Contents

Section 1: Executive Summary ........................................................................................................... 3
Section 2: Key Divisional Targets and Strategies .................................................................................. 4
Section 3: Analysis of Strategies and Results ....................................................................................... 6
   a) Main Results Achieved ........................................................................................................... 6
   b) Areas of Shortfall .................................................................................................................. 16
   c) Areas of Exceptional Achievement ...................................................................................... 17
Section 4: Management and Operations ............................................................................................. 18
Section 5: Innovations and Lessons Learned ...................................................................................... 19
Section 6: Studies, Surveys, Evaluations and Publications completed in 2013 ................................. 19
Section 1: Executive Summary

UNICEF’s Office of Emergency Programmes (EMOPS) supported a total of 26 major humanitarian situations in 2013, including the large-scale emergencies in Syria and neighbouring countries, Mali, the Central African Republic and the Philippines. The combination of these and other humanitarian situations demanded another year of extraordinary effort for the Division to deliver timely and effective support. EMOPS provided more than 2,200 days of mission and surge support to the field (compared with 1,426 in 2012), including 262 days from the emergency response team (ERT) alone. EMOPS made particularly significant contributions during the year in supporting programme scale up in response to the Syria crisis and in providing Level 3 guidance and support to the Philippines response.

In 2013, EMOPS led the finalization and received approval of the Level 2 emergency procedures and facilitated the successful application of the Level 2 and Level 3 procedures in five emergencies. Significant improvements were made in UNICEF’s ability to carry out humanitarian performance monitoring, and to report directly against targets at country and global levels. EMOPS contributions led to strong progress made towards ending grave violations, notably in Chad, where serious actions were taken to remove children from armed forces, and through the establishment of the Syria Monitoring and Reporting Mechanism to document violations against children. Lessons learned from emergency response and humanitarian action were documented and disseminated into responses in Syria, Lebanon, the Philippines, CAR, Mali, Namibia and Angola. Improved links to planning and monitoring fed into strengthened reporting with the 2013 Humanitarian Action for Children, which was reconceived as an electronic ‘rolling’ appeal, providing country-specific updates and publically reporting on progress throughout the year.

In 2013, EMOPS also led efforts to reaffirm the centrality of humanitarian action in UNICEF, including by underlining the importance of integrating humanitarian to carry out development programmes in the UNICEF Strategic Plan 2014-2017, which now sets specific measurable targets for humanitarian action. In an effort to better link humanitarian and development efforts in response to the Syria crisis, EMOPS worked closely with partners on behalf of UNICEF to develop the No Lost Generation Strategy, a regional strategy proposing practical education and protection approaches to addressing the long-term effects of the Syria crisis on children. Significant contributions were also made to the organizational efficiency and effectiveness initiative in 2013, and as part of the process, EMOPS embarked on a Strengthening Humanitarian Action initiative, to address remaining challenges and become more effective in its response to humanitarian crisis.

Building off of discussions initiated in 2012, EMOPS supported the integration of resilience into the Strategic Plan 2014-2017. EMOPS also integrated UNICEF’s vision on preparedness into key inter-agency fora and frameworks, and advocated for the Transformative Agenda to expand to include preparedness. At the Global Platform on Disaster Risk Reduction (DRR), EMOPS advocated for and achieved the incorporation of key children’s issues, including risks to children, the role of children in DRR and school safety, on the agenda of the 2015 World Conference on DRR. In 2013, UNICEF also joined, co-chaired and revitalized CADRI, an inter-agency initiative for advancing knowledge of and capacity for disaster risk reduction worldwide, helping make it one of the key mechanisms for providing capacity in preparedness to country level partners.

EMOPS also worked to strategically position UNICEF and highlight children’s issues in peacebuilding and post-crisis recovery planning and in the context of integrated presences. Increased peacebuilding capacities are noted in country and regional offices where specific training was provided, and coordination with the United Nations system was strengthened through integrated planning support to seven country offices. The Division supported the Somalia Country Office to lead the social service component for the first New Deal Compact, a state building and peacebuilding initiative. In addition, eleven country offices are now better prepared to respond to shocks and stresses with risk-informed country programme documents.

Strong and effective leadership was provided to the interagency humanitarian reform process, through strategic engagement with the IASC, including the formalization of the Emergency Director’s Group, EMOPS involvement in the Level 3 simulation, which was held in Schwartzenburg, Switzerland, and its contribution to the formation of the IASC task team (the hybrid group), which finalized the Humanitarian Programme Cycle. EMOPS continued to support UNICEF’s participation in
interagency humanitarian partnerships dialogues at the Principal and Director levels and also made progress on improving the predictability of partnerships with key organizations. With EMOPS support, UNICEF and UNHCR issued joint guidance on field-level collaboration, including standardized letters of understanding for cooperation in Jordan and Lebanon. The Rapid Response Teams were made fully functional, which improved cluster coordination and surge support. In 2013, there were 64 RRT deployments to major emergencies, including 55 standby partner deployments. In total, 207 standby roster members were deployed in 2013 to 33 country offices.

The Global Cluster Coordination Unit newly established in Geneva in 2012 supported UNICEF’s response to the three simultaneous Level 3 emergencies through improved coordination and information management capacity. Approximately 30 cluster coordinators and information management officers supported the response to Typhoon Haiyan in the Philippines; nearly 20 supported the Level 3 response in the Central African Republic; and in response to the Syria crisis, direct support was provided to Iraq, Jordan and Lebanon. EMOPS also supported the development of cluster transition strategies in Mali and Haiti to facilitate a smooth handover to national authorities, strengthen national coordination mechanisms, and assist in the establishment of minimum preparedness action to facilitate future response. Several clusters also took concrete steps to reach the aspirational target of having 100 per cent of their projects robustly taking gender issues into account.

The Office of Security Coordination embedded within EMOPS continued to effectively provide security management, technical advice, policy and surge support to UNICEF offices. Surge support was provided to complex security environments in 21 country offices, in direct response to specific requests, and including missions to 2 regional offices and three country offices in Level 2 and Level 3 emergencies. With the Department of Human Resources, a security talent pool was created in early 2013 that enabled rapid recruitment for sudden onset emergencies throughout the remainder of the year. In addition, UNICEF’s Operations Centre (OPSCEN), served as a 24/7 emergency information and communications hub, providing immediate support to UNICEF staff worldwide. OPSCEN also tracked and reported increasingly complex global events and trends, issued real time alerts to UNICEF staff to inform of sudden onset emergencies, and provided direct technical support to Jordan and Philippines country offices on establishing a joint operations centre and on information management, respectively. The trained backup team in the UNICEF Geneva Office was a cornerstone of OPSCEN’s business continuity in 2013, ensuring uninterrupted services in the event of a critical incident affecting New York City.

The year also brought significant challenges, with the five Level 2 and Level 3 emergencies stretching capacity and limiting EMOPS’ ability to achieve planned results. Specifically, there was limited engagement with strategic discussions on emergency response planning at the country level, the finalization of a number of research products and policy papers on CAAC was delayed, and key workshops and trainings on resilience, the TA and the ERT were postponed. There were also limited results related to the development and implementation of advocacy strategies for each of the Level 2 and Level 3 emergencies, as well as other humanitarian crisis. Plans for adopting a systematic approach to capacity development in humanitarian action were not carried out due to challenges related to limited internal capacities. Key recruitments for positions for the new OMP were delayed, as was the transition of peacebuilding and conflict resolution functions to the Programme Division.

Section 2: Key Divisional Targets and Strategies

The overall goal and core business of EMOPS during the 2012-2013 biennium was to support to all humanitarian action encompassing: preparedness, policy, partnerships, risk reduction, early warning, business continuity, response and early recovery. Previously, although shifts had been made to strengthen EMOPS capacity in the above-mentioned areas, the goal of EMOPS had focused on ‘response’. During the biennium the Programme Component Results (PCR) of EMOPS are to enable:

PCR 1 (SB-funded) and PCR 2 (RR- and OR-funded): Timely, effective and reliable humanitarian action and business continuity ensured in accordance with the CCCs, MTSP and inter-agency commitments.

