improving the implementation of the inter-agency Refugee Coordination Model; and with IOM on coordinating actions aimed at protecting children on the move.

In 2016, under the Capacity for Disaster Reduction Initiative (CADRI) partnership, EMOPS and partners jointly supported several countries, including Chad, Egypt and Jordan, to develop national action plans on disaster risk reduction or establish a pool of disaster risk reduction experts to promote ownership of the CADRI mechanism.

**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-PD. 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. These include, for example, the work with IFRC to strengthen community resilience reported under Output 1.7.

**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**

EMOPS contributed to strengthening organization-wide capacity to rapidly deploy staff with specialized skills in emergency coordination, planning and operations by supporting the recruitment of an additional six ERT members across headquarters in 2016, filling all functions and bringing the total complement to 14. In 2016, the four EMOPS-based ERT members undertook 13 missions to 14 countries for a total of 611 days of surge support to the field (more than half of which was to L2 or L3 responses). Deployments by the two EMOPS ERT senior emergency coordinators to Jordan, Nigeria, South Sudan, the Syrian Arab Republic and Europe, were instrumental to the Division’s response to complex crises, facilitated efficient and effective scale up of the organization’s humanitarian action for children, and strengthened overall response coordination. The EMOPS ERT security advisor facilitated the coordination

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12 EMOPS also supports other surge mechanisms, which are discussed under outcome 3.
and implementation of security activities in Afghanistan, the Central African Republic, Kenya and South Sudan, by providing strategic security analysis, promoting staff security awareness and working with country teams to enhance preparedness and emergency response mechanisms for safe programme delivery. The contributions of the EMOPS ERT HPM specialist are reported under output 1.3.

**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 first joint UNICEF-WFP L3 Emergency Response Simulation for 22 personnel from each agency. The exercise, held in Brindisi, Italy, improved the understanding of surge staff from both agencies on response mechanisms, policy and guidance and inter-agency and sector collaboration, enabling better preparation for deployment into a system-wide response. In an effort to strengthen the fundamentals of humanitarian action within the organization, EMOPS developed a set of five online learning packages on humanitarian action (to be finalized in 2017). This includes fundamentals of humanitarian action; principles and frameworks; coordination and the humanitarian system; key elements of emergency response; and emergency preparedness. Significant progress has also been made on updating a set of emergency preparedness and response learning modules as part of a face-to-face learning package designed to provide country offices with the fundamentals of humanitarian action, and a process for updating risk analysis, country specific scenario planning, response, general preparedness and/or specific contingency planning in support of UNICEF’s new preparedness guidance and procedures. These learning modules will also be rolled out to strengthen the skills and knowledge of UNICEF surge rosters and teams at the regional level. A complementary reference document was developed to provide an overview of emergency preparedness and response basics (consolidating existing humanitarian guidance, procedures, tools and templates) for all country offices, particularly for non-L2/L3 emergencies; and a humanitarian leadership induction package was developed and included as part of a revised orientation programme for new representatives. Guidance and support to senior managers in high threat and complex environments is in process.

**Special section – World Humanitarian Summit**

EMOPS led UNICEF participation in the 2016 WHS. In advance of the Summit, working with PPD, PD and the Data, Research and Policy Division, EMOPS coordinated the development of a UNICEF commitment paper on the WHS emphasizing the importance of education in emergencies, protection, community engagement, early investments in preparedness, strong collaboration and longer-term planning covering the entire relief to development continuum. For the Summit itself, EMOPS coordinated the participation of the UNICEF Executive Director in high-level panels, roundtables and special sessions, including the ‘Uphold the Norms that Safeguard Humanity’ roundtable, for which UNICEF acted as co-chair and EMOPS contributed messaging on putting children at the centre of the protection agenda; and the ‘People at the Centre’ special session, where UNICEF’s technology platforms (RapidPro and U-Report) were highlighted as models for improved community engagement in emergency settings. The Executive Director also participated in the launch of the Education Cannot Wait Fund during the Special Session on Education in Emergencies and Protracted Crisis. The EMOPS and PPD directors co-led the Grand Bargain ‘Participation Revolution’ work stream and the development of associated commitments.
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 (UNSMS)

EMOPS continued to provide strategic and operational security advice to senior management in 2016 in response to the worsening global security environment. This included surging staff and facilitating the recruitment of security advisers to support UNICEF offices—including in Afghanistan, the Central African Republic, Ethiopia, South Sudan, the Syrian Arab Republic, Ukraine, the CEE/CIS Regional Office, the Latin America and the Caribbean Regional Office and headquarters offices in Europe—to establish emergency preparedness systems, address security concerns and provide security training. Lessons learned from deployments and assignments to L2/L3 emergencies have led to the development of innovative new tools for emergency preparedness, which will provide strategic security analysis/advice for UNICEF management, enhance staff security awareness and facilitate close coordination between programme and security efforts to enable safe programme delivery. EMOPS also drew on best practices to begin development of a global UNICEF training strategy to enhance existing security preparedness and emergency response.

