

Chapter 2: Country Programme Approach

Section 2.6: Core Commitments for Children (CCCs) in Humanitarian Action

2.6.7 Emergency risk informed programming

2.275. Emergency risks informed programming refers to how UNICEF COs can ensure that its country programmes properly manage priority emergency risks in a given country by properly assessing emergency risks in its situation analysis and integrating prevention, mitigation, preparedness, response and recovery strategies and results in all its country programming documents. Risk management should be a dynamic process that informs all major decisions of UNICEF's work. In line with the Risk Management Policy, emergency risk informed programming ensures that UNICEF country programmes properly assess and manage emergency risks that may impact children or UNICEF (security of staff as well as continuity of operations), at key moments of the programme cycle. The outcomes of these risk assessments, the strategies to address them, the formulation of expected results related to these risks, and the detailed planning and review of activities to manage these risks should all be integrated into the regular programming process and its related documentation.

2.276. Emergency risk informed programming lays out steps in the programme cycle to help ensure that UNICEF regular programming better addresses priority emergency risks threatening the rights of children in a given country through (1) increased prevention, mitigation, and preparedness related to these risks (whether related to natural disasters, social/political conflict and/or health crisis), and (2) improved response and recovery from actual emergencies.

2.277. The foundational element of emergency risk informed programming is a robust emergency risk assessment as part of the situation analysis process which also includes analysis of the vulnerabilities of women and children related to the priority emergency risks and the capacities of both duty bearers and rights holders to prevent or mitigate these risks. Based on the results of this emergency risk assessment, country programmes will include commensurate strategies and results to manage these risks. In countries with high emergency risk, country programmes would include dedicated Programme Component Results (PCR) or sectoral and management Intermediate Results (IRs) focusing on emergency risk management. In countries with low emergency risks, country programmes may limit emergency risk management to a management result aimed at ensuring a Minimum Level of Readiness to respond in case of a major emergency.

2.278. Emergency risk informed programming also includes an assessment of emergency/crisis risks which could impact the security of UNICEF staff and continuity of its operations. The [Country Programme Management Plan](#) of each office will thus mention those identified risks and detail key accountabilities and decision-making structures related to emergency/crisis management.

2.279. In line with the five year country programme documents, emergency risk management will be integrated in the annual and mid-year reviews and annual/rolling work-planning processes. During these key moments of the planning process, COs would review their emergency risk assessment (if needed), review lessons learned from past emergencies or simulations, review the CO level of readiness and the progress of emergency risk management activities included in the past year's work plan to identify gaps and priorities for the next work planning. [Annual/Rolling Work plans and Annual Management](#) plans will then include emergency risk management activities and main accountabilities

within the office for core emergency risk management functions.

2.280. Emergency risk informed programming is translated into the good practices for each of the key programme strategies assessed in the UNICEF's Global Performance Management system as well as through the use of a dynamic Early Warning Early Action system for performance monitoring of CO emergency/crisis preparedness.

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