- IR1: Efficiency and effectiveness of the overall strategic guidance in UNICEF’s humanitarian action and management within EMOPS ensured (DO)
• IR2: Effective support provided to UNICEF offices for timely and effective humanitarian response. (HFSS)
• IR3: Effective support provided to UNICEF offices in Emergency Risk Informed Programming - ERIP - and Disaster Risk Reduction. (PDRR)
• IR4: Policy and practice to implement key strategic direction of UNICEF work in humanitarian action and post crisis recovery both at inter-agency processes and country specific interventions strengthened (PRS)
• IR5: Partnerships are strengthened to achieve more effective results in advocacy and programming for humanitarian action; inter-agency humanitarian policy is fully informed and guided by an understanding of UNICEF’s experience and the specific needs and capacities of children and women in humanitarian contexts; UNICEF’s humanitarian policies and operations are fully informed by inter-agency developments and best practice. (IAHP)
• IR6: UNICEF’s capacity to respond to complex humanitarian situations and emergencies strengthened through the development and dissemination of consistent, practical and applicable humanitarian policies, technical and strategic guidance products and tools which are informed by global developments, inter-agency policy discussions, lessons learnt and best practices; with COs support to operationalize those policies and guidance, and through a sustained positioning of UNICEF as a voice in humanitarian policy debates and on advocacy on children’s and women’s rights in global fora. (HPS)
• IR7: Effective support and monitoring provided to UNICEF for Business Continuity Management. (BC)

PCR 3: The safety and security of UNICEF staff and safe delivery of UNICEF programmes.
• IR1: Effective 24/7 emergency support provided to staff and UNICEF offices, early warning functions inform UNICEF offices’ preparedness and planning processes. 24/7 Crisis Control Centre activated in the event of a critical security or humanitarian emergency.
• IR2: Security technical advice, policy and surge support effectively provided to UNICEF offices and coordinated.

PCR 4: UNICEF effectively leads global cluster coordination functions in the assigned clusters/ AoRs.
• IR1: Effective and inclusive global coordination mechanisms for the assigned global cluster/AoRs are maintained and strengthened; and country level cluster coordination mechanisms are provided with appropriate guidance, tools, and support to enable effective coordination.
• IR2: Effective and inclusive global coordination mechanisms for the Education Cluster are maintained and strengthened; and country level cluster coordination mechanisms are provided with appropriate guidance, tools, and support to enable effective coordination.
• IR3: Effective and inclusive global coordination mechanisms for the Nutrition Cluster are maintained and strengthened; and country level cluster coordination mechanisms are provided with appropriate guidance, tools, and support to enable effective coordination.
• IR4: Effective and inclusive global coordination mechanisms for the WASH Cluster are maintained and strengthened; and country level cluster coordination mechanisms are provided with appropriate guidance, tools, and support to enable effective coordination.
• IR5: Effective and inclusive global coordination mechanisms for the GBV AoRs are maintained and strengthened; and country level cluster coordination mechanisms are provided with appropriate guidance, tools, and support to enable effective coordination.
• IR6: Effective and inclusive global coordination mechanisms for the Child Protection /AoRs are maintained and strengthened; and country level cluster coordination mechanisms are provided with appropriate guidance, tools, and support to enable effective coordination.

To achieve these results, EMOPS has largely maintained the existing thematic Sections within the Division, along with the addition of the Global Cluster Coordination Unit. In this framework, the main Intermediate Results (IR) for which EMOPS has the primary accountability, strategies and changes within EMOPS, by Programme Component Result (PCR), for 2011-2012 are included below. To ensure accountability and line management, specific organizational sections have been assigned primary responsibility for the fulfillment of the Intermediate Results. Inter-Sectional and cross-practice tasks have been coordinated by the two Deputy Directors of EMOPS to capitalise on existing resources and skills in the office.
Section 3: Analysis of Strategies and Results

(EMOPS’ contributions to UNICEF’s Institutional Budget Development Effectiveness Indicator (DE5) are covered under reporting on all PCRs below.)

a) Main Results Achieved

PCR1 and 2: Timely, effective and reliable humanitarian action and business continuity ensured in accordance with the CCCs, MTSP and inter-agency commitments

IR1: Efficiency and effectiveness of the overall strategic guidance in UNICEF’s humanitarian action and management within EMOPS ensured.

EMOPS work in this IR contributed to:

- Overall leadership and operationalization of UNICEF’s response to three Level 3 emergencies in the **Philippines, Syria and the Central African Republic**.
- Improved links to planning and monitoring fed into strengthened reporting with the 2013 *Humanitarian Action for Children*, which was reconceived as an electronic ‘rolling’ appeal providing country-specific updates and publically reporting on progress throughout the year.
- The review of the Global Humanitarian Capacity Building Project with DFID found that UNICEF has progressed well in areas requiring reform for humanitarian action, and subsequently an additional US$8 million was released for this project and support was providing to mobilize US$15 million for humanitarian preparedness.

In 2013, EMOPS played a critical role in leading global support for and operationalizing UNICEF’s response to three Level 3 emergencies in the Philippines, Syria and the Central African Republic (CAR). EMOPS continued to support the Global Emergency Coordinator (GEC) function for the Syria response and for the response in the Central African Republic; and the EMOPS Director was the GEC for the initial response to the rapid onset emergency in the Philippines (replaced by the East Asia and Pacific Regional Director after the second month), which required the mobilization of the agreed procedures for a streamlined deployment of capacities and resources. EMOPS managed weekly emergency management team meetings for each emergency and convened a number of specialist engagements including dedicated programme teleconferences and human resources discussions. Working closely with different Divisions (particularly PARMO and PFP) and Regional Offices, EMOPS actively advocated for the mobilization of resources for major and forgotten emergencies by briefing donors, engaging with them and participating in different resource mobilization conferences.

EMOPS continued to deliver on its responsibility for *global appeals and reporting* on UNICEF’s humanitarian action. This included launch of the 2013 HAC global appeal in January, reconceived as an electronic appeal with an online platform providing country-specific updates and reporting on progress throughout the year. For the first time, this included regular distribution of country situation reports on UNICEF’s public website, maintained by OPSCEN. Sixteen updates to the HAC were produced and issued online in 2013, as EMOPS updated guidelines for appeals to a ‘rolling’ HAC consolidating three previous fundraising documents (HAC; Immediate Needs Documents; and Humanitarian Action Updates) into one. The HAC also more clearly linked to countries planning and monitoring, conveying clear targets with each new appeal, which were reported on throughout the year. The improved links to planning and monitoring fed into strengthened reporting, and by end of 2013 UNICEF was able to publish global results and coverage against targets for its humanitarian action, another first. Other deliverables included the 2012 Humanitarian Action Study (continuing the shift to be lighter and more accessible); the 2012 Global Thematic Humanitarian Report; and the 2012 EMOPS annual report. Reporting timing was challenged and delayed by competing demands of the appeals function and, in finalization, senior management’s attention to large-scale emergencies.

In 2013, EMOPS also undertook an annual review of the *Global Humanitarian Capacity Building Project* funded by DFID, ECHO and the Swiss Government, which aims to improve humanitarian action through support to global and regional initiatives, and contributed to an update of the DFID Multi-lateral Aid Review, the founding document for the Project. The Review found that in general UNICEF has progressed well in areas requiring reform for humanitarian action, including in cluster
leadership, system-wide humanitarian reform, emergency deployment, and the centrality of humanitarian action in UNICEF’s new Strategic Plan. The priority for 2014 is to demonstrate that these investments have had an impact on affected populations, and that they demonstrate value for money.