EMOPS took the lead on facilitating Women’s Security Awareness Training (WSAT) courses in Afghanistan, Jordan, Kenya, Pakistan, Papua New Guinea and South Sudan in 2016, reaching 176 participants overall. These courses—which address security issues specific to female staff—were attended by staff from UNICEF as well as other United Nations agencies and generated follow up action points to be implemented in UNICEF. The courses will also inform the ongoing development of UNSMS WSAT training programmes. Other trainings facilitated in 2016 included the Safe and Secure Approaches in Field Environments training and the Representatives’ Orientation Programme. EMOPS also continued to engage with the UNSMS to influence policy and ensure security directives were aligned with UNICEF’s mission through active participation in the Inter-Agency Security Management Network and several working groups.

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 2016, OPSCEN responded to global security dynamics and environmental events that impacted UNICEF’s programmes, personnel and infrastructure, by monitoring and reporting on global events, rapidly distributing relevant information to colleagues, managing information flows and communicating directly with UNICEF staff worldwide. The team assisted with a high volume of events during the year such as the attack on a UNICEF vehicle and staff in Nigeria, civil unrest in Ethiopia and the outbreak of conflict in South Sudan in July. OPSCEN sent approximately 300 advisories and alerts to UNICEF personnel; produced approximately 300 briefs, 360 EMOPS Directors’ daily briefs, 40 staffing maps and four short papers; and distributed about 690 UNICEF situation reports. These services supported UNICEF’s ability to maintain global situational awareness and provided staff and partners with situational overviews enabling critical humanitarian/security decision-making. As part of business continuity preparedness/planning, OPSCEN ensured its functions would
continue in case of emergency by training backup staff and conducting handover exercises with OPSCEN 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**

EMOPS led or co-led five clusters and AoRs in 2016 and provided direct coordination and information management support to 27 countries through 69 deployments, the equivalent of 3,102 deployment days; and remote support to 40 countries. EMOPS made strong progress towards mainstreaming AAP in UNICEF-led and co-led clusters/AoRs in 2016. Under the IASC Task Team for AAP and Protection from Sexual Exploitation and Abuse, UNICEF (led by EMOPS) assumed leadership of the new forum on community engagement and communications, which seeks to increase the participation of affected populations and communities in the planning and implementation of humanitarian assistance. A common strategic direction was defined on learning across clusters/AoRs that is strongly linked with UNICEF’s learning strategies and activities and will inform coordination related training and capacity development at the country level. Information management activities improved and facilitated synergy and coordination among clusters with the revision of the Cluster Performance Monitoring System and new online dashboards related to key performance indicators. The general cluster indicator registry is under revision and once finalized, will impact the way clusters and AoRs report and monitor actions by providing a more coherent and harmonized set of indicators.

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

EMOPS leads the Global Education Cluster for UNICEF with Save the Children and in 2016, supported education agencies to coordinate and work alongside existing structures to meet education needs in emergencies. Building on the achievements of the previous year, the Global Education Cluster reviewed its 2015-2019 strategic plan to increase its relevance and effectiveness, strengthen strategic and technical leadership, and improve accountability, including to affected people. In 2016, the composition of the RRT was strengthened to include expertise in coordination, information management and needs assessment and RRT deployments moved away from filling gaps to supporting system strengthening. RRT deployments to Burundi, Ethiopia, Iraq, Jordan, South Sudan and Ukraine totalled 452 days in 2016. The Global Education Cluster HelpDesk supported 10 countries. Four education cluster core skills trainings were held (exceeding the target) and 75 people were trained. The Cluster completed and launched the Education Cluster Tool Kit and a needs assessment package.
3.3 Systems, resources and partnerships in place to effectively lead the Global Nutrition Cluster and support national nutrition clusters

EMOPS leads the Global Nutrition Cluster (GNC) for UNICEF. In 2016, the GNC laid the foundations for the development of the 2017-2020 GNC Strategy through the organization of two GNC annual meetings. Collaboration with the Global Food Security Cluster was strengthened through the inter-cluster working group and a joint workshop for the Whole of Syria response. The Nutrition Cluster Advocacy Strategy developed in 2015 facilitated the development of an advocacy toolkit for country clusters in 2016. Ninety-six people received training in four events using the new GNC information management training package. Through the partnership agreement with the Emergency Nutrition Network, six countries developed case studies highlighting experiences and learning related to nutrition coordination and nutrition-in-emergencies response within a cluster setting. The GNC provided effective and timely operational and surge support to country clusters through 13 RRT deployments totalling 561 days to eight priority countries—Afghanistan, Bangladesh, Chad, Haiti, Iraq, Mozambique, Nigeria and the Syrian Arab Republic—and remotely through the GNC coordination team and the HelpDesk.

