<table>
<thead>
<tr>
<th>Timing</th>
<th>Sector</th>
<th>Action</th>
<th>Considerations</th>
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<th>Engage/Consult</th>
<th>Approval/Clearance</th>
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<tbody>
<tr>
<td>Weeks +</td>
<td>GEC</td>
<td>22. Continue regular conference calls with EMT</td>
<td>As above. Adjust schedules as needed (daily to twice weekly or weekly as needed)</td>
<td>EMOPS Chief HFSS as Secretariat to GEC</td>
<td>EMT</td>
<td>GEC</td>
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</table>
| Weeks + | GEC | 23. Ensure inter-agency Coordination | • As above – focus on ECHA/IASC/PC.  
• Potential joint HQ inter-agency missions.  
• Focus evolving to post conflict and early recovery | EMOPS DD, NY and DD Geneva | None | GEC |
| Weeks + | GEC | 24. Brief ED and OED | Review at this stage what information is needed internally, and establish briefing schedules to help decision-making processes. | EMOPS Chief HFSS | All divisions/RO/CO | GEC |
| Weeks + | GEC | 25. Develop a plan for handover and exit from L3, including follow up to IRT | Should happen in week 2 or 3. Minimum requirements of an exit strategy under development. | RD, IRT team leader | N/A | GEC |
| Weeks + | GEC | 26. Review period of application of the L3 corporate emergency | • Outline handovers and next steps.  
• Clear communication sent pertaining to the winding down and handover to respective divisions and key actions pending. | GEC | OED, RO, EMOPS | ED |
| Weeks + | Cluster Coordination | 14. Continue to advocate on behalf of sector level needs at country and global levels | CCs to flag major funding shortages and capacity gaps with CO Rep and HQ/GCCs | CO Rep | CCs, CO Section Chiefs, GCCs, PARMO, EMOPS, CO M&E | GEC |
| Weeks + | Cluster Coordination | 15. Review CO capacity for CC function on a regular basis (using Cluster / Sector Coordination Milestone Monitoring Tool for CC function) | To identify any unfilled surge requirements and to see if structure created needs to be adjusted as response evolves, etc. | CO Rep | CCs, DHR, GCCs/EMOPS, CO M&E | GEC |
| Weeks + | Humanitarian Planning, Performance Monitoring and Evaluation | 12. Establish channels through EMT and supporting HQ working level focal points for communicating lessons from major and mega-emergencies | • Lessons are targeted primarily to EMT and supporting HQ working level focal points so that they many bring lessons forward in engagement with RO and CO.  
• EMOPS knowledge management focal point consults with working level focal points under EMT to identify key meetings/processes and issues where lessons from past emergencies can usefully inform decisions and processes. | EMOPS Chief HPS | CO, RO, PD, EO, SD | GEC |
| Weeks + | Humanitarian Planning, Performance Monitoring and Evaluation | 13. Agree on main elements of strategy for the Response Plan within week 2 | • Response Plan to build on, and replace, all previous programmatic and operational plans developed as part of emergency phase.  
• Response Plan sets out key results indicators to be monitored on a high frequency basis and other key results indicators. Consistency with Flash Appeal important.  
• To be discussed and agreed in a dedicated EMT session, with review from PD.  