Additional resources mobilised in late 2012 were used to strengthen the organization’s capacity to respond to the Level 3 emergencies in Syria, CAR and the Philippines through strengthened Regional Response Teams (RRT) and Immediate Response Teams (IRT). However, an additional training of IRTs as part of planned activities did not take place due to the response to these crisis. The next training will take place in the second quarter of 2014 to ensure that UNICEF has experts on hand that can be deployed on short notice. The 1.2 million CHF raised from the Swiss government in 2013 contributed to the development of a new programme of cooperation with DFID to support UNICEF’s global humanitarian preparedness (which included a 10 million GBP contribution). The management of the Programme has been integrated into the management arrangements for the Capacity Development Project, with shared focal points and an executive steering group, which should mainstream work and prevent duplication of efforts.

The Division contributed to UNICEF’s corporate efficiency and effectiveness initiative by serving on two working groups. Following completion of the exercise, the proposals were reviewed by the Deputy Executive Directors and Directors in May 2013 and grouped into follow-up activities. EMOPS and DHR have since co-led an initiative to promote the well-being of staff serving prolonged and repeated missions in hardship duty stations. This resulted in a revision to the existing policy on staff mobility and rotation to take into account their prior duty station and to put into place a one-month special leave with pay for all eligible staff completing missions in emergencies to enable them to recover from stress and to spend more time with their families. Core actions for staff well-being have also been outlined, including minimum standards of living and working; mentoring and counselling professionals and debriefing opportunities.

As a part of the efficiency and effectiveness process, EMOPS embarked on and led a Strengthening Humanitarian Action initiative to address remaining challenges and become even more effective in its response to humanitarian crises. The goal of the Strengthening Humanitarian Action (SHA) initiative is to equip UNICEF to continue to deliver on the Core Commitments for Children in Humanitarian Action in a changing global environment: to adapt humanitarian action to increasingly diverse operational contexts; to strengthen and expand our humanitarian partnerships and implementation strategies; and to decide which structural and investment steps UNICEF needs to undertake to be an even more predictable and effective humanitarian partner.

IR2: Effective support provided to UNICEF offices for timely and effective humanitarian response.

EMOPS work in this IR contributed to:
- Twenty six country offices received coordinated support from headquarters divisions to address gaps and challenges, including 13 countries affected by Level 2 and Level 3 emergencies (the Philippines, CAR, Mali, Niger, Mauritania, Burkina Faso, South Sudan, Syria, Lebanon, Jordan, Turkey, Iraq and Egypt)
- The establishment of internal coordination mechanisms for Level 2 and Level 3 emergencies in Syria, the Philippines, Mali, CAR and South Sudan, which improved results monitoring, filled gaps and solved operational bottlenecks.
- Providing the ‘voice of the field’ in interagency documents and messaging at the HQ level, including for Syria during the 2013 UN General Assembly.

EMOPS directly supported UNICEF’s response to 26 countries affected by emergencies in 2013, including 13 countries affected by five Level 2 and Level 3 emergencies in Syria, the Philippines, the Central African Republic (CAR), South Sudan and Mali. The division’s direct support to the field totalled 2,215 days in 2013, including 1,508 days of emergency surge support to country and regional offices, with the majority of travel related to responses to Level 2 and Level 3 emergencies. Three emergency response team (ERT) members, including two senior emergency coordinators and one logistics specialist, were deployed a total of six times. ERT members spent 37.4 weeks, or 262 days, on mission assisting four countries (Syria, CAR, Mali and the Philippines).
EMOPS facilitated the deployment of 33 Immediate Response Team (IRT) missions, totalling 209 weeks in 2013, to the Level 3 emergencies in Syria, the Philippines and CAR. EMOPS staff also mobilized internally, shifting roles and responsibilities across sections to focus capacities on emergency responses as needed.

The evidence-based policy and advocacy positions put forth by EMOPS sustain UNICEF’s ability to influence international and national processes on behalf of children in humanitarian situations, while expertise on humanitarian programming and operations help country and regional offices meet UNICEF’s Core Commitments for Children in Humanitarian Action (CCGs) on the ground. EMOPS prepared senior-level management for humanitarian meetings, missions, conferences and seminars internal and external to the UN system, all of which absorb a substantial portion of staff time. In 2013, these efforts played a significant role in putting children affected by the Syria crisis at the centre of the humanitarian agenda, in particular during the 2013 UN General Assembly. In conjunction with partners, these efforts led, for example, to the development of the No Lost Generation strategy, which focuses on the education and protection needs of children affected by the Syrian crisis, including during the annual meeting of the World Bank/IMF convened in October in Washington D.C. and a series of high level meetings with partners in Amman and Brussels.

EMOPS worked with PARMO and UNICEF country offices to advance humanitarian financing within the framework of the Transformative Agenda (TA) by advocating with the IASC Humanitarian Financing Group for appropriate and timely resource mobilization through a more strategic appeal process in the HPC. The Division served on the IASC Consolidated Appeal Process (CAP) sub working group; added UNICEF’s perspective to the shift to the strategic response plans (SRP); facilitated a review of Central Emergency Response Fund (CERF) disbursements; participated in the CERF underfunded rounds; and provided inputs to the ongoing OCHA led Emergency Response Fund (ERF) evaluation. To support resource mobilization, EMOPS managed the Emergency Programme Fund (EPF), disbursing US$53,868,443 million (15 countries, two regional offices and 1 headquarters division) and processed CERF grants for rapid response for US$72,244,744 (32 countries) and for under-funded countries for US$45,200,592 (20 countries). Inputs were provided for 18 CAP mid-year reviews and 15 2014 SRPs, with revised internal guidance and coordination for headquarters and regional and country offices.

IR3: Effective support provided to UNICEF offices in Emergency Risk Informed Programming – ERIP – and Disaster Risk Reduction

EMOPS work in this IR contributed to:

- 80 country offices self-assessed as having a high level of emergency preparedness, 39 as having a medium level of emergency preparedness, and 12 as having a low level of emergency preparedness.
- The integration of UNICEF’s vision on preparedness into key inter-agency fora and frameworks, including in the IASC Sub-Working Group on Preparedness, the CADRI Programme Assurance Group, the Common Framework on Preparedness, the ERP Approach within the Transformative Agenda and the Preparedness Financing Study.
- The incorporation of key children’s issues – including risks to children, the role of children in disaster risk reduction and school safety – in the agenda of the 2015 World Conference on DRR.

In 2013, EMOPS provided punctual advice, general guidance and hands-on support missions to country and regional offices to increase capacities for emergency preparedness. Through UNICEF’s Early Warning Early Action system, 80 country offices assessed themselves as having a high level of preparedness (102 in 2012), 39 as medium level of emergency preparedness and 12 as low level of emergency preparedness. The decrease in the number of country offices with high levels of preparedness can in part be accounted for by the fact that the assessment was made more rigorous between 2012 and 2013.1 Hands-on support for preparedness simulations was provided to

---

1 The fact that the number of ‘highly prepared’ countries went down is linked to a few variables related to a more rigorous assessment process, including that: if a country has not self-assessed for more than one year it is automatically ‘downgraded’ one level; three out of 20 key actions were updated in 2013, hence COs had to readjust to the new requirements; in 2013 there was a transition in the management accountabilities of the system at the central level, which had consequences with regards to
Kyrgyzstan, Tajikistan and Algeria, simulation advice to 12 other countries, and support to inter-agency and government emergency simulations in Nicaragua, Kenya and Tanzania. EMOPS also completed five preparedness training packages and the Government Emergency Simulation package, both of which will contribute to building country office capacity and improve UNICEF’s preparedness toolkit. EMOPS also provided remote advice on contingency planning to MENARO for the Syria crisis.

As co-chair of the IASC Sub-Working Group on Preparedness (SWGP), EMOPS advocated for the Transformative Agenda (TA) to expand to include preparedness through the adoption of the Common Framework on Preparedness and the ERP Approach as a core part of the HPC. EMOPS conducted five inter-agency rapid response mechanism (IARRM) simulations, including one led by UNICEF in Managua. EMOPS also helped shape the Preparedness Funding Study, which was produced and launched in 2013, and worked with WFP to secure a major preparedness grant from DFID, which will enable a significant scale up of preparedness efforts in all seven regions in 2014.

