

PART 4: ANNEXES

ANNEX 1: TERMS OF REFERENCE

Addendum to the TOR IAHE Afghanistan and TOR IAHE Northern Ethiopia

Approach to the Lessons learned exercise of the IASC Scale-Up Mechanism

Final version: 28 March 2023; endorsed by IAHE SG

1. BACKGROUND

Following the earthquake in Haiti and floods in Pakistan, the Inter-Agency Standing Committee (IASC) put in place a System-Wide Emergency Activation, or L3 System, in 2012, to enable accelerated and scaled-up assistance and protection for major sudden-onset or major rapid deterioration of an ongoing emergency. This was activated for the first time in January 2013 for the response to the humanitarian crisis in Syria. Subsequently, the system was activated six more times, mostly for large-scale protracted crises. The activation was intended for a short period of time, but some cases, for example Syria or South Sudan, lasted several years. To improve the effectiveness of the activations, the L3 system was replaced in November 2018 with the current Humanitarian System-Wide Scale-Up Protocols.¹

The IASC Scale-Up Activation is a set of internal measures designed to critically enhance the humanitarian response and to ensure that IASC member organizations and partners can rapidly mobilize the necessary operational capacities and resources to respond. They are activated in response to a sudden-onset, or significantly deteriorating humanitarian crisis, where the capacity to lead, coordinate and deliver assistance and protection does not match the scale, complexity and urgency of the crisis. The decision to activate the Scale-Up Protocols is based on the scale, urgency, complexity, capacity and risk of failure to deliver effectively and at scale to affected populations. These criteria are specified in general terms but not individually quantified. Further, an activation does not measure, rank or classify the severity of this crisis in comparison to other.²

¹ [Humanitarian System-Wide Scale-Up Activation | IASC \(interagencystandingcommittee.org\)](https://interagencystandingcommittee.org/); See Annex 1 for an overview of L3 and Scale-Up Activations

² IASC Reference Document. *FAQ Humanitarian System-Wide Scale-Up Activation*. November 2018

The IASC activation is expected to be time-bound, for a period of up to six months, allowing for an exceptional extension by another three months.³ The new protocols have been activated seven times so far and with on average duration of 12 months, the ending of an activation remains a challenge.⁴

IASC member organizations have their own emergency protocols that regulate agency-specific corporate emergency activations. The protocols are based on each organization's mandate and therefore vary between IASC member organizations. The protocols often include definition of the emergency response phases, criteria to activate and de-activate as well as a set of internal measures that are triggered within specific timeframes. IASC member organizations decide their corporate activations, or areas of priority, independently.

The IASC Scale-Up Protocols are activated by the Emergency Response Coordinator (ERC) in consultation with the concerned Resident Coordinator/Humanitarian Coordinator (RC/HC) and the IASC principals including advice from the Emergency Directors Group (EDG). The EDG is composed of representatives from about 20 IASC member organizations, partners and observers and chaired by OCHA. The EDG's work focuses on addressing operational challenges and gaps involving ongoing or imminent emergencies.

With now five active Scale-Ups and an overstretched humanitarian system, the EDG identified a need for formal learning to collect evidence on the results of the Scale-Up mechanism on the quality of the collective humanitarian response and approached the Inter-Agency Humanitarian Evaluation Steering Group (IAHE SG) with this request. This approach has been prepared after consultations with selected members of the EDG.

2. SCOPE

The purpose of this lessons learned exercise is to enable learning for the humanitarian system by providing evidence about the relevance and effectiveness of the IASC Scale-Up protocols. This addendum outlines how the review of relevance and effectiveness of the IASC Scale-Up Mechanism will be integrated into the ongoing IAHE in Afghanistan and in Northern Ethiopia. It elaborates on questions already proposed in the respective Terms of Reference of either IAHE, namely *'To what extent did the IASC member agencies' collective preparedness and response efforts prove relevant and adaptive in meeting the demands of the crisis and the humanitarian needs caused by it?'*; *'How has the system wide Scale-Up Activation and its protocols [...] contributed to the response'* and *'How well did IASC member organizations coordinate their efforts in responding to the humanitarian needs [...]'*⁵.

The current activations in Afghanistan and Ethiopia will serve as case studies but will include information about other activations where suitable and available. The individual performance of each IASC members within a Scale-Up Activation will not be reviewed though examples of good practice might be drawn from such performance. This exercise is not a separate or stand-alone exercise but part of the ongoing IAHE of the collective response in Afghanistan and the IAHE of the collective response in Northern Ethiopia.

³ IASC Humanitarian System-Wide Scale-Up Protocols; [IASC Humanitarian System-Wide Scale-Up Activations and Deactivations | IASC \(interagencystandingcommittee.org\)](https://www.interagencystandingcommittee.org/)

⁴ This average will increase as calculated in January 2023 with 7 activations which includes 4 ongoing ones. See Annex 1 for an overview of L3 and Scale-Up Activations

⁵ [TOR IAHE Afghanistan](#); [TOR IAHE Northern Ethiopia](#)

This exercise will produce one learning paper in advance of the respective IAHE evaluation reports, primarily for the IASC Emergency Directors Group for continuous improvement of the Scale-Up Mechanism.

3. METHODOLOGY

A primary qualitative approach is expected. This will include in-person/online key informant interviews with stakeholders at global, regional and country level of IASC member organizations as well as other partners, and a survey if suitable as well as an in-depth review of the Scale-Up activations in Afghanistan and Ethiopia and a desk review of relevant documentation. The desk review will include a descriptive comparison of corporate emergencies protocols. Agencies proposed to participate are FAO, IOM, UNHCR, UNICEF and WFP as top five recipients of funding as declared in the Financial Tracking Service (FTS); and CRS, IRC and Save the Children as top recipients among the non-UN recipients.⁶ Potential areas to benchmark are classifications of emergency phases, decision making procedures, stipulations about human resources, financial resources, procurement (authorization levels) and partnership arrangements. Other areas or protocols might be added during this exercise.

The consultant(s) undertaking the lessons learned exercise will collaborate closely with the respective evaluation teams to avoid duplication and the sharing of collected data between consultant and Team Leaders and vice-versa.

Key Informants
<p>Global:</p> <ul style="list-style-type: none"> • Members of the EDG • Global Cluster Coordinators • Selected Principals, donors, etc. <p>Country level:</p> <ul style="list-style-type: none"> • RC/HC • Former Deputy HCs; former regional DHC (East Africa) • National, sub-national Cluster Coordinators • IASC member senior managers (Country Rep/Director; Emergency Managers) from UN, INGO and LNGOs (community level responders) • Representatives of other partners (INGO, LNGO/SCO; national disaster response personnel, think tanks) • Donor representatives
Desk Review
<ul style="list-style-type: none"> • IASC Scale-Up Protocols • IASC member organizations’ corporate emergency scale-up or L3 protocols • Evaluations/Reviews of corporate emergency protocols • Documentation about Scale-Up Afghanistan + Northern Ethiopia

⁶ This is derived from overall funding declared in FTS Afghanistan 2021/2022 and Ethiopia 2020 – 2022. FTS is a centralized source of curated, continuously updated, fully downloadable data and information on humanitarian funding flows ([UNOCHA Financial Tracking Service](#)).

evaluation team in order to ensure maximum synergy and to decrease the burden on staff working in the respective emergencies.

Beyond interviews in Addis and Kabul, the consultant will conduct a series of remote interviews with informants at global level. A total of around 60 interviews is expected. In addition, data collected by the IAHE evaluation teams in Afghanistan and Northern Ethiopia might be included in the data analysis.

The deliverables are as follows:

- Draft /final learning paper including
 - Executive Summary
 - Presentation of the findings of each case study
 - Presentation of findings not related to case studies for example on decision-making processes, benchmarks, etc. from desk review and interviews
 - Conclusions
 - Areas for considerations, including recommendations to incorporate this line of inquiry into future IAHEs
- A summary power point presentation of the learning paper
- High level messages for selected audiences (OPAG, Principals, Deputies)
- Presentation (virtual/in-person) of the findings to the Management Group and EDG

6. CONSULTANT REQUIREMENTS

This detailed work was not originally proposed in the respective Terms of Reference and is therefore not part of the established work contracts for the IAHEs. Therefore, this work will be conducted by 1 - 2 additional, independent consultants who will work in close cooperation with the Team Leader of the IAHE Afghanistan and the IAHE Northern Ethiopia. The level of effort between the two is estimated at 45 days over a 5 to 6 months period with travel to Addis (end of March) and Kabul (May).