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

EMOPS leads the Global WASH Cluster (GWC) for UNICEF and assists the cluster to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies. The GWC member agencies finalized and approved the new GWC Strategic Plan in 2016. The GWC provided continuous direct and remote support to 40 national WASH coordination platforms through the Cluster Advocacy Support Team and the Field Support Team. Seventeen countries received a total of 1,176 days of direct information management and coordination support in 2016, including the large-scale emergencies in Iraq, Nigeria, South Sudan, the Syrian Arab Republic and Yemen, as well as the El Niño-related crisis in Ethiopia and the responses to the earthquake in Ecuador and Hurricane Matthew in Haiti. More than 150 cluster/sector coordinators from 15 countries received training during the year and the operational aspects of the cluster were strengthened through the establishment of two technical working groups on assessment and cash-based programming.

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

EMOPS in 2016 led the transition of UNICEF’s co-leadership of the Gender-Based Violence (GBV) AoR following a leadership review and ensuing decision to transfer full leadership of the AoR to UNFPA by early 2017. The two agencies undertook. A detailed work plan outlining clear roles and responsibilities for UNICEF and UNFPA was drafted for the transition period. Moving forward, UNICEF will fully integrate innovative approaches for GBV child survivors in emergencies within the Child Protection AoR, focusing on direct field support, coordination and analysis of context and deliverables.

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

The Child Protection AoR is led by UNICEF from EMOPS. During 2016, the AoR underwent significant change with the transition from the Child Protection Working Group structure to the more focused Child Protection AoR in November. The new alliance structure emphasizes
cluster activation, surge support and humanitarian coordination, as well as normative and policy assistance in the field of child protection. Thirty-three countries received remote support and eight countries received direct in-person support, totalling 569 days of deployments in 2016, including the Central African Republic, Cameroon, Ethiopia, Fiji, Haiti, Iraq, Serbia and South Sudan. The AoR also launched the Situation and Response Monitoring Project in South Sudan; created the Situation and Response Monitoring Toolkit; disseminated the Coordination Handbook and conducted multiple technical trainings on information management, coordination and rapid assessment.

B. Areas of shortfall

- With the increasing number of emerging crises and the prolonged nature of recent conflicts, demand for EMOPS ERT support outstripped capacity to respond to requests.
- Short-term funding and programme cooperation agreements for cluster and AoR activities diverted focus from strategic planning to the continuous need to identify resources and fill gaps.
- Difficulties recruiting quality human resources on short term contracts or temporary assignments for field deployments challenged EMOPS’ ability to fulfil emerging requests for support from country and regional offices in various regions.

C. Areas of exceptional achievement

- EMOPS provided timely, effective and efficient field support to 89 humanitarian situations, including the L3 emergency responses in Iraq, Nigeria, South Sudan, the Syrian Arab Republic and neighbouring refugee-hosting countries, and Yemen.
- EMOPS led UNICEF’s participation in the WHS, including through the development of a commitment policy paper and leadership in Summit roundtables and special sessions where UNICEF priorities and strategies were highlighted.
- The first-ever joint UNICEF-WFP emergency simulation of an L3 emergency response was conducted by EMOPS and WFP for 22 personnel from each agency. The exercise improved the understanding of surge staff from both agencies of response mechanisms, policy and guidance to better prepare for deployment into a system-wide response.
- EMOPS led a participatory process to develop and finalize new organizational procedures and a related guidance note on preparedness and emergency response.
- Joint programmes aimed at strengthening community resilience were developed in 14 countries in partnership with IFRC and respective National Societies, with more planned for 2017.
- Standby arrangements provided UNICEF with a total of 32,533 days, the equivalent of approximately US$12.5 million in-kind support. The number of standby partners grew to 30 in 2016.
- Despite limited human resources, EMOPS continued to provide global security services and emergency response during the year, and serve as an active member of the Inter-Agency Security Management Network.

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13 These figures cover support from the EMOPS Humanitarian Field Support Section and are not inclusive of all country support provided by EMOPS during the year.
• Some 32 RRT members are now in place across the four clusters/AoRs, which enabled 69 deployments for coordination and information management support to 27 countries in 2016, equivalent to 3,102 deployment days.

**Part 3: Evaluations and Research**

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

**Title:** UNICEF Procedure on Preparedness for Emergency Response  
**Year:** 2016  
**Type of report:** Procedure  
**Themes:** Emergency preparedness

**Title:** Preparedness for Emergency Response in UNICEF Guidance Note  
**Year:** 2016  
**Type of report:** Guidance  
**Themes:** Emergency preparedness

**Title:** Humanitarian Action for Children 2016  
**Year:** 2016  
**Type of report:** Appeal  
**Themes:** Humanitarian Action