At the Global Platform on Disaster Risk Reduction (DRR) in 2013, EMOPS’ advocacy resulted in the incorporation of key children’s issues, including risks to children, the role of children in DRR and school safety, in the agenda of the 2015 World Conference on DRR. With EMOPS support, UNICEF also joined, co-chaired and revitalized CADRI, an inter-agency initiative for advancing knowledge of and capacity for disaster risk reduction worldwide, helping make it one of the key mechanisms for building country level capacity in preparedness. EMOPS also provided targeted support to the Philippines CO to advance DRR and resilience in the aftermath of Typhoon Haiyan. EMOPS also supported the integration of resilience into the UNICEF Strategic Plan 2014-2017, as part of efforts to advance UNICEF’s internal approach to preparedness and DRR, to better support regional offices and to improve linkages to climate change adaptation and peacebuilding. Technical inputs were provided to key donor and interagency processes on resilience, including the ‘Political Champions for Disaster Resilience’ and the ‘Global Alliance for Drought Resilience’.

**IR4: Policy and practice to implement key strategic direction of UNICEF work in humanitarian action and post crisis recovery both at inter-agency processes and country specific interventions strengthened**

<table>
<thead>
<tr>
<th>EMOPS work in this IR contributed to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increased peacebuilding capacities at country (<strong>Colombia, Myanmar, Pakistan</strong>) and regional (<strong>EAPRO, ROSA, TACRO</strong> levels, through specific training and engagement</td>
</tr>
<tr>
<td>• Strengthened coordination with the United Nations system through integrated planning support to seven country offices, including <strong>Somalia</strong> (strategic review), <strong>DRC</strong> (task transfer), <strong>Mali</strong> (new mission planning), <strong>Syria</strong> (special circumstances), <strong>CAR</strong> (strategic assessment) <strong>Lebanon</strong> (multilateral post-crisis planning) and <strong>Sudan</strong> (strategic assessment).</td>
</tr>
<tr>
<td>• <strong>Somalia</strong> CO supported to lead the social services component for the first New Deal Compact, a statebuilding and peacebuilding initiative.</td>
</tr>
<tr>
<td>• 11 COs better prepared to respond to shocks and stresses with risk-informed Country Programme Documents</td>
</tr>
</tbody>
</table>

EMOPS continued to provide technical support to UNICEF headquarters and country and regional offices on peacebuilding and post-crisis recovery planning in 2013. Direct mission support on **peacebuilding and conflict sensitivity**, including training on conflict analysis and peacebuilding programme design, increased capacity in the field. EMOPS further increased country-level capacity in conflict analysis through remote assistance to Georgia, Cote d’Ivoire, DRC, Timor Leste, Indonesia and Uzbekistan. Organizational capacity was further strengthened through the provision of technical inputs to all country offices under UNICEF’s Peacebuilding and Education Programme and through EMOPS’ leadership in the inter-agency development of a set of Youth Principles for Young People’s Participation in Peacebuilding. However, due to the extensive agenda under IR4, but limited staff capacity, the development of targeted knowledge and guidance products was deprioritized.

---

the frequency of global reminders to the field (e.g. the end-of-year reminder to update CO’s risk assessment/key actions was not sent); finally there is no requirement or reminder in the system to prompt COs to self-assess their level of compliance to key actions.
The Division also advocated for the inclusion of children’s rights in inter-agency recovery, peacebuilding and integration fora, policies and guidance throughout the year. EMOPS lead UNICEF’s advocacy and participation in the Senior Peacebuilding Group, the Peacebuilding Core Group, the Framework Team on Conflict Prevention, the Civilian Capacities Working Group, the United Nations Working Group on Transitions, the UN Interagency Working Group on Integrated Assessment and Policy, and the Post-2015 Consultation on Conflict and Fragility. As a result of EMOPS participation in the Post-2015 Consultation, children, equity, cohesion and social dimensions featured prominently in relevant outcome documents. EMOPS also lead advocacy in policy fora on fragile states, including by providing field support in Somalia for the first New Deal Compact, which defines specific goals around peacebuilding.

EMOPS also strengthened UNICEF’s engagement and positioning of children’s rights in post-crisis assessment and planning. Remote support on integrated planning was provided to Somalia, Syria, Mali, Sudan and DRC country offices to strengthen coordination with the UN system, and EMOPS represented UNICEF in the technical interagency assessment mission in Somalia.

**IR5: Partnerships are strengthened to achieve more effective results in advocacy and programming for humanitarian action; inter-agency humanitarian policy is fully informed and guided by an understanding of UNICEF’s experience and the specific needs and capacities of children and women in humanitarian contexts; UNICEF’s humanitarian policies and operations are fully informed by inter-agency developments and best practice.**

**EMOPS work in this IR contributed to:**

- UNICEF’s humanitarian experience strongly informed the system-wide reform process, including through the IASC Transformative Agenda (TA) simulation, finalization of the TA protocols, and TA implementation missions
- Increased predictability of UNICEF’s response to refugee populations through strengthened partnership with UNHCR, including through joint missions at the Deputy Executive level and country-level Letters of Understanding
- Fully functioning Rapid Response Teams (RRTs) supporting cluster coordination, including 64 RRT deployments to major emergencies in 2013, including 55 standby partner deployments.
- Deployment of 156 standby roster members to 33 country offices, including 35 per cent deployments of nationals from the ‘global south’

EMOPS shared UNICEF’s humanitarian experience and lessons learned with partners as part of its ongoing support for the finalization and roll-out of the IASC Transformative Agenda. EMOPS’ leadership contributed to the finalization of the TA protocols around the Humanitarian Programme Cycle (HPC) and the Inter-Agency Rapid Response Mechanism (IARRM) and the successful delivery of the interagency Level 3 simulation. EMOPS supported the inter-agency roll-out of the TA by participating in implementation missions to Myanmar, which resulted in specific recommendations for humanitarian organisations on using TA concepts and ideas. The mission also resulted in valuable lessons learned for the broader humanitarian community and led to the concept of Operational Peer Reviews (OPRs). Through its engagement in the Emergency Director’s Group (EDG), UNICEF contributed to the system-wide roll-out of the TA, participated in discussions with donors, reviewed existing protocols and supported a number of country operations.

EMOPS continued to build the predictability of humanitarian action through partnerships with key organizations, NGOs, and UN agencies. The collaboration with UNHCR, in particular, enhanced coordination and leveraged results for refugee children. With EMOPS support, UNICEF and UNHCR issued joint guidance on field-level collaboration, including standardized letters of understanding for cooperation in Jordan and Lebanon and joint work planning at the sector level in WASH, health, nutrition, child protection and education. The agencies also worked together to strengthen their joint response to Syrian refugees in Jordan and Lebanon.

A significant achievement in 2013 was the full functioning of the Rapid Response Teams for all five areas of responsibility. These five teams, covering WASH, Nutrition, Education, Child Protection and Gender-Based Violence, successfully supported cluster coordination and deployed to all major
emergencies that took place during the year. In total, RRT members were deployed on 64 occasions, including 55 standby partner deployees. The June RRT retreat reviewed management of this mechanism and generated recommendations for harmonizing approaches and criteria for deployment.

EMOPS also deployed 207 standby roster members to 33 country offices in 2013. To build the capacity of standby partners, six trainings were completed for 90 standby personnel, and UNICEF facilitated the development of the Standby Partner Training Secretariat. In an effort to further manage, develop and expand partnerships, new standby agreements were finalized with Save the Children UK and World Vision International, bringing the total number of standby arrangements to 21 partners. The existing agreement with Action Against Hunger (ACF International) was amended and expanded to support the Nutrition RRT. In the latter part of the 2013, additional efforts led to near-final agreements with the Australian Civil Corps and the Government of Luxembourg for the provision of emergency telecommunications services.