• Timeline for completion of the Response Plan (2 weeks max) set by GEC (to align with in country planning processes). | CO Rep | RO, EMT | GEC |
| Weeks + | Humanitarian Planning, Performance Monitoring and Evaluation | 14. Agree on approach to Humanitarian Performance Monitoring including timing of transition to results (output) reporting in SitRep [TOOL] | • Initial agreement on priority elements based on review of existing systems and capacities (UNICEF, UN, national) for performance monitoring (high frequency partner reporting, field monitoring, clusters level monitoring). See Humanitarian Performance Monitoring Toolkit: Overview Tools. • CO to propose date by which partner reporting and cluster performance monitoring systems can begin to shift from programme reporting based on inputs to programme results tables and frequency with which these can be updated. | CO Rep | EMOPS, PD, PARMO, RO | GEC |
| Weeks + | Humanitarian Planning, Performance Monitoring and Evaluation | 15. Develop Response Plan [TOOL] | • Response Plan remains a working document, revised as strategy and targets are clarified and context shifts. • See Response Plan Guidance and Templates. | CO Head of Programmes | RO, EMT | GEC |
| Weeks + | Humanitarian Planning, Performance Monitoring and Evaluation | 16. Agree on Integrated M&E Plan (including Reporting) with lead roles defined [TOOL] | • Involve government counterparts to the extent possible. • See Simplified Humanitarian IMEP Guidance and Templates. • Advocate as possible for an IA approach on resource intensive and cross-cluster elements – e.g., needs assessment and follow-up surveys. | CO M&E team and Head of Programmes | RO, EMT | GEC |
| Weeks + | Humanitarian Planning, Performance Monitoring and Evaluation | 17. Put in place PCA for field monitoring | Where possible, UNICEF should work through Government entities as a way to further strengthen their capacity to monitor and promote ownership of the humanitarian response. | CO Rep | N/A | CO Rep |
| Weeks + | Humanitarian Planning, Performance Monitoring and Evaluation | 19. Follow-up/monitor implementation | Conduct regular meetings and field visits as necessary to review progress and identify any adjustments which may be required. | CO Rep | DPP, GEC | CO Rep |
| Weeks + | Humanitarian Planning, Performance Monitoring and Evaluation | 20. Provide ongoing technical advice on humanitarian response | • Communication line for technical discussions managed directly by technical focal points in ROs and COs. Coordinated via EMT. • Requests for technical support / guidance shared simultaneously with Regional and HQ technical advisors. • Inputs consolidated at regional/ HQ level as agreed and fed back to CO. | PD Deputy Director, Regional Advisors | EMOPS, GEC, SD | None |
| Weeks + | Human Resources | 17. Monitor SURGE plan and adjust as needed | | CO Chief HR | CO, RO, DHR, SD | CO Rep |
| Weeks + | Human Resources | 18. Develop HR strategy | To implement the emergency response and recovery programmes including approach to scaling down | CO Rep | CO HR Team, DHR | CO Rep |
| Weeks + | Human Resources | 19. Identify FT and TA recruitment need | | CO Chief HR | CO Head of Programmes | CO Rep |
| Weeks + | Human Resources | 20. Manage FT and TA recruitment | See Human Resources checklist | DHR Chief HR in emergencies, CO Chief HR | CO, CO HR TEAM, CO PROGRAMME CHIEFS, DFAM | DHR Director, CO Rep |
| Weeks + | Supply & Logistics | 26. Continuous updates of the Supply Strategy as part of Response Plan | Ensure the Supply Plan is updated by CO and that re-orders and second wave orders are in place early enough to allow for most economical means of transport. | CO SL Manager | SD Emergency Coordinator, RO, PD, EMOPS | CO Rep |
| Weeks + | Supply & Logistics | 27. Continue to monitor the delivery of the supplies | • Keep Supply/shipping table updated.  
• Share the information with CO, RO, EMOPS and DOC. | SD ECU | CO | None |
| Weeks + | Supply & Logistics | 28. Ensure the second wave deployments are ready | Ensure all future staff are recruited or available. | SD ECU/ HR | CO, RO, DHR, EMOPS | DHR Chief HR in Emergencies |
| Weeks + | Supply & Logistics | 29. Continue updates on Supply and Logistics activities in SitReps and updates to OED | • SL Manager to share relevant updates with CO SitRep focal point.  
• Ensure internal information sharing (AGM, Emergency updates on the board, etc.)  
• External updates on supply movement and pipeline to EMOPS/RO/CO/DOC | CO SL Manager, SD Emergency Coordinator | None | None |
| Weeks + | Operations | 11. Conduct spot checks on financial, accounting and inventory records | Re-access financial risk and recommend corrective actions where applicable | CO Rep | DFAM | CO Rep |
| Weeks + | PCAs/ NGO partnerships | 6. Follow-up/monitor implementation | Conduct regular meetings and field visits to review programmatic progress and identify any adjustments which may be required. | CO Rep | DPP, GEC | CO Rep |
| Weeks + | PCAs/ NGO partnerships | 7. Conduct spot checks on financial and inventory records | Re-assess the NGO capacity and associated financial risk if any and recommend corrective actions where applicable. | CO Rep | DFAM, DPP | CO Rep |
| Weeks + | Resource Mobilization | 12. Identify any in-kind Assistance (IKA) [Link Supply and DFAM SSOPs] | • If IKA involves military assets EMOPS needs to clear it.  