The consultant(s) should bring the following experience and skills:

- At least 10 years of experience in humanitarian emergency response, ideally with corporate Scale-Up mechanisms
- Experience with and institutional knowledge of UN, NGO and civil society organization (CSO) actors, as well as interagency mechanisms at global, national and sub-national level
- Experience conducting humanitarian evaluations in conflict affected and access constraints environments, ideally at inter-agency level and/or experience in learning methods and case-study methods
- Excellent writing and communication skills in English
- Knowledge of evaluation methodology/approaches, data collection and analysis methods and tools
- Experience in facilitating consultative, participatory workshops involving a wide range of organizations, stakeholders, and participants (in-person and virtual)
- The consultant must be free from conflict of interest both from their past engagements and for any planned future engagements during and for at least 6 months after their engagement with the IAHE

Annex 1: Overview of all IASC system wide L3 or Scale-Up activations

Country	Reason	Time	Length (03/ 2023)
L3 System			
Syria	Conflict	Jan 2013 – Dec 2018	72 months
Philippines	Typhoon	Nov 2013 – Feb 2014	3 months
CAR	Conflict	Dec 2013 – May 2015	18 months
South Sudan	Conflict	Feb 2014 – May 2016	28 months
Iraq	Conflict	Aug 2014 – December 2017	41 months
Yemen	Conflict	July 2015 – March 2018	33 months
DRC	Conflict	Oct 2017 – May 2018	8 months
System-Wide Scale-Up Activation			
Mozambique	Cyclone Ida/Kenneth	March 2019 - June 2019	4 months
DRC	Ebola Virus Disease	June 2019 – March 2020	11 months
Global	Covid-19 Pandemic	April 2020 – January 2021	10 months
Ethiopia	Conflict (Tigray)*	April 2021 – 6 Sep 2023	23 months, ongoing
Afghanistan	Conflict (Taliban Take-Over)	September 2021 – March 2023	19 months, ongoing
Ukraine	Conflict	March 2022 – March 2023	13 months, ongoing
Somalia	Drought	Aug 2022 – 6 September 2023	9 months, ongoing
Syria/Türkiye*	Earthquake	14 February 2023 -	1 month, ongoing

Annex 2: Proposed sub-questions (derived from scoping sessions with EDG members)

Main Questions	Sub questions
<p>1. How relevant is the ISAC Scale-Up mechanism for the response?</p>	<ul style="list-style-type: none"> • For who and at what level is the Scale-Up activation meaningful? • How are the system-wide Scale-Up activations perceived by non-IASC members, by IASC members, by governments, national actors and donors? • What factors enable a successful Scale-Up Activation; what factors present challenges to success? (Are the Scale-Up Activations fit-for-purpose?)
<p>2. How effective is the IASC Scale-Up mechanism?</p>	<ul style="list-style-type: none"> • What are the results of the IASC Scale-Up Activation in Northern Ethiopia/Afghanistan at operational level? How localized were the effects of the Scale-Up Activation? • How well and timely are the protocols implemented? What are the differences of implementation of the main steps of the procedure in different contexts or in different phases of the response? How effective is communication about this between all actors?

	<ul style="list-style-type: none"> • To what extent is the IASC system prepared for the Scale-Up Activation? • How are benchmarks and transition plans used? • How is the empowered leadership implemented? • In what ways does the Scale-Up Activation contribute to the IASC members' ability to scale-up? For example with regards to human and financial resources? To what extent is the activation timely in relation to the context? • What are the reasons/factors for the repetitive extensions of the activations beyond the foreseen period? What options are there once the Scale-Up has achieved its purpose (or after the initial 6-months)? • What are success and challenges influencing the effectiveness of the Scale-Up mechanism? Are there positive or negative unintended effects?
<p>3. How well aligned are the IASC Scale-Up mechanism and IASC members' corporate emergency declarations and deactivations?</p>	<ul style="list-style-type: none"> • How consistent is the decision-making process about Scale-Up activation vis-à-vis the relative magnitude of crises around the world, early warning and trigger analysis as well as during activation and about deactivation? • What is the relationship between the IASC Scale-Up activation/de-activation and the selected members' and NGO's corporate emergency activations/de-activations?

ANNEX 2: LIST OF INTERVIEWEES

Shoko Arakaki, UNFPA, Director Humanitarian Office, EDG Member
Philippe Branchat, IOM Haiti, Head of Office
Michelle Brown, Save the Children International, Global Education Cluster Coordinator
David Browning, DRC Somalia, Head of Program
Alan Calma, LWF, Global Humanitarian Coordinator, EDG Member
Frantz Celestin, IOM Somalia, Chief of Mission
Fabrizio Cesaretti, FAO Afghanistan, Deputy Representative
Elizabeth Christy, FAO, Emergency Programme Manager
Richard Crothers, IRC Somalia, Country Director
Wendy Cue, OCHA, Senior Coordinator, IASC
El-Khidir Daloum, WFP Somalia, Country Director
James Darcy, Team Leader Afghanistan IAHE
Linda Doull, WHO, Global Health Cluster Coordinator
Simone Droz, Swiss Federal Department of Foreign Affairs, Policy Advisor, Multilateral Division
Ghada Eltahir Mudawi, OCHA, Deputy Director, Operations and Advocacy Division
Daniele Febei, IOM Haiti, Head of Operations
Sofie Garde Thomle, OCHA, Deputy Director, Operations and Advocacy Division
Billie Getachew Alemayehu, OCHA Afghanistan, Humanitarian Affairs Officer, Strategy and Coordination Unit
Martin Griffiths, OCHA, Emergency Relief Coordinator
Randa Hassan, OCHA, Co-Chair, Global Cluster Coordination Group
Paul Healy, Trocair Somalia, Country Director
Nicolas Joannic, WFP Somalia, Head of Programme
Biruk Kebede Abetew, OCHA Somalia, Humanitarian Affairs Officer
Marie Helene Kyprianou, WFP, Global Food Security Cluster
Jeffrey Labovitz, IOM, Former Director of Operations and Emergencies, Former EDG Member
Brian Lander, WFP, Deputy Director of Emergencies
Barbara Lecq, FCDO, Senior Humanitarian Advisor
Julien Lerisson, ICRC, Deputy Director of Operations, EDG Member
Osnat Lubrani, UN WOMEN, Director Humanitarian Section, EDG Member
Abdul Majid, FAO, Global Food Security Cluster

Raphael Marcus, HIAS, Senior Vice President Programs, EDG Member

Joseph McIntosh, Global Affairs Canada (Haiti), First secretary

Bill Anthony Miller, UNDSS, Director of Regional Operations, EDG Member

Brett Anthony Moore, UNHCR, Global Shelter Cluster Coordinator

Liam Murphy, Global Affairs Canada, Senior Program Officer, International Humanitarian Assistance

Altaf Musania, WHO, Director Health Emergencies Interventions, EDG Member

Rene Nijenhuis, OCHA Somalia, Deputy Head of Office

Stephen O'Malley, Peer 2 Peer, Director Peer 2 Peer

Rein Paulsen, FAO, Director Office of Emergencies and Resilience, EDG Member

Vika Planson, USAID, Deputy Leader for Coordination, Haiti Complex Emergency Disaster Assistance Response (BHA)

Phil Price, USAID, Senior Humanitarian Advisor (BHA)

Gareth Price Jones, SHCR, Executive Secretary, Member

Monica Ramos, UNICEF, Global Wash Cluster Coordinator

Anne Reitsema, Medair, International Director, EDG Member

Javier Rio-Navarro, ECHO Somalia, Head of Office

Ashley Sarangi, FCDO, Deputy Head of Partnership Group

Abdoulaye Sawadogo, OCHA Haiti, Head of Office

Julien Schoop, Interaction, Vice President Humanitarian Policy and Practice, EDG Member

Tanja Schuemer, IASC Secretariat, Humanitarian Affairs Officer

Ela Serdaroglu, IFRC, Global Shelter Cluster Coordinator

Mervat Shelbaya, IASC, Chief IASC Secretariat

Shoko Shimosawa, UNHCR, Director of Emergency, Security and Supply, EDG Member

Marina Skuric-Prodanovic, OCHA, Co-Chair, Global Cluster Coordination Group

Fabien Tallec, FAO Haiti, Emergency and Resilience Programs Coordinator

Laura Turner, WFP Somalia, Deputy Country Director

Rodrigue Vinet, FAO, Country Support Team Leader

Ivana Vuco, USAID, Leader Haiti Complex Emergency Disaster Assistance Response (BHA)

Gabriella Waajman, Save the Children International, Global Humanitarian Director, EDG Member