**IR6: UNICEF’s capacity to respond to complex humanitarian situations and emergencies strengthened through the development and dissemination of consistent, practical and applicable humanitarian policies, technical and strategic guidance products and tools which are informed by global developments, inter-agency policy discussions, lessons learnt and best practices; with COs support to operationalize those policies and guidance, and through a sustained positioning of UNICEF as a voice in humanitarian policy debates and on advocacy on children’s and women’s rights in global fora.**

<table>
<thead>
<tr>
<th>EMOPS work in this IR contributed to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The approval and application of the Level 2 and Level 3 emergency procedures in the large scale emergencies in Mali, CAR, Syria and the Philippines.</td>
</tr>
<tr>
<td>• Advocacy and strengthened contacts with member states resulted in significant progress towards ending grave violations, notably in Chad where serious actions were taken to remove children from armed forces, and through the establishment of the Syria Monitoring and Reporting Mechanism to document violations against children and drive advocacy.</td>
</tr>
<tr>
<td>• Direct support was provided to country offices in Syria, DRC, Mali, Chad, CAR and the Philippines, and MENARO and WCARO, to roll out humanitarian performance monitoring (MoRES in humanitarian action) in all major emergencies.</td>
</tr>
</tbody>
</table>

In 2013, to increase organizational capacity to implement the CCCs, EMOPS led the finalization and received the Executive Director’s approval of the Level 2 emergency procedures, and facilitated the successful application of the Level 2 and Level 3 procedures in a number of large-scale emergencies, including in Mali, CAR, Syria and the Philippines. These procedures were disseminated publically online and through multiple webinars. Although a decision was made to postpone the review of Level 3 procedures to allow for lessons to emerge from Syria, the Level 3 was fully applied in the Philippines emergency, where several sources reported its usefulness. EMOPS also drafted a step-by-step guide to emergency response.

To strengthen the application of gender, human rights, accountability to affected populations and equity approaches in UNICEF’s humanitarian action, EMOPS continued to support UNICEF-led global clusters and areas of responsibility to integrate gender equality programming into all aspects of their work. A Gender guide to the CCCs is now available in English, French and Arabic (the Arabic translation was disseminated widely), with sector-specific guidance also available for WASH and nutrition. EMOPS provided strong leadership and engaged significantly with gender policy fora, including the Gender Standby Capacity Project (GenCAP), Gender in Humanitarian Action Reference Group, and the Women, Peace and Security Working Group. EMOPS efforts increased awareness of the gender marker through support to Humanitarian Action for Children (HAC) countries, led to stronger prominence of gender considerations in SRPs than in past inter-agency appeals, and increased attention to inclusion issues and special groups (i.e. disabilities and adolescent girls) in ongoing responses.

**Accountability to Affected Populations (AAP) continued to be a priority area for UNICEF in 2013, with increased attention from senior management and emerging practice, and as a key topic for discussion during the responses to the Level 2 and Level 3 emergencies. All Level 2 and Level 3**
countries, new emergencies and most countries with appeals in the 2013 HAC received technical guidance on how to operationalize AAP and put in place the minimum standards for the prevention of sexual abuse and exploitation. Informational and advocacy materials were shared with emergency staff, partners and affected populations, and first line actions during the early stages of humanitarian responses, including in CAR, the Philippines and South Sudan. The Emergency Directors released “AAP Action Plans” for both the Philippines and CAR. EMOPS also contributed to UNICEF’s formal commitments to AAP by increasing the availability of internal guidance, conducting real-time review of lessons documented on the implementation of AAP in the field and planning joint missions to provide direct support to the Philippines, CAR and South Sudan.

Towards better knowledge management for humanitarian action, lessons learned from emergency response and humanitarian action were documented and disseminated into responses in Syria, Lebanon, the Philippines, CAR, Mali, Namibia and Angola. To support learning for improved future performance, EMOPS kept thorough documentation of all Level 3 emergencies (including timelines of decisions and activities) to facilitate global evaluations and other performance analysis. New knowledge was collected through post-action staff debriefings, analysis of global and country-level evaluations, and the introduction of “learning wikis”, which allow staff to contribute their experience on specific emergencies. These lessons were documented on the EMOPS intranet, and targeted and context-specific lessons were shared in all Level 3 emergencies at the moment of activation and then on-demand or as appropriate by topic. These lessons were instrumental in shaping the strategy of UNICEF’s response – for example, advising on the composition of surge and the rapid acquisition of field accommodations for staff wellbeing. EMOPS also employed new approaches to knowledge management and updated existing platforms using dedicated teamsites for information management on specific emergencies, the e-deployment kit and the e-resources, and new knowledge exchange tools, including wikis as well as video clips from senior staff and content experts.

EMOPS also defined UNICEF’s approach to humanitarian innovation in 2013. The division invested heavily in holding UNICEF’s first ever Humanitarian Innovator Network Lab, which led to concrete project ideas, an innovation toolkit, and the establishment of new networks and partnerships. EMOPS also positioned UNICEF to lead the discussion on humanitarian innovations in the World Humanitarian Summit in 2016. Google Hangouts and webinars were held for staff members across the globe to share and develop innovations in humanitarian work, and to strengthen UNICEF’s network of humanitarian innovators. The availability of guidance, tools and support for cash/voucher based responses was increased in 2013, supported by strong partnerships with the Cash Learning Partnership (CALP) and UNHCR.

In 2013, EMOPS focused attention and promoted innovation on risk management and due diligence in high threat environments within UNICEF, with donors and in the IASC. EMOPS provided on demand, direct support to all complex emergencies either remotely, through webinars, by reviewing documents, or through support missions, and developed the approach to comprehensive risk management and provided specific support to Mali, CAR, Syria and Nigeria. Overall policy support on international humanitarian law, international human rights law, engagement with non-state actors and risk management was provided to country offices through missions (Nigeria, Mali, Somalia and Amman for the Syria crisis), webinars and remote sessions (EAPRO, MENARO, Jordan), and/or by developing or guiding country-specific positions on international humanitarian law, humanitarian access, civil-military and risk management positions (Mali, Somalia, Syria and South Sudan).

EMOPS also facilitated the effective roll out of programme criticality, which has had a positive impact on humanitarian access, in eight priority countries: Mali, CAR, Niger, Pakistan, Somalia, Nigeria, Syria and Iraq. This allowed UNICEF to better include programmatic considerations in security management and to improve risk management, with the overall aim to maximize the ability to deliver. This UN-wide initiative, which did not exist a few years ago, is now part of the language and toolkit that countries use, and is seen as highly valuable. For example, in Mali and Afghanistan, the programme criticality exercise triggered meaningful dialogue between programme and security staff around security risk mitigation and programme delivery strategies. In Niger, joint convoys made it possible to deliver in most of the country, despite security risks, and encouraged joint monitoring missions as an example of better mitigation.

EMOPS also made a significant contribution to the development of the IASC Performance Monitoring Framework, based on UNICEF’s experience strengthening its results monitoring in humanitarian
situations through Humanitarian Performance Monitoring (HPM), or MoRES in Humanitarian Action. EMOPS continued to work to mainstream HPM/MoRES within the organization by supporting roll out in country and regional offices, including through: a) direct support to country and regional offices facing humanitarian situations, including MENARO, WCARO, Syria, DRC, Mali, Chad, CAR and the Philippines; b) familiarization and awareness raising for TACRO and country offices in ESAR; c) remote support as part of preparedness in all medium-high emergency risk country offices in CEE/CIS and the Nepal Country Office. Humanitarian planning and HPM were also strengthened as part of the 2013 HAC appeal, which included 34 country offices and all 7 regional offices.

With EMOPS support, UNICEF conducted advocacy to strengthen contacts with member states, which resulted in progress on ending grave violations. In Chad, EMOPS’ advocacy with the Secretariat, close work with partners and, in close collaboration with the Programme Division, support to the Country Office, contributed to the initiation of a 10-point action plan and serious actions taken to remove children from armed forces. In Syria, EMOPS provided direct support to the field that jumpstarted reporting on grave violations and contributed advice on setting up the Monitoring and Reporting Mechanism (MRM). The MRM, which has documented violations against children, is now ongoing and will be a significant tool for driving advocacy efforts. EMOPS also worked with the Programme Division to make sure that UNICEF delivered on its commitments on children and armed conflict by drafting a statement reaffirming UNICEF’s positioning on this key issue. EMOPS provided direct support to the field to clarify and strengthen our advocacy efforts in major emergencies, including around human rights issues in the Syria crisis. EMOPS strengthened its internal collaboration on advocating for the inclusion of child rights and child protection safeguards and issues in country processes. Advocacy on children’s issues benefitted from stronger engagement with member states in the UN Security Council, including CAR, Syria and Chad. EMOPS also contributed to strengthening UNICEF’s voice in the follow up to the Sri Lanka Internal Review Panel, with the elaboration of the Rights Up Front Action Plan.