• If IKA involves any programme supplies not on the ‘emergency supply list’ or in the CO’s supply plan, then their suitability/appropriateness should be reviewed and cleared by relevant PD sectors. | CO Rep | SD, PARMO, PFP, DFAM, RO, PD, EMOPS | SD/PARMO/ PFP/ DFAM Directors |
| Weeks + | Resource Mobilization | 13. Develop information products for humanitarian advocacy and fundraising (e.g. local donor engagement table, infographics) | • Share with PARMO and PFP for donor follow-up accordingly.  
• Needs to be linked to overall advocacy plan. | CO Head of Programmes | PARMO, PFP, EMOPS, RO | None |
| Weeks + | Resource Mobilization | 14. Revise Flash Appeal within 3 to 6 weeks | • Incorporate information from assessments; be clear on UNICEF result targets and cluster results targets.  
• Incorporate key issues and processes from CAP/FA guidance and checklist for HQ, RO, COs. | CO Rep | PD, EMOPS, RO | GEC |
| Weeks + | Resource Mobilization | 15. Issue periodic reports (standard is 90-day, six months, one year) reflecting results monitored through the HPMS. [Link Communications SSOPs] | • Clear delineation between UNICEF-specific results and cluster achievements needed in all reports, based on HPMS. • Highlight funding gap for both UNICEF programmes and UNICEF-led clusters. • Establish capacity for production of the progress report (expertise needed in publishing software). | CO drafts in Word (oversight CO Rep); DOC to fine-tune design/layout before distributing | EMT | GEC |
| Weeks + | Resource Mobilization | 16. Issue financial utilization reports (if asked by donors) | • Emergency programme structure in VISION should be harmonized with appeal projects. • Recipient offices to ensure high level utilization of donor funding. • Constraints and bottlenecks should be noted in cases of low spending. | CO Head of Programmes, DPP Chief SIPA | DPP, PFP, PARMO, EMOPS | DPP Chief SIPA |
| Weeks + | Communications | 16. Continue to disseminate information on the situation as it evolves | Ensure background information, key messages, and country fact sheets are updated on a regular basis so that they reflect the most accurate information as the situation evolves. | CO Communication Officer | CO, RO, DOC | None |
| Weeks + | Communications | 17. Identify suitable communication staff to be deployed for up to three months | • Refer to DOC Standard Operating Procedures on Rapid Response Communication Surge Support in Sudden, Large-Scale Emergencies. • Prepare handover note for new Communication officer based on Communication Handover Checklist. | DHR Chief HR in Emergencies, CO Communications Officer | CO, RO, DOC, EMOPS, PFP | DHR Director, DOC Director |
| Weeks + | Humanitarian Advocacy | 3. Plan of Action is drafted and implemented to deliver on Advocacy Priorities [TOOL] | • Must include monitoring element w/ frequency (daily, weekly). • Roles of Divisions/Offices on Advocacy Priorities elaborated/confirmed with key actions, sequencing. • Identify channels when UNICEF cannot speak. | Chair designated by GEC | Task Force, EMT | GEC, RD, CO Rep |
| Weeks + | Humanitarian Advocacy | 4. Update Advocacy Priorities (at least weekly) | • Plan of Action updated weekly, with status. • Advocacy Priorities incorporated into, and aligned with, Response Plan, with flexibility as situation changes. | Chair designated by GEC | Task Force, EMT | GEC, RD, CO Rep |
| Weeks + | ICT | 17. Determine additional ICT staffing requirements and initiate action to obtain necessary staff [Link HR SSOP] | Take advantage of ITSS and DHR roster of internal and external emergency ICT trained staff | RCICT | CO ICT manager/DHR | CO Operations Officer |
| Weeks + | ICT | 18. Provide key UNICEF users with corporate network access; implement core UNICEF information systems and associated infrastructure to support the operation | Consider requesting emergency telecoms response kit from ITSS in-house pre-stock | CO ICT manager | RCICT, HQ ITSS | CO Operations Officer |
| Weeks + | Security/OPSCEN | 14. **Identify lessons learned** | • Should form part of the post activity report.  
• Post activity report completed and submitted to HQ Security prior to departure. | Security Advisor deployed to the field | CO, HQ Security | Principal Security Advisor |
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