Jeremy Wellard, ICVA, Head of Coordination, EDG Member

Edem Wosornu, OCHA, Director Operations and Advocacy Division, EDG Chair

Teresa Zakaria, WHO, Health Emergency Officer

Aiman Zarul, WHO, Technical Officer

Oleg Zhdanov, UNHCR Afghanistan, Senior Emergency Policy Officer

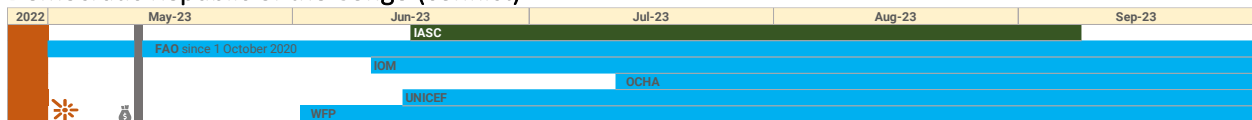
ANNEX 3: TIMELINE OF IASC ACTIVATIONS POST 2018

SCALE-UP ACTIVATIONS

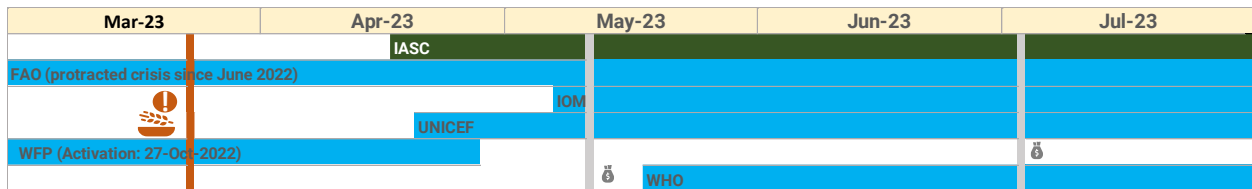
IASC System-Wide Scale-Up	2019					2020					2021					2022					2023																						
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
Mozambique																																											
DRC (Ebola virus)																																											
Covid-19																																											
Ethiopia																																											
Afghanistan																																											
Ukraine																																											
Somalia																																											
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Türkiye																																											
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DRC (conflict)																																											
Sudan																																											

CURRENTLY ACTIVE SCALE-UPS

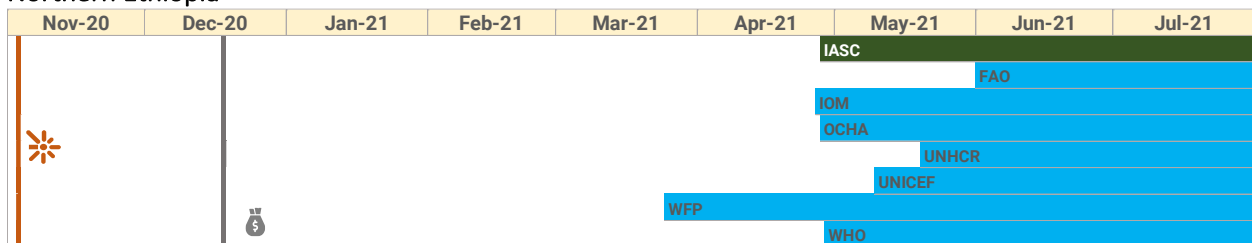
Democratic Republic of the Congo (conflict)



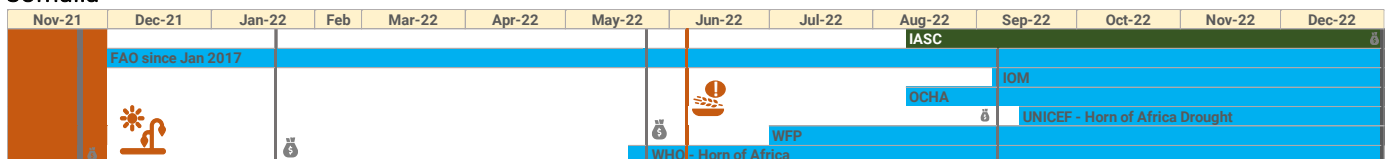
Haiti



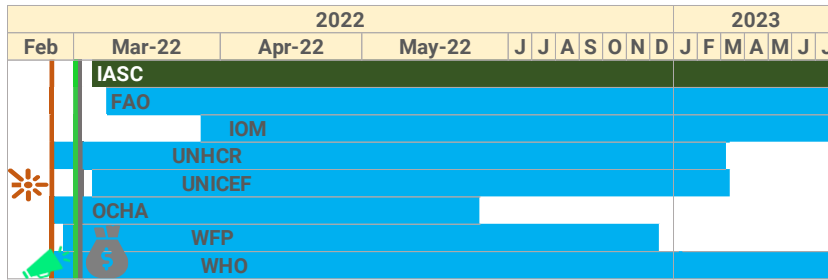
Northern Ethiopia



Somalia

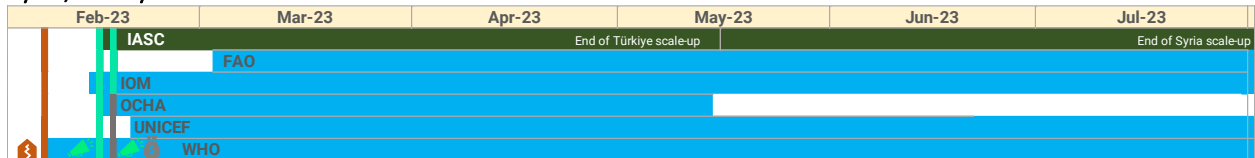


Ukraine

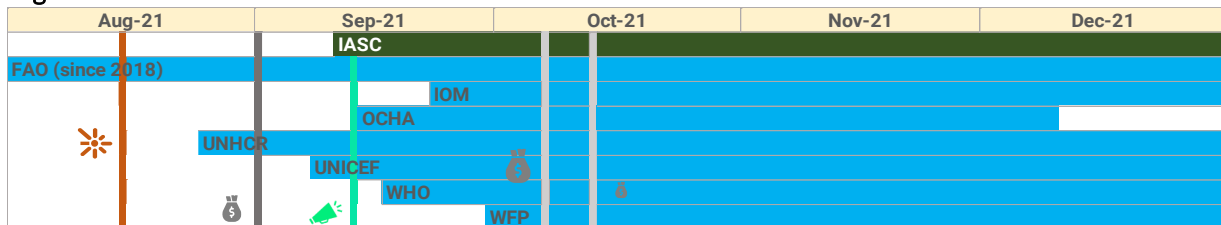


DEACTIVATED/EXPIRED SCALE-UPS

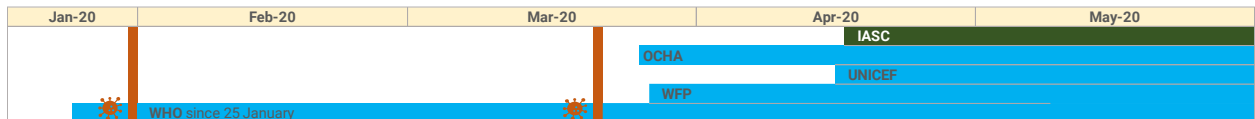
Syria, Türkiye



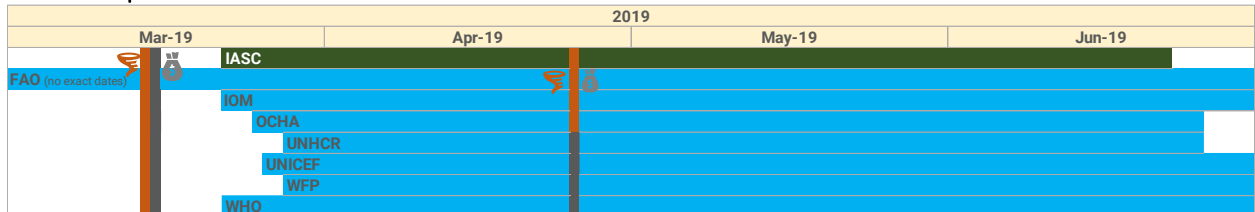
Afghanistan



Covid-19⁸

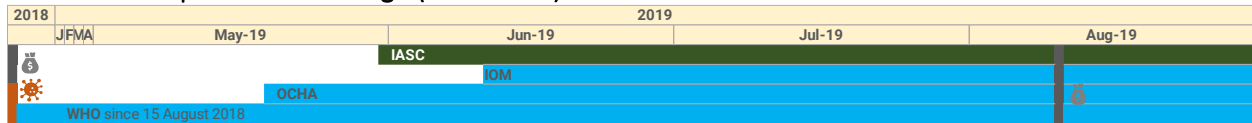


Mozambique

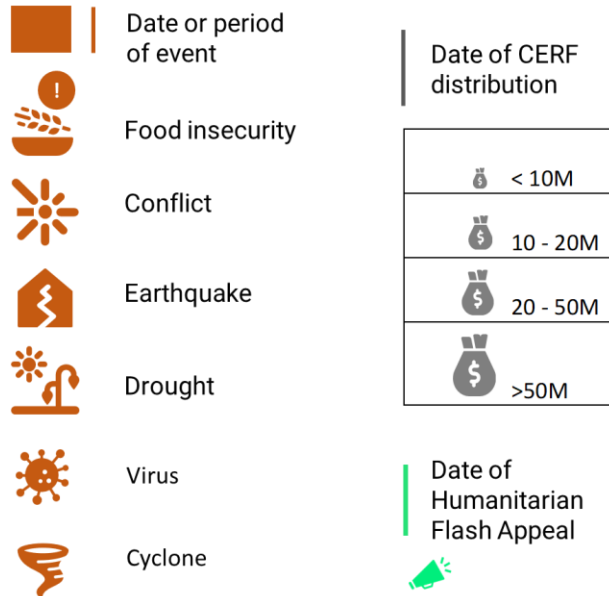


⁸ 30/01/2020 Declaration of GHEIC; 20/03/2020 Declaration of Global Pandemic

Democratic Republic of the Congo (Ebola virus)