IR7: Effective support and monitoring provided to UNICEF for Business Continuity Management

Due to the retirement of the Manager of Business Continuity in March, 2013, results were not achieved towards IR7. The recruitment process for a replacement is currently underway.

PCR 3: The safety and security of UNICEF staff and safe delivery of UNICEF programmes.

IR1: Effective 24/7 emergency support provided to staff and UNICEF offices, early warning functions inform UNICEF offices’ preparedness and planning processes. 24/7 Crisis Control Centre activated in the event of a critical security or humanitarian emergency.

EMOPS work in this IR contributed to:
- The maintenance of uninterrupted 24/7 operations, which provided a ‘lifeline’ to UNICEF staff globally
- The tracking and reporting of increasingly complex global events and trends for colleagues at all levels, worldwide, including through 250 daily OPSCEN Briefs, 250 daily updates on the Syria emergency, 40 daily updates on the Philippines Typhoon Haiyan emergency, and 65 updates on the Mali emergency
- Real-time alerts issued to UNICEF staff at all levels to inform of sudden onset emergencies, including Typhoon Haiyan in the Philippines and outbreaks of fighting in CAR.
- Country-level technical support provided to Jordan to establish a joint operations centre in Za’atari, and the Philippines on information management

UNICEF’s Operations Centre (OPSCEN) served as a 24/7 emergency information and communications hub, providing immediate support, referral or follow-up to UNICEF staff working around the world. OPSCEN provided a vital ‘lifeline’ - reachable around the clock by e-mail, phone and SMS message - to all UNICEF staff members, particularly those working in countries affected by humanitarian crises and insecurity. OPSCEN tracked increasingly complex global events and trends and communicated these to UNICEF staff and partners through the production and dissemination of 250 daily OPSCEN Briefs, 250 daily updates on the Syria emergency, 40 daily updates on the Philippines Typhoon Haiyan emergency and 65 updates on the Mali emergency. OPSCEN tracked
the movements of over 2,000 key UNICEF staff globally to ensure that these staff members could be reached in the event of a critical incident or at the onset of a humanitarian emergency. OPSCEN's tracking of natural disasters, armed conflict and security hazards resulted in real-time alerts that supported rapid response at the field level. In its role as information hub, OPSCEN disseminated situation reports by UNICEF and other UN agencies, press releases and geopolitical analysis. OPSCEN provided 24/7 telecommunications support for bi- and multi-lateral meetings via teleconference, videoconference, and internet-supported calls, facilitating teamwork between emergency coordinators at different levels of the organization. OPSCEN also successfully facilitated calls involving countries in which telecommunications infrastructure was damaged and/or limited.

As a centre for humanitarian information management, OPSCEN also increasingly deployed members of its team to support UNICEF country offices in emergency-affected countries. Through staff deployment, OPSCEN supported the establishment of a joint operations centre in Za'atari refugee camp in Jordan and strengthened humanitarian reporting in Philippines in the aftermath of Typhoon Haiyan. The trained backup team in the UNICEF Geneva Office was a cornerstone of OPSCEN's business continuity planning in 2013, ensuring OPSCEN's uninterrupted services in the event of a critical incident affecting New York City. In 2013, OPSCEN provided refresher training to OPSCEN back-up team members in Geneva and also benefitted from 6 support missions from Geneva-based back-up team members.

IR2: Security technical advice, policy and surge support effectively provided to UNICEF offices and coordinated.

<table>
<thead>
<tr>
<th>EMOPS work in this IR contributed to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 field missions carried out to support country offices in response to surge requests or complex security situations, including to Jordan, Lebanon and the Philippines</td>
</tr>
<tr>
<td>Eight Women’s Security Awareness Trainings (WSAT) conducted and now established as a UN benchmark</td>
</tr>
<tr>
<td>Security Talent Pool created to enable rapid recruitment for sudden onset emergencies</td>
</tr>
</tbody>
</table>

The Office of Security Coordination (OSC), embedded within EMOPS, effectively provided security management, technical advice, policy and surge support to UNICEF offices in accordance and coordination with the UN Security Management System (UNSMS). To support country offices in response to surge requests or complex security situations, EMOPS security specialists undertook 21 field missions, including to Jordan, Lebanon and the Philippines, including missions to 2 regional offices and 3 country offices in Level 2 and Level 3 emergencies. As part of this mission support, EMOPS conducted eight Women’s Security Awareness Trainings (WSAT) in five field locations and three headquarters. The UNICEF WSAT course, which included a Train-the-Trainer course attended by the Department of Safety and Security (DSS) and Agencies, Funds, Programmes and Organizations, has been accepted as the benchmark within the UNSMS.

In conjunction with the Division of Human Resources, a security talent pool was created in early 2013 that enabled rapid recruitment for sudden onset emergencies throughout the remainder of the year. EMOPS security also established a new approach to Hostage Incident Management (HIM) for a hostage situation involving a staff member. This has now been accepted as best practice within DSS. A new Critical Incident Management Policy was implemented to allow UNICEF to respond effectively to recent critical incidents. EMOPS continues to represent UNICEF at the Inter-Agency Security Management Network (IASMN) meetings, providing the organisation with a voice for shaping policy and procedures that directly support programme planning and emergency preparedness.
PCR 4: UNICEF effectively leads global cluster coordination functions in the assigned clusters/AoRs

IR1: Effective and inclusive global coordination mechanisms for the assigned global cluster/AoRs are maintained and strengthened; and country level cluster coordination mechanisms are provided with appropriate guidance, tools, and support to enable effective coordination.

EMOPS work in this IR contributed to:

- Global coordinators and information management capacity supported the cluster response to three simultaneous Level 3 emergencies: approximately 30 cluster coordinators and information management officers supported the response to Typhoon Haiyan in the Philippines; nearly 20 supported the Level 3 response in the Central African Republic; and in response to the Syria crisis, support was provided to Iraq, Jordan and Lebanon.
- In addition to RRT deployments, coordination support was strengthened through the deployment of an inter-cluster coordinator and information management specialist
- Direct support provided to Mali and Haiti to establish cluster transition strategies, which facilitated smooth handover to national authorities.

UNICEF is the global cluster lead for Nutrition and WASH and co-lead for Education (with Save the Children) and leads the child protection and co-leads gender-based violence (with UNFPA) areas of responsibility (AoRs). These functions sit in EMOPS and the cluster results below reflect the work of each cluster/AoR under UNICEF’s lead:

In 2013, EMOPS supported the response to three Level 3 emergencies in the Philippines, CAR and Syria and neighbouring countries by contributing cluster coordinators and information management capacity across its five UNICEF-led and co-led clusters/areas of responsibility. EMOPS also improved communication and collaboration across clusters and areas of responsibility, particularly in terms of sharing resources between the Philippines and CAR responses. An inter-cluster coordinator and inter-cluster information management officer deployed to Typhoon Haiyan supported coherence around needs assessments, the interagency strategic response plan, the establishment of monitoring frameworks, setting the agenda for coordination meetings, and coordinating on cluster staffing.

EMOPS also strengthened common approaches to cluster information management (IM) in 2013. In the Philippines, IM tools were ready for implementation as soon as the IM Officers landed. The Gender-Based Violence (GBV) IM Officer successfully aligned a number of IM tools with those of the other clusters, and since Typhoon Haiyan, GBV is better aligned with the other clusters. The RRTs and efforts to share common approaches have improved capacity for IM overall, with one IM Officer now able to support more than one cluster/AoR, as demonstrated in the first weeks of the Philippines response.

Several of the clusters also took concrete actions to reach the aspirational target of having a 100 per cent of their projects robustly taking gender issues into account (codes 2a/2b on the IASC Gender Markers). Clusters advocated for member organizations to prioritize gender equality programming and provide direct support to the field. These actions also involved mainstreaming of gender in flagship tools, making resources available, promoting good practices, reinforcing RRT members’ capacity on gender.

EMOPS also supported the development of cluster transition strategies in Mali and Haiti in 2013 to facilitate a smooth handover to national authorities, strengthen national coordination mechanisms, and assist in the establishment of minimum preparedness action that will facilitate future response. Direct support was provided to the clusters in Mali to establish a transition strategy, and to Haiti, to review how transition had worked for the WASH cluster and provide the support needed.

In addition to the regular meetings, trainings and ongoing work to develop standards, tools and websites, Education, WASH, Nutrition, Child Protection and GBV Clusters/AoRs each developed a set of assessment and programme performance indicators for the HR.info indicator registry, which
were shared with OCHA. In the second half of 2013, an Evaluation of UNICEF’s Cluster Lead Agency Role was finalised. The evaluation recognized advances made by UNICEF in its Cluster Lead Agency role. Key findings included the recommendations to prioritise global coordination support to and to continue strengthening UNICEF’s leadership role of the clusters at country level. EMOPS’ leadership and coordination of the Clusters/AoRs also contributed to a number of specific achievements, including:

The Global WASH Cluster (GWC) coordinated and provided strategic leadership to global level cluster partnership in 2013. The GWC conducted missions to Chiang Mai and Ougadougou (WASH in Education training), and provided strategic support to all major emergencies, including through support to country offices in Jordan, Mali, Syria, the Philippines, CAR, South Sudan. Significant traction was gained in Syria, the Philippines, CAR and South Sudan.

The Global Nutrition Cluster (GNC) provided strong support missions to the field, conducting three field missions in 2013 to Afghanistan (to support the cluster performance monitoring), Kenya (to provide support to the Kenya and Somalia country clusters), and to the Philippines (to reactivate the national nutrition cluster in response to the Level 3 emergency). Programme Cooperation Agreements were developed and signed with the International Medical Corps, Save the Children-UK, Action Against Hunger and World Vision International, to recruit and deploy staff for RRTs. In 2013, RRTs were deployed to the three Level 3 emergencies, as well as to Chad, Somalia and Pakistan, with a total of 10 staff deployed. Eighty-nine people were trained with the support of UNICEF regional offices in East Asia and the Pacific and West and Central Africa.

In 2013, the Global Education Cluster also provided strong support to the field, including deployments and remote support to Syria, the Philippines, CAR, Somalia, and Pakistan. Additional remote support was provided to Kenya, Ethiopia, Niger, Mali, Mongolia, Afghanistan, Yemen, South Sudan, Myanmar and State of Palestine. Three RRTs were in place in 2013 with a fourth identified for starting in 2014. The cluster held a regional training in Needs Assessment (NA) in Istanbul, completed an NA training package, set up a IM community of practice (also open to Child Protection), and organised NA/IM webinars. The cluster also participated in the INEE Education Cannot Wait Advocacy Group and co-organised the successful inter-agency high level Education Cannot Wait side event at the UN General Assembly. An Education Cluster Humanitarian funding analysis paper was developed for the side event and determined that the share of humanitarian funding for education has declined since 2010. In 2011, education accounted for just 2.4 per cent of humanitarian funding. In 2012, this decreased to 1.4 per cent. The lack of education funding is failing children. As a result in 2012, approximately 13 million out of 18.5 million of children targeted did not received support.

In 2013, five new members joined the Global Child Protection Area of Responsibility and formal letters of commitment were received from 11 cluster partners. The Child Protection Working Group coordinator and her team led all support to field-based coordination mechanisms. In-country direct support combined with remote support was provided to five countries, and tailored remote support was provided to an additional 12 countries. The CPWG established leadership for the following areas of work: standards setting and implementation (Save the Children and Terre des homes), building response capacity (UNICEF Programme Division), assessment and measurement (Save the Children and Columbia University), operational support and advocacy (Childfund International).

In 2013, the Global Gender-based Violence Area of Responsibility selected a UNFPA Coordinator and UNICEF deputy coordinator and the division of responsibility is being agreed on. In addition, the new workplan was developed, and gender-based violence guidelines are in the process of being revised and will be finalized at the end of August with an accompanying dissemination plan. An advocacy proposal has been submitted by the International Red Crescent and a knowledge and information management strategy in line with GCCU has been developed and an information management member of the rapid response team recruited.

b) Areas of Shortfall

- Plans for adopting a systematic approach to capacity development in humanitarian action at the country level were not carried out due to challenges related to limited internal capacities.
- Limited engagement with strategic discussion on emergency response planning at the country level delayed finalization of a number of research products and policy papers on
CAAC, and delayed key workshops and trainings on resilience, the TA and the ERT, due to stretched capacity as a result of the Level 2 and Level 3 emergencies (including three simultaneous Level 3 emergencies at the end of the year).

- **There were limited results related to the development and implementation of advocacy strategies** for each of the Level 2 and Level 3 emergencies, as well as other humanitarian crises. There is not yet an organization-wide agreement on the accountability framework for ensuring that these strategies are developed, implemented and monitored in a systematic manner.
- **Although the Evaluation of UNICEF’s Cluster Lead Agency Role in humanitarian action (CLARE) was finished on schedule (August 2013), the delay in formally releasing CLARE (December 2013) translated into delays in the development of the management response matrix and taking forward key actions.**
- **The follow up to the RRT retreat was not finalized by the end of the year as planned,** which led to delays in the development of criteria for deployment, information management tools and induction packages, due to extensive surge of the global cluster coordination unit to the field.
- **Key recruitments for positions for the new OMP were delayed,** as was the transition of peacebuilding and conflict resolution functions to the Programme Division.

### c) Areas of Exceptional Achievement

- **Timely and effective support was provided to the large-scale emergencies in Syria and neighbouring countries, Mali, CAR and the Philippines through the successful application of the Level 2 and Level 3 emergency procedures.** EMOPS also led the finalization and approval of Level 2 emergency procedures.
- **Working closely with partners, EMOPS developed the No Lost Generation strategy on behalf of UNICEF, a regional strategy proposing practical education and protection approaches to addressing the long term effects of the Syria crisis on children.**
- EMOPS led UNICEF’s efforts to reaffirm the centrality of humanitarian action to UNICEF. The UNICEF Strategic Plan 2014-2017 underlines the importance of integrating humanitarian and development programmes, and sets specific measurable targets for humanitarian action, and EMOPS facilitated broader engagement with the Executive Board and the Global Management Team on humanitarian issues.
- **Strong and effective leadership was provided to the interagency humanitarian reform process,** through strategic engagement with the IASC, including the formalization of the Emergency Director’s Group, the strong focus on preparedness work, and EMOPS’ involvement in the finalization of the Humanitarian Programme Cycle and the Level 3 simulation.
- **Surge support was provided to complex security environments around the world and in direct response to requests from country offices.** Security specialists provided direct support to MENARO and country offices in Nigeria, Mali, Mauritania, Syria, Yemen, Maldives, Somalia, Kenya, Libya, Jordan, State of Palestine, Chile, Lebanon, Afghanistan and Pakistan.
- **Significant contributions were made to the organizational Effectiveness and Efficiency proposals 9 and 10.** As a part of this process, EMOPS embarked on a Strengthening Humanitarian Action initiative to become even more effective in its response to humanitarian crises in a changing environment.
- **Significant improvements were made in UNICEF’s ability to carry out humanitarian performance monitoring and report directly against targets at country and global levels, through direct support provided to country offices and informal networking efforts.**
- **The fully functioning Rapid Response Teams supported flexible cluster coordination.** There were 64 RRT deployments to major emergencies in 2013, including 55 standby partner deployees.
- **Exemplary collaboration between UNICEF New York and Geneva offices to remain a robust business continuity system for the 24/7 Operations Centre,** including through investment, training, and monthly live handovers. OPSCEN has also been repositioned as a source of talent for surge deployments.
Section 4: Management and Operations

The total funds available to EMOPS as of 31 December 2013 were $23,747,002, compared to $15,759,157 for 2012. In 2013, new funding was received from Denmark, DFID, ECHO, USAID, CIDA, USAID-OFDA, IDB, Switzerland and the Swiss Development Cooperation. The EMOPS Director and Deputy Director met with a number of donors, including in visits to Brussels, Norway, Sweden and Washington D.C.