Legend



NOTE:

- This visualization covers periods of currently active and deactivated/expired system-wide Scale-Ups and L3s (post-2018)
- Individual agency declarations depend on agency's mandate and procedures. Not being presented in this overview does not indicate that an agency has not responded to this emergency
- A corporate or system-wide activation indicates the beginning of a set of changes to internal procedures
- The date of activation does not give an indication of the level of response activities that are ongoing before or after the declaration

ANNEX 4: DESCRIPTIVE COMPARISON OF CORPORATE EMERGENCY PROTOCOLS

Area/ Item	IASC	FAO	IOM
Key document	Protocol 1: Humanitarian System-Wide Scale-Up Activation: Definition and Procedures (Nov 2018); Protocol 2. 'Empowered Leadership' in a Humanitarian System-Wide Scale-Up Activation (Nov 2018)	Emergency Activation and Response Protocol (2022)	Corporate Emergency Activation (2011)
Emergency classification system	none (just Scale-Up)	FAO kept Level 1-3 emergency classification system. (see p.1 in Emergency Response Accountabilities and Responsibilities for Activation, Implementation and Review Process)	IOM kept the Level 1-3 emergency classification system. (see IOM Corporate Emergency Activation (website))
Definition of emergency/ humanitarian situation	"The IASC Principals have agreed that major sudden-onset crises and/or substantial deterioration of a humanitarian situation triggered by natural and human-induced hazards ¹ or conflict, which require system-wide mobilization are to be subject to a Humanitarian System-Wide Scale-Up Activation (henceforth referred to as 'Scale-Up activation')." (see Section I of Protocol 1)	"When disasters and crises threaten agriculture, food security and nutrition and/or food safety resulting in evident humanitarian needs, FAO will activate an emergency response and assign an emergency response category based on the following five criteria: 1. scale; 2. complexity; 3. urgency; 4. national capacity to respond; 5. risk of failure to deliver effectively and at scale to affected populations." (see Section II of Emergency Activation and Response Protocols)	"IOM is expected to immediately respond to the needs of migrants, IDPs and other affected populations during humanitarian crisis situations. In determining the scale of institutional response (L1, L2 or L3), IOM uses similar criteria that the Inter-Agency Standing Committee (IASC) uses for determining a system-wide "Scale-Up": scale, urgency, complexity, capacity, reputational risk." (see IOM Corporate Emergency Activation (website))
IASC vs. internal activation	"In line with the UN Crisis Management Policy (2013), whenever individual UN entities or the IASC plans to activate their own crisis response arrangements, this should be communicated to the Secretary-General and UNOCC Director, and be closely coordinated, as appropriate, with any UN-wide crisis coordination mechanisms that may be established." (para 19). "Additionally, in humanitarian crisis situations, the ERC, through OCHA, shall ensure that relevant IASC decisions and actions are communicated and coordinated with any UN-wide crisis management arrangements." (para 16).	"...[FAO] aligns internal processes with those of the IASC Humanitarian System-Wide Scale-up Activation while retaining FAO's decision and ability to act independently and activate its own emergency response when a serious alert is generated and supported by food security early warning systems and assessments." (see Section I of Emergency Activation and Response Protocol)	"As long as each IASC agency is able to meet its humanitarian obligations under a system-wide L3 (mostly in relation to cluster responsibilities), an IASC system-wide L3 may be activated without IOM declaring an L3 for its internal response. Under this rationale, the opposite is also acceptable, whereby IOM declares an internal L3 emergency response, without there being an IASC system-wide L3 declared." (see IOM Corporate Emergency Activation, Level 3: Global Emergency Response)

Analysis	<p>Activation is based on an "analysis of the following criteria: scale, complexity, urgency, capacity, and risk of failure to deliver at scale to affected populations" (see Section I of Protocol 1) " initial assessment of the situation including data on affected populations" (Section II, II.1 in Protocol 1) Activation automatically triggers "immediate implementation of the Multi Cluster/Sector Initial Rapid Assessment (or alternative rapid assessment) based upon coordinated assessments, which consists of a Situation Analysis within the first 72 hours followed by a multisector assessment and report within the first two weeks" (see para 6, Section III of Protocol 1)</p>	<p>"Within 18 to 24 hours of the actual onset of the disaster or crisis: FAO Representative, in consultation with Office of Emergencies and Resilience (OER) and the Subregional Resilience Teams where they exist, shall:</p> <ul style="list-style-type: none"> a) Assess the impact of the situation on FAO operations in-country. b) Participate in initial assessments by government, the UN Country Team, and/or the Humanitarian Country Team, when applicable. c) Consult with national partners. d) Review secondary sources of information (including media). e) Review FAO humanitarian contingency plans, if available. <p>The FAO Representative (FAOR) shall provide a <u>Preliminary Situation Analysis</u> based on the aforementioned information to the respective Subregional Coordinator (SRC), Assistant Directors General/Regional Representatives (ADG/RR) and the Director of Office of Emergencies and Resilience, copying the Chief, FAO Security Services (CSLS)." (see Section C, para 2, in Emergency Response Accountabilities and Responsibilities for Activation, Implementation and Review Process)</p> <p>"Within 36 hours of the actual onset of the disaster or crisis: The Director, OER, mobilizing the required OER HQ capacities, shall:</p> <ul style="list-style-type: none"> a) Prepare a consolidated Situation Report, based on inputs from the SRC, ADG/RR and the FAOR. b) Coordinate the consolidation of information specific to FAO regarding the emergency activation criteria, as defined in Section II of the emergency Response Accountabilities and Responsibilities for Activation, Implementation and Review Process. c) Submit a recommendation to the DDG responsible for the oversight of OER. 	<p>"Within first 24 hours following activation, begin initial scoping of potential impact, produce and disseminate first SitRep, initiate documentation of timeline of key decisions. Within first 48 hours decide on IOM's role in Rapid Assessment, wherever possible, joint and inter-agency one. Consider IOM's capacity needs, its role in HCT, resource implications." (see IOM L3 SOPs, Planning)</p>
Response plan	<p>"Humanitarian Response Plan (HRP) which communicates the strategy to respond to the assessed needs, and serves as the basis for implementing and monitoring the collective response." (see para 7, Section III, in Protocol 1)</p>	<p>Not described in recent documents, however, 2010 FAO Cluster Coordination Guidance noted that "FAO [shall] plan its own plan of action/ programme in the context of the cluster-agreed priorities and strategies consistent with the organization's mandate and capacities" (see part 2.1)</p>	<p>"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 inter-agency Crisis Response Plan/IOM appeal is important. Timeline for completion is 2 weeks." (see IOM L3 SOPs, Planning)</p>

<p>Declaring an emergency (i.e. criteria, definition)</p>	<p>(Section II.3 Protocol 1) IASC decision for Scale-Up Activation to be taken within 48 hours of the event ("major sudden-onset crises and/or substantial deterioration of a humanitarian situation triggered by natural and human-induced hazards¹ or conflict, which require system-wide mobilization", as noted in the first sentence of Protocol 1)</p>	<p>"Within 48 hours of the actual onset of the disaster or crisis: The Deputy Director General (DDG) responsible for the oversight of Office of Emergencies and Resilience (OER) shall: a) Determine if FAO will declare its Emergency Response and at which level. b) In the event of a Level 3 Scale-up Emergency Response, the Director-General, or on his behalf, the DDG, shall issue an activation memo communicating the appointment of the designated Responsible Official (DRO), the designation of the Operations Hub, the Emergency Response Manager (ERM), the Surge Support Team Coordinator (SSTC) and the activation of Fast Track Procedures (FTP)." (see Section C, para 4, in Emergency Response Accountabilities and Responsibilities for Activation, Implementation and Review Process)</p>	<p>"Generally, within 48 hours of a large-scale sudden onset emergency, IOM declares an internal L3 emergency response." (see IOM Corporate Emergency Activation (website))</p>
<p>Leadership</p>	<p>Scale-Up activation automatically triggers "establishment of the Humanitarian Country Team (HCT), with the current Resident Coordinator re-hatted as Humanitarian Coordinator (HC) a.i. pending decision on the most appropriate leadership model; and designation and deployment of a Humanitarian Coordinator within 72 hours of the onset of the crisis for up to six months" (see para 1-2 of Section III of Protocol 1)</p>	<p>Designated Responsible Official (DRO) is "responsible for: i) setting emergency response priorities and objectives; ii) country level resources mobilization iii) implementation of Level 3 or 2 Emergency Response; at country level, including timely and efficient referral of issues for support, advice and decision-making, as appropriate. In the event of a single country Emergency Response Activation, the FAO Representative (FAOR) will be primarily considered for appointment as DRO. The DRO continues to report to the Assistant Director General/Regional Representative for the overall FAO programme in the country and reports to Director, OER for the emergency response," etc. (more details are available in Emergency Response Accountabilities and Responsibilities for Activation, Implementation and Review Process)</p>	<p>"Within 24 hours of an L3 declaration, the Director General appoints a Migration Emergency Coordinator (MEC) who will hold this position for the duration of the L3 activation and will report directly to the Director General. The MEC is responsible for managing and overseeing the implementation of IOM's response to the emergency and coordinating with the Human Resource Management (HRM) division and Preparedness and Response Division (PRD) on the deployment of a Rapid Response Team (RRT) to the affected area(s). Coordination will be mainly between PRD/Department of Operations and Emergencies (DOE) and the COs with the Regional Technical Specialist (RTS) in copy to support as needed." (see IOM Corporate Emergency Activation, Level 3: Global Emergency Response)</p>
<p>Human Resource</p>	<p>Refer to the Leadership Protocol (Protocol 2)</p>	<p>"The Director, Human Resources Division (CSH), the Budapest Shared Service Centre (CSLC) or other delegated authority as applicable, should review and respond on requests for waivers and exceptions required to facilitate the deployment of staff and non-staff human resources involved in Emergency Response activities within 72 hours of receipt of the request. Shared Service Centre (SSC) will prepare and issue contracts within 24 hours of the receipt of full documentation. Director, CSH, will provide the clearances for the transfer of staff and/or the opening of short- and fixed-term posts within one week of requests made. SSC/CSL will fast track all R&R requests, including the issuance of R&R-related travel authorizations, within three working days of receipt of full requests." (see Fast Track Procedures for Level 3 and 2 Emergency Responses, Human Resources Administration and Travel)</p>	<p>"Within 24 hours after activation: (1) Review CO staffing structure; (2) Initiate RRT deployment including Team Leader appointment (RRT should be deployed within 48 hours of emergency); (3) Consider CO staff mobilization Plan; (4) Create emergency deployment staffing matrix; (5) Review Regional Rapid Response Roster. Within 48 hours: (6) Coordinate with standby partners to identify and facilitate timely surge deployments; (7) Facilitate Fast track recruitment of mid term support staff. First week after activation: (8) Assist the design of cluster support within the existing CO structure; (9) Review surge needs for the first three months; (10) Establish reporting structure for surge staff within existing organigram; (11) Establish focal points at CO for security & programme briefings for surge/RRT staff/ SBP secondments. Following weeks after activation: (12) Monitor surge plan and adjust as needed; (13) Develop HR strategy and new mission organigramme, and identify mid-term recruitment needs; (14) Manage mid-term recruitment." (see IOM L3 SOPs, Overview)</p>

Financial Resources	<p>Financial requirements for a response are stated in Flash Appeals (see Section III, para 7, in Protocol 1) Activation automatically triggers "immediate announcement of Central Emergency Response Fund (CERF) and Country Based Pooled Fund (CBPF) (if available in country) funds. Allocations to be issued by the ERC (by the HC for CBPFs) within 72 hours of the crisis onset, on a "no regrets" basis..." (see para 8, Section III of Protocol 1)</p>	<p>"Director, Office of Emergencies and Resilience (OER), will authorize release of Special Fund for Emergency and Rehabilitation Activities (SFERA) in order to: 1. reinforce FAO's existing operational capacity on the ground; 2. support field assessment missions and programme formulation exercises; 3. ensure emergency support to country. Financial Operations Group (CSFP)/Global Financial Management Unit (GFMU) will authorize an emergency Outposted Petty Cash (OPC) account of up to USD 25,000 to cover expenses required to support the emergency response operations in the first days of the response. Any additional amounts required will be approved by the Director, CSF, within 24 hours of receipt of the appropriate request. The Director, CSF, will authorize an increase of the Petty Cash level up to USD 5,000 with a subsequent increase in the maximum amount of individual transactions from USD 100 to USD 200. This can be further increased upon request of the FAO Representative of the affected Country Office. The FAO Representative in the affected country will continue to handle all financial transactions and payments due under the emergency. In the event the FAO Representative is unable to do so, CSFP – GFMU, in consultation with the relevant Regional Office and other affected UN agencies in the region, shall recommend an alternative solution." (see Fast Track Procedures for Level 3 and 2 Emergency Responses, Finance and Resource Allocation)</p>	<p>"Within 24 hours of activation, (1) Assess the finance and administration capacity of office staff; (2) Assess the operation of local banks; (3) Review direct or remote access to PRISM; within 48 hours: (4) Review/ adjust Delegation of Authority; (5) Assess the need to change the organisational structure; (6) Review/establish process for handling cash; first week after activation: (7) Provide administrative and finance support to CO as necessary; following weeks after activation: (8) Conduct spot checks on financial, accounting and inventory records." (see IOM L3 SOPs, Overview)</p>
Timeframe/ duration of L3/ Scale-Up	<p>"The Scale-Up activation automatically expires after its period of activation (a maximum of six months). The IASC Emergency Directors (EDG) shall meet towards the end of the activation period to review the situation. The EDG may, in exceptional circumstances and prior to the expiration of the Scale-Up activation, make a recommendation to the ERC to extend the Scale-Up activation for an additional three months (to a total maximum duration of nine months)." (see Section IV, p.7 of Protocol 1)</p>	<p>"A Corporate Scale-up Emergency Response will be initially declared for six months, after which it may be extended, exceptionally, for an additional three months maximum." (para 1.1 of Emergency Activation and Response Protocol) "A given emergency should not remain in a Corporate Scale-up status for longer than nine months in total. There is no formal de-activation message; the Corporate Scale-up Emergency Response arrangements remain valid until the end date specified in the activation or activation extension message." (see Section D, second para in Emergency Response Accountabilities)</p>	<p>"A discussion on ways to clarify the conditions in which a L3 response may be extended beyond a 6 month period, including a review of potential deactivation criteria, is currently under way within the IASC. These developments at inter-agency level will likely affect the manner in which IOM handles this process internally." (see L3 Emergency Guidance Note, Deactivation and Handover)</p>

Partnership agreements (readiness or not; what allowances there are)	not mentioned	"Project Support Division (PSS) will fast track the due diligence and risk assessment for related engagement proposals with non-state actors (NSA) and provide a response within five days of receipt. The screening validity will have a limited duration. For the screenings of Medium to High Environmental, Social, and Governance (ESG) reputational risks, the Formulator will provide to PSS-Director the Impact/Benefits, Risk Mitigation and Risk Management Plan (IBRMP) within 24 hours of receiving the screening. PSS-Director will prioritize submission of the screening results for the Engagements and Partnerships Committee (EPC) review. The EPC will review in ad-hoc meetings or by email circulation within 48 hours of submission." (see para 69-72 of Fast Track Procedures (FTPs) for Level 3 and Level 2 Emergency Responses)	"Within 24 hours after declaration, identify available NGOs; document choice; prioritize NGOs registered in country. IOM may use NGOs that have undergone UN partners' Harmonized Approach to Cash Transfers (HACT) micro-assessment. Within 48 hours: CO may use simpler Contribution Agreement (CA) template based on the assessment of the risk associated with the partnership. New CAs with existing partners, where their performance is satisfactory, should be prioritized. Consider developing short-term CA (1-2 months) which can be amended as needed. Partnerships with international NGOs with whom IOM has global experience, are encouraged. Following weeks: CO to reassess NGO capacity and associated risks, and recommend corrective actions where applicable." (see IOM L3 SOPs, NGO)
Security	not mentioned	Security-related actions are: regular security assessments; personal protection equipment, incl. armoured vehicles; security briefings at HQ for deployed personnel (see para 6-10 of Fast Track Procedures (FTPs) for Level 3 and Level 2 Emergency Responses).	"Within 24 hours after activation, (1) Establish location and safety of IOM personnel and dependents in emergency location; (2) Establish primary and alternate means of communication to emergency location; (3) Prepare emergency plans/documents for implementation or possible implementation; (4) Identify non-essential staff that should potentially be relocated/evacuated; (5) Advise Senior Management and provide security/safety updates as required (6) Alert Occupational Health Unit (OHU) for possible medical and/or psychological support (as required). Within 48 hours: (7) Identify/share checklist of security requirements for RRT and liaise arrangements with UNDSS on additional/special security requirements; (8) Determine if a security officer or additional security officer is required to assist emergency; (9) Identify need for specialist security equipment; (10) Provide short-term Surge Security Officer in line with overall Surge deployment plan. First week: (11) Determine rotation/relief of surge security officer (12) Follow-up on status of security officer recruitment. Following weeks: (13) Identify lessons learned." (see IOM L3 SOPs, Overview)
Periodicity of policy/ protocol review	not mentioned	Every two years (see Section VIII of Emergency Activation and Response Protocol)	"The SOPs should be treated as a living document, and as such, the Organization will review and update them when needed to ensure that the content is relevant and appropriate." (see IOM L3 SOPs, Introduction)