<table>
<thead>
<tr>
<th>Funding Type</th>
<th>Allocated Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Resources (RR)</td>
<td>Support Budget</td>
</tr>
<tr>
<td></td>
<td>Programme Budget</td>
</tr>
<tr>
<td>EPF</td>
<td></td>
</tr>
<tr>
<td>Other Resources (OR)</td>
<td></td>
</tr>
<tr>
<td><strong>Total Allocated as of 31 December 2013</strong></td>
<td><strong>$23,747,002</strong></td>
</tr>
</tbody>
</table>

EMOPS tracked the funding and utilization status of all funds available to the division by type (Support Budget, Programme Budget, Other Resources) and grant reference in a monthly Budget and Financial Implementation Report. This included the Monthly Programme Implementation Monitoring Sheet, which shows the financial implementation of each Section/Unit in EMOPS against their allocated Annual Budgets. EMOPS also managed the allocation of the Global Thematic Humanitarian Funding. Of the $5.12 million that EMOPS received for Global Thematic Humanitarian Funding in 2013, EMOPS allocated a total of $3.91 million to four country offices, two regional offices and two headquarters Divisions. Of this, EMOPS received a total of US$390,000.

**MANAGEMENT PRACTICES, SYSTEMS AND STRUCTURES**

EMOPS has an internal coordination framework to ensure collaboration and strategic thinking across sections and two offices in Geneva and New York (via videoconference). Weekly Section Chief Meetings are intended to support the management and implementation of the EMOPS work plan. These bring together all EMOPS Section Chiefs and representatives of the Directors’ Office on a weekly basis to discuss upcoming events and management issues of concern. All Section Chiefs are encouraged to have regular weekly section meetings to assess progress against the Section Work Plan and to collect any management issues for the attention of the Director. On a monthly basis, the EMOPS Director convenes a meeting of all New York and Geneva EMOPS staff during which divisional information is shared, including any announcements from the Staff Representative. At the end of the year, the Director reinstated a regular meeting of the Director with all General Service staff to be carried through to 2014. The Joint Consultative Committee, composed of EMOPS senior management and staff representatives from both EMOPS NY and Geneva, met three times in 2013 and discussed issues and ways of ensuring the welfare and interest of EMOPS staff members, and improve the division’s working conditions. Key topics discussed and actions implemented in 2013 included a child-friendly room and supplies, work-life balance, general service staff missions and career development. On an annual basis, EMOPS Senior Managers, their “plus ones”, representatives of the Director’s Office and staff representatives meet to review the past year in preparation for the EMOPS Annual Report and to discuss priorities and funding allocations for the coming year.

As part of EMOPS support to Regional Offices, the Director and Deputy Directors participated in three Regional Management Team (RMT) meetings (in ROSA, WCARO, TACRO) and made presentations on priority topics such as the IASC Transformative Agenda and implications for UNICEF, resilience, and the new support measures for humanitarian response in UNICEF. The Director also joined the RMT by videoconference. The Director and Deputy Directors also undertook a number of field missions, particularly to the Middle East Region to Jordan, Lebanon and Syria and as the UNICEF Global Emergency Coordinator to the level 3 crises in the Philippines; the Director joined the Emergency Directors on joint missions, notably, Afghanistan, Pakistan, Syria, DRC and Central African Republic. The Director also focused particularly on discussing resilience with key Member States, particularly the Democratic People’s Republic of Korea and Japan.

---

2 On partnerships and UN Humanitarian Reform, please refer to Section 3, in particular, IR5 under PCRs 1 and 2. On capacity and risk assessments, please refer to IR6 (national capacity development), IR3, IR7 under PCRs 1, 2 and 3. For detailed annual reporting on emergency preparedness, please see Section 3, PCR 1 and 2, IR3.
EMOPS also plays an important role as convener of inter-divisional fora on humanitarian issues. It chairs the weekly Senior Staff Emergency Meeting (SSEM) at the director level with representation from the Executive Director and all three Deputy Executive Directors. Sixteen countries were presented in 2013 and for each country, representatives and regional directors provide briefings on current humanitarian crises, providing a platform for discussion with all divisions of actions required. Divisions also have provided specific thematic presentations to inform senior management of progress made and seek guidance.

EMOPS also coordinated requests for briefing notes from various Divisions/Offices in headquarters, including the Office of the Executive Director and PARMO. In 2013, EMOPS facilitated the development of more than 250 briefing notes and invested in the quality of briefing notes by increasing editorial capacity within the Director’s Office. In addition, EMOPS responded to internal demand for a more systemic way of managing, organizing and accessing past briefing notes, by launching an intranet-based briefing note database on the EMOPS teamsite. Staff report improved access to briefing notes and faster turnaround time for drafting new notes as a result of this innovative new approach. Building on the success of this system, EMOPS launched a pilot power point presentation slide library on the EMOPS teamsite and is currently reviewing its utility.

In human resource management, EMOPS (NY and Geneva) undertook 17 staff recruitments for 2013, including ten full time and seven temporary assignment positions. In terms of contracting for services, contracts for 52 Consultants, two individual contractors and 25 institutions/corporations were issued. To maintain transparency in the recruitment process and to ensure adherence to existing procurement policies/rules and regulations, 17 Contract Review Panel meetings were organized within EMOPS New York. To contribute to achieving gender balance within staff, EMOPS continued to provide sex-disaggregated analysis in the Budget and Financial Implementation Report’s Staff Table every month.

In support of the various emergencies and crises including in the Central African Republic, Mali, the Philippines, South Sudan, and Syria, high-level information technology (IT) assistance was provided using the latest technologies and satellite communication to ensure clear and rapid communication to respond to these emergencies. The usual IT support was provided to the ERT members remotely during these and other emergencies, in addition support was provided in the procurement of IT equipment for the IRT deployment. Design improvements to the Intranet were implemented, including the development of sub-sites for Mali, Syria and the Philippines, and the revamp of the CCC E-Resource internal and external sites; the development and launch of the Humanitarian Action (HAC) Internet site and redesign of the UNICEF in Emergencies site. Regular maintenance of the various websites were carried out to ensure availability of up-to-date information.

Section 5: Innovations and Lessons Learned

n/a

Section 6: Studies, Surveys, Evaluations and Publications completed in 2013

<table>
<thead>
<tr>
<th>Title</th>
<th>Year</th>
<th>Sequence #</th>
<th>Type</th>
<th>Theme (up to 4 words)</th>
<th>Mgmt. Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNICEF 2012 Humanitarian Action Study</td>
<td>2013</td>
<td>Study</td>
<td>Overview of Hum. Action</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Title</td>
<td>Audience/Objective</td>
<td>Author(s)</td>
<td>Quantity Printed</td>
<td>Total cost (excluding staff costs)</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>--------------------</td>
<td>-------------</td>
<td>------------------</td>
<td>-----------------------------------</td>
<td></td>
</tr>
<tr>
<td>Humanitarian Action for Children 2013</td>
<td>Donors</td>
<td>EMOPS</td>
<td>500 Overview; 200 Annex</td>
<td>$46,554 (mostly 2012 funds)</td>
<td></td>
</tr>
<tr>
<td>Security Council Update</td>
<td>UNICEF/Internal</td>
<td>HPS</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Humanitarian Issues Newsletter</td>
<td>UNICEF/Internal</td>
<td>HPS &amp; PD-HATIS</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
</tbody>
</table>