Area/ Item	OCHA	UNHCR	UNICEF
Key document	Policy Instruction: Emergency Response in OCHA (2015)	Policy on Emergency Preparedness and Response (2023)	The Emergency Procedures (December 2021)
Emergency classification system	OCHA has Level 1-3 emergency classification system (see para 22 of Policy Instruction: Emergency Response in OCHA)	UNHCR kept Level 1-3 emergency classification system. (see p.1 in Policy on Emergency Preparedness and Response)	UNICEF kept Level 1-3 emergency classification system. (see p.2 in Emergency Procedures)
Definition of emergency/ humanitarian situation	"Corporate Emergency Response (OCHA Level 3) – e.g. i) wide spread destruction and damage; ii) large scale displacement, intense conflict, high risk of epidemic outbreak; iii) large number and variety of actors on the ground requiring coordination, access to affected people particularly challenging, multiple countries affected, high security risk for humanitarian staff; iv) needs outweigh the capacity of national authorities, the OCHA Country Office/Regional Office and/or HCT/UNCT to respond; v) priority media attention and high expectations from OCHA's humanitarian partners and donors." (see para 22 of Policy Instruction: Emergency Response in OCHA)	para 2.2: UNHCR defines "emergency" as "any humanitarian crisis or disaster which either (i) has caused or threatens to cause new forced displacement, loss of life and/or other serious harm; or (ii) significantly affects the rights or well-being of refugees, internally displaced persons (IDPs), stateless persons, returnees and other persons of concern, unless immediate and appropriate action is taken; and (iii) which demands exceptional measures because current government and UNHCR capacities at country and/or regional levels are inadequate for a predictable and effective response. The overriding priority in any humanitarian response is to save lives and minimize serious harm through meeting the most urgent humanitarian needs."	(Emergency Procedures, p.3, footnote 1) UNICEF's definition of an Emergency is aligned with the IASC's, as follows: A situation that threatens the lives and well-being of large numbers of a population and requires extraordinary action to ensure their survival, care and protection.
IASC vs. internal activation	Para 31-33 in Policy Instruction: Emergency Response in OCHA describe the process of OCHA's interaction with IASC in case if a crisis may constitute an IASC system-wide L3 emergency	When an IASC Humanitarian System-Wide Scale-Up Activation for a rapidly deteriorating humanitarian situation or a sudden-onset crisis is issued by the Emergency Relief Coordinator, UNHCR must fulfil its commitments as an IASC member and upscale its coordination and operational response. This may include declaring or extending an internal UNHCR emergency, if deemed to be appropriate and in line with UNHCR Policy.	"As a member of the IASC, UNICEF adheres to and aligns its internal corporate emergency procedures to the ones developed by the IASC." (see Coordination in https://www.corecommitments.unicef.org/cc-2-1)
Analysis	"As soon as possible, and no later than 12 hours after the event which meets the minimum benchmarks for activation of OCHA's Initial Alert System occurs, the Coordination and Response Division (CRD) Section Chief and Desk Officer, in coordination with the relevant OCHA Country Office/Regional Office, Programme Support Branch (PSB), Emergency Services Branch (ESB), and, as relevant, other Branches, will compile and submit to the CRD Director a situational overview/analysis . The situational overview/analysis should focus on the five IASC-agreed criteria." (see paras 20-21 of Policy Instruction: Emergency Response in OCHA)	"The declaration of an emergency level is based on a country operation's analysis of the situation and of its existing preparedness and response capacity." (see para 6.7, p.9 in Policy on Emergency Preparedness and Response)	CO Chief of Field Operations/ Emergency Manager or Focal Point and/or CO Chief of Planning and M&E, CO Chief of Communications is/ are to "issue the first SitRep within three days of a sudden onset emergency. Include a results table of high frequency indicators no later than six weeks from the onset of an emergency or declaration of an L2 or L3." (see Humanitarian Assessments, Planning, Monitoring, Reporting and Evaluation in Emergency Procedures)
Response plan	"Preliminary Response Plan produced and disseminated (Days 5-7); Strategic Response Plan (SRP) produced and disseminated (Day 30)" (see p.65 of Policy Instruction: Emergency Response in OCHA)	UNHCR has Refugee Response Plans (RRPs) that are UNHCR-led, comprehensive inter-agency plans for responding to refugee emergencies. (for details, see https://emergency.unhcr.org/coordination-and-communication/refugee-coordination-model/inter-agency-unhcr-led-refugee-response-plans)	Deputy Representative-Programme, CO Chief of Field Operations/ Emergency Manager or Focal Point and CO Chief of Planning and M&E (PME), Regional Emergency Advisor and Regional Office PME is /are to "activate, adapt or develop a UNICEF Humanitarian Response Plan consistent with interagency (IA) planning. Regularize it into the CO workplan within 6 to 12 months, where

			possible" (see Humanitarian Assessments, Planning, Monitoring, Reporting and Evaluation in Emergency Procedures)
Declaring an emergency (i.e. criteria, definition)	<p>Up to 24 hours after the event which meets the minimum benchmarks for activation of OCHA's Initial Alert System</p> <p>"if the CRD Director determines that an OCHA corporate emergency response [is required], he or she will advise the USG accordingly and engage with the relevant Regional Office and ESB to begin immediate coordination of the deployment of the first line of OCHA surge staff for a three-month period; the deployment of material support; and, where necessary, the deployment of UNDAC and other OCHA response tools managed by ESB.</p> <p>If the USG agrees with the CRD Director's recommendation, he or she will send an OCHA-wide alert that declares an OCHA corporate emergency response in the relevant country for a 3-month period" (see para 29-30 of Policy Instruction: Emergency Response in OCHA)</p>	<p>(p.12, paras 6.7-6.8) "The declaration of an emergency level is based on a country operation's analysis of the situation and of its existing preparedness and response capacity. The regional bureau(x) and Division of Emergency, Security and Supply (DESS) recommend declaring an emergency level depending on the scale, complexity and consequences of the humanitarian situation. Based on this recommendation:</p> <ul style="list-style-type: none"> • The Assistant High Commissioner for Operations (AHC-O) declares a Level 1 emergency, through a communication to the Senior Management Committee and respective Representative(s) or; • The High Commissioner declares a Level 2 or 3 emergency based on the advice of the AHC-O, through a UNHCR broadcast message to all personnel. <p>When a Level 3 emergency is declared for a refugee situation, the High Commissioner notifies the United Nations Emergency Relief Coordinator (ERC) and the IASC Principals."</p>	"Within 48 hours UNICEF Executive Director (ED) decides on declaration of L3 emergency." (see https://www.corecommitments.unicef.org/cc-2-1)
Leadership	<p>"The Under-Secretary General (USG) will carry out high-level negotiations, diplomacy, and advocacy with the affected country, governments, humanitarian partners, and through the media"; "the ASG will support the USG's high-level negotiations, diplomacy," etc.;</p> <p>"the Head of the Country Office will perform all normal duties in a crisis response as outlined in the Policy Instruction on the Role of OCHA Country Offices." (see para 5, 6, and 9 of Policy Instruction: Emergency Response in OCHA)</p>	<p>"For a Level 3 emergency, the High Commissioner shall confirm the existing leadership or decide on a new arrangement. Where the Representative's profile and experience are no longer suited to the new situation, the High Commissioner can ask the Representative to step aside. The Representative may also request such a course of action. Where a 'step-aside' mechanism is activated, a staff member with the required seniority, experience and competencies is deployed to assume leadership of the country operation on an interim or long-term basis." (see Section 6, para 6.12 of Policy on Emergency Preparedness and Response)</p>	"The Executive Director (ED) appoints a Global Emergency Coordinator (GEC). The Office of Emergency Programmes (EMOPS) Director serves as the GEC for the first 3 months of the scale-up phase, after which the GEC may be handed over to the Regional Director. In exceptional circumstances, an alternative GEC can be appointed at the discretion of the ED." "The GEC is responsible for the mobilization of corporate-wide support; and for quality assurance of the response." "Country Representative, or the appointed OIC, remains accountable for the design and implementation of the response to an L3 emergency at the country level." "In exceptional circumstances, the Executive Director may decide to implement the "step aside" procedure for the UNICEF Representative. The decision will be made on the recommendation of the GEC, in consultation with the concerned RD and Director, Human Resources." (para 12, 13, and 15 of Procedure on Corporate Emergency Activation for L3)
Human Resource	<p>"The Coordination and Response Division (CRD) director will engage with the relevant Regional Office and Emergency Services Branch (ESB) to coordinate the deployment of the first line of OCHA surge staff further to Annex D on Surge Management in OCHA, and, where relevant, the deployment of UNDAC.</p> <p>If the IARRM is activated, the CRD Director will ensure the deployment of a sufficient number of senior OCHA IARRM members, as agreed, for an initial period of three months on a no regrets basis to provide dedicated coordination support to t</p>	<p>(p.17, paras 8.4, 8.6) "DESS may deploy Emergency Surge Team staff members to support the country operation(s). Fast Track vacancy announcements are normally issued within the first eight weeks of an emergency declaration to avoid gaps between the emergency deployments and new personnel appointments."</p>	Country Representative's responsibilities include: "Staff mobilization: Within the first 24 to 48 hours of a sudden onset emergency or L2/L3 declaration, repurpose and/or deploy staff already in country to support the response (as agreed in Minimum Preparedness Standards (MPS)). Define immediate programme and operations staffing needs in a Surge Tracking Sheet (STS)." (see more details in Human Resources section in Emergency Procedures)

	<p>he office of the RC/HC, and OCHA office." (see para 36 and 38 of Policy Instruction: Emergency Response in OCHA)</p>		
Financial Resources	<p>"In order to determine the sufficient stand-by emergency stock, and logistical and operational requirements to support the mentioned target we refer to the pre-approved cost plan, that states to the staffing table and offices set up as approved. The objective of the emergency mission support and logistics is to put the deployed staff in condition to be instantly operational." (see Procedures in Annex G of Policy Instruction: Emergency Response in OCHA)</p>	<p>(p.18, para 8.10) "Country operation(s) elaborate resource requirements from the start of an emergency and may request additional financial resources from the Emergency reserved Budget in all emergencies. Regional bureau Director may approve requests of up to USD 5 million per country; the AHC-O may approve requests of up to USD 10 million per country."</p>	<p>Deputy Representative-Operations (DRO), Regional Chief of Operations, Division of Financial and Administrative Management (DFAM) to "amend the following to facilitate more efficient transactions in the best interest of the organization: Table of Authority, Delegation of Authority, financial limits, delegation letters, roles assigned in VISION and Statutory Committee membership and processes. Deputy Representative-Operations' responsibility: If a substantial increase in funds is anticipated or the risk profile for the office has changed, request the DFAM Comptroller's Office to perform an ad-hoc review of the release strategy; assess the level of operations and risks to determine if petty cash, cash on hand (COHA) or mobile cash payment modalities are required or if the office needs to contract a financial services provider or a third-party cash provider depending on the context." (see Operations, Administration and Finance in Emergency Procedures)</p>
Timeframe/ duration of L3/ Scale-Up	<p>ERC "call[s] a meeting of the IASC Principals within 48 hours of onset of crisis informed by Emergency Director meeting to: decide on classification of emergency, leadership model," etc. "If L3 is activated, [ERC] will inform SG, IASC Principles, HC and national authorities. [NOTE: This becomes official date L3 was activated.] [ERC "convene[s] meeting with IASC Principals within 7-10 days of onset of crisis to review Emergency Director's review of coordination and leadership structures." "If IASC L3 is considered, Coordination and Response Division (CRD) convenes a meeting with IASC Emergency Directors within 24 hours of on-set of crisis to analyse context, response, gaps, lessons learned from past emergencies, and advocacy priorities and formulate recommendations to IASC Principals..." (see Annex H of Policy Instruction: Emergency Response in OCHA)</p> <p>"Deactivation of OCHA Corporate Emergency designation: The activation of the Corporate Emergency designation will expire automatically after three months, unless otherwise decided. After consultations with the CRD Director on the scale, urgency, complexity, capacity and reputational risk as well as the BRC members on the use of funding, the USG will review the extension of the internal corporate emergency and decide on its retention or its deactivation after the first three months of its activation." (see para 64 of Policy Instruction: Emergency Response in OCHA)</p>	<p>(p. 12, para 6.10) "All emergency declarations remain in force for six months after which they expire automatically. In exceptional circumstances the AHC O may recommend a three-month extension of the Level 2 or 3 emergency declaration to the High Commissioner. A request for an extension is initiated by the regional bureau(x) in coordination with DESS before the initial six-month declaration expires and should include key new or outstanding scale-up or response deliverable(s)."</p>	<p>Phased Approach: the first 6 months (exceptionally 9 months) of L3 activation will be noted as the L3 Scale-up Phase. When an L3 emergency is deemed to be protracted, the CEAP will continue to an L3 Sustain Phase, with same elements of the procedure coming into effect. This phase could last up to a maximum of 12 months. Crises which are of complex nature (usually conflict related) may be deemed protracted when six months into an L3 emergency declaration the following factors, not mutually exclusive, prevail: • Continued large scale displacement of people. • Widespread/systematic violation of human rights, particularly grave violations of child rights. • Continued/intensified crisis/conflict. • Unstable security situation and constraints to access. • No imminent (political) resolution to crisis and need for political support and focus. • Continued need for organization wide attention on a priority basis. (see p.8 of Guidance Handbook in L1-L3 Emergencies)</p>

Partnership agreements (readiness or not; what allowances there are)	<p>"Stand-By Partnership Programme (SBPP): OCHA has legal agreements with 14 partner organisations to provide short-term staffing to field operations to meet emergency gaps, on the basis of the General Assembly Resolution on the Use of Gratis Personnel. Partner organisations maintain their own rosters of trained and experienced humanitarian professionals, many of whom have prior OCHA or other UN humanitarian experience from which they may propose staff against requests made by OCHA. The SBPP is a valuable resource as it allows OCHA to rapidly scale up or scale down staffing in a field office or get very specialised expertise not available in-house. SBPP secondees are not legally authorised to manage staff, formally 'represent' the organisation, or perform certifying functions. SBPP secondees are deployed within four weeks from the request; average mission duration is five to six months." (see Annex D, para 10, in Policy Instruction: Emergency Response in OCHA)</p>	<p>(p. 20, para 8.17) "Special partner management procedures apply at all emergency levels for the duration of the declaration, including any extension:</p> <ul style="list-style-type: none"> • The Representative or the Head of sub-office has the authority to take decisions on partner selection upon the recommendation of the Implementing Partnership Management Committee (IPMC) without the need to launch a new Call for Expression of Interest. The documented decision must outline why a Call for Expression of Interest was not launched; • The UN Partner Portal registration and applicable assessment processes, including PSEA capacity, for new partners should be completed as soon as possible and no later than three months after signing the partnership agreement. • Letters of Mutual Intent (LOMI) can be used to allow activities to commence while the standard agreement is being negotiated (cannot be later than 31 December of a budget year). Once the situation normalizes, standard partnership agreements should be signed with funded partners. • Partners can undertake procurement above USD 100,000 for six months from the start date of their Agreement, provided they commit to submitting a Pre-Qualification for Procurement application within this timeframe and their procurement capacity is assessed as soon as feasible (Division of Emergency, Security and Supply should be informed)." 	<p>(Emergency Procedures, p.14) Humanitarian Program Documents (PD) with CSO partners. A one-page start-up letter with the partner who must have undergone due diligence verification (preferably in the UN Partner Portal) and have a vendor record. Validity of a start-up is 3 months until a formal PD is signed, whichever is earlier. Maximum cash per partner: \$50,000; office wide maximum per year: \$1 mln. Non-Partnership Review Committee (PRC) Submission and Approval Form. No additional approvals or clearances are required. A single PD can run 24 months, facilitating multi-year humanitarian action, and reducing number of new partnerships in protracted contexts. PDs are also expected to be used throughout an emergency response. Procurement: a threshold of US\$10,000 for the simplified remote procurement assessment.</p>
Security	<p>Coordination and Response Division (CRD) Security "coordinates with UNDSS on issues pertaining to the safety and security of OCHA staff" (see Annex G of Policy Instruction: Emergency Response in OCHA)</p>	<p>"Country operations shall integrate security-related considerations into planning to ensure that the response is delivered in a manner consistent with UNHCR's Policy on Security Management, including by: 1. Identifying operational security risks and their potential impact on UNHCR's response; 2. Implementing prevention and mitigation measures for security risks and monitor compliance with these measures; 3. Participating in inter-agency security mechanisms, including the Security Management Team (SMT) or Area Security Management Team (ASMT)." (see iii, p.7 in Policy on Emergency Preparedness and Response)</p>	<p>(Emergency procedures, p.22) Accountable person: Representative. Responsible: Country Field Security Advisor (CFSA) or other designated Security Focal Point (SFP). Staff tracking: In the first 24 hours after a sudden onset emergency, account for all UNICEF personnel and eligible family members. Report the tracking status to UNDSS, Regional Office (RO), and EMOPS. Security Risk Management (SRM) Update: In the first 24 hours after a sudden onset emergency, advise and support the Designated Official in the Security Management Team (SMT), or the Area Security Coordinator in the Area SMT, to analyze the security environment, review and approve the SRM. Saving Lives Together (SLT): Establish close liaison with implementing partner organizations and respond to any queries on SLT-related issues. Make training events available to security managers of SLT partner organizations, when feasible.</p>
Periodicity of policy/ protocol review	Biennial (see cover page of Policy Instruction: Emergency Response in OCHA)	Before 31 December 2027 (see Section 14, p.20 in Policy on Emergency Preparedness and Response)	Annual (see p.4 of Emergency Procedures)

Area/ Item	WFP	WHO	Save the Children
Key document	Emergency Activation Protocol (February 2023)	Emergency Response Framework (2017)	Humanitarian Categorisation and Prioritization Framework (March 2022)
Emergency classification system	"Corporate Scale-Up", "Corporate Attention", and an "Early Action and Emergency Response" phases (see para 4 of WFP Emergency Activation Protocol)	WHO has the following categories: "ungraded", Grade 1-3 (see p. 28 of Emergency Response Framework)	"Save the Children's country Humanitarian Categorisation (CHC) framework consists of four categories on a scale from 1 to 4, where a category 1 CHC is the largest and most severe." (see Humanitarian Categorisation and Prioritisation Framework, Introduction and Definitions)
Definition of emergency/ humanitarian situation	"The Corporate Scale-Up phase signifies an exceptionally serious situation in a country, or across more than one country, regionally and/or globally, in which the scale, complexity, urgency, and reputational risks overwhelm, or threaten to overwhelm, the available capacity of the CO(s) and/or Regional Bureau(x) (RBx)." (see para 7 of WFP Emergency Activation Protocol)	"Emergency: a situation impacting the lives and well-being of a large number of people or significant percentage of a population and requiring substantial multi-sectoral assistance. For WHO to respond, there must be clear health consequences." (see p.8 of Emergency Response Framework)	Scale, severity, complexity, and capacity to deliver (see Humanitarian Categorisation and Prioritisation Framework, Introduction and Definitions)
IASC vs. internal activation	"WFP adheres to the Inter-Agency Standing Committee's (IASC) "no regrets" approach to emergency response ² – the Protocol supports the commitment to activating and deploying additional resources (human, financial and material) within 72 hours, where needed, consistent with the normative framework for an emergency response. The decision to respond to an emergency constitutes a strategic decision by WFP for which a higher risk appetite threshold is envisaged and provided for in the Protocol". (see para 3 of Emergency Activation Protocol)	"WHO has specific responsibilities and accountabilities within the global humanitarian system as the lead agency of IASC Global Health Cluster. WHO leads and coordinates the Health Cluster at global level and leads country Health Clusters when these are activated." (see p.9 of Emergency Response Framework)	not mentioned
Analysis	In the event of Corporate Scale-Up, the CO, RB and/or the Emergency Operations Division (EME) shall initiate an analysis within 24 hours based on – but not limited to – the emergency assessment criteria" (see para 7 of WFP Emergency Activation Protocol): "a request from the government or the UN Secretary-General; and the availability of multilateral resources and/or specific donor support" (see p.5 of Emergency Field Operations Pocketbook)	"WHO and partners support governments in undertaking a rapid situation analysis to determine the nature and scale of the emergency, its health consequences and risks, the gaps in available response and coordination capacities, and the need for an operational response by the Organization. This initial situation analysis is usually based on a review of secondary data and conducted within 24–72 hours of onset, as per the IASC's Humanitarian Programme Cycle, together with partners. An interagency Multi-sector Initial Rapid Assessment (MIRA) is completed usually within 14 days for sudden onset emergencies, although this may take longer for slower onset emergencies. WHO leads the health component of the MIRA. More detailed health sector needs assessments are also usually conducted thereafter. Based on the context, these may include Health Resource Availability Mapping System assessments (HeRAMS), mortality surveys, or nutrition surveys." (see pp. 22-23 of Emergency Response Framework)	"...predictive foresight analysis and early warning information" (see Humanitarian Categorisation and Prioritisation Framework, Table of Steps for Categorization, p.5)
Response plan	"Typically, a WFP assistance strategy will include one or more of: general food distribution, supplementary feeding, therapeutic feeding, food for work/recovery, market interventions, support to child care, education, health and other social services" (see Sections 3.1-3.3 of Emergency Field Operations Pocketbook)	"WHO Action Plan: An initial, brief action plan is developed following the grading process to guide immediate response activities. A more detailed version is elaborated once the strategic and joint partner operational plans have been completed. The action plan specifies WHO's priorities, strategy, objectives and activities in support of collective priorities. It details what	Save the Children Humanitarian Plan (see Humanitarian Categorisation and Prioritisation Framework, How does a Country Become Prioritized?)

		WHO will do, where and when. The action plan can form the basis of projects and donor proposals." (p.46 of Emergency Response Framework)	
Declaring an emergency (i.e. criteria, definition)	"Country Office(s), through RBx, may request activation of a Corporate Scale-Up be considered. The CO, RB and/or the Emergency Operations Division (EME) shall initiate an analysis within 24 hours based on – but not limited to – the emergency assessment criteria. (see Analysis box above) This phase may be activated pre-emptively (i.e., before situational thresholds reach critical levels or in cases where not all criteria are met). The Director of Emergencies (DOE), in consultation with the Regional Director (RD), will submit an "Activation Decision Memorandum" to the Executive Director (ED) through the Deputy Executive Director (DED) of the Supply Chain, Emergencies and Security Department; the memorandum shall include the activation rationale, intended duration, proposed chain of command and delegated authorities. The ED will convene the Strategic Task Force (STF) to advise on whether to initiate the Corporate Scale-Up phase within 48 hours. WFP employees shall be advised, and, as appropriate, the Country Director (CD)/CO shall inform UN Country Team, local authorities and partners within 24 hours of the activation. The activation of the Corporate Scale-Up phase mandates a whole-of-organization approach and within 72 hours of the alert triggers the establishment of empowered leadership, and the mobilization of human, financial and material resources. (see para 7-9 of WFP Emergency Activation Protocol)	"The Executive Director (EXD) informs the WHO Director-General and all WHO Regional Directors of all Grade 2 and 3 emergencies, along with recommendations for the leadership model and action plan. All Grade 3 emergencies are also announced to all WHO staff by email from the WHO Director-General [within 24 hours of grading by email from the EXD]. This process is overseen by the office of the EXD and Emergency Operations Department (EMO)." (see pp.30-31 of Emergency Response Framework)	"An alert is circulated by Regional Office (RO) as soon as a significant crisis occurs or where predictive foresight analysis and early warning information indicates a deterioration of the situation. CO then decides on categorization and communicates it to RO. RO discusses re-categorisation with Regional Humanitarian Leads (RHLs), Director, Crisis Anticipation & Response, and Director, Humanitarian Programme Quality. RO decides whether or not to endorse the suggested re-categorisation. The respective RO sends the categorisation endorsement to the Centre (HQ). Humanitarian Director (HD) reviews the endorsed categorisation request and either approve, or provide feedback to the RO or RHL recommending either a different category level or not categorising at all." [no timeframes given] (see Humanitarian Categorisation and Prioritisation Framework, Table of Steps for Categorization, p.5)
Leadership	"Corporate Response Director (CRD). In the leadership model for the Corporate Scale-Up phase, the ED will appoint a CRD accountable for the overall emergency response. The CRD shall be delegated the authority necessary for effective and agile management of the scale-up, including the release of employees for surge deployment purposes. Within one region the Regional Director will be the CRD. The CRD, in consultation with the Director of Emergencies (DOE), shall appoint an Emergency Coordinator (EC). EC who will be deployed at the outset of the emergency (for at least three months) to provide field-level support to the CD(s). The EC will report directly to the CD, keeping the CRD/RD fully informed. The EC will exercise the delegated authority at the level of a CD for the specific geographical area(s), functional area(s) or Country Strategic Plan (CSP) activities related to the emergency response." (see para 10-14 in Emergency Protocol)	"Within 24 hours of grading of acute emergencies WHO will appoint an Incident Manager in-country for a minimum initial period of three months; establish an initial Incident Management Team (IMT) in-country; and appoint an Emergency Coordinator and Incident Management Support Team (IMST) at regional or headquarters levels to coordinate Organization-wide support for the response." (see p.35 of Emergency Response Framework)	"Senior Save the Children movement engagement at high level events reinforced by an integrated advocacy, media, communications and campaign strategy." (see Humanitarian Categorisation and Prioritisation Framework, How does a Country Become Prioritized?)

Human Resource	<p>"If appointed, the Emergency Coordinator authorises fast-track selection for limited fixed-term (LFT) posts and consultant positions established in relation to the declared emergency. In the event that an Emergency Coordinator is not appointed for a Corporate Attention phase or as circumstances may warrant, the Human Resources Director may sub-delegate authority to a CD or Regional Director (RD) (in the event of multi-country emergency) to authorize fast-track and/or single-source human resources and selection procedures, including establishment of LFT posts and/or the selection of LFT candidates and single-source selection." (see para 8-9 of WFP Emergency Activation Protocol) Regional Director (RD) who is appointed as the Corporate Response Director (CRD) for an emergency response within the region, ensures staffing needs are adequately met including through mobilization of global workforce surge support and authorization of fast-track human resources processes and selection procedures, as needed. CRD receives advice from the Global Surge Coordination Unit and Staffing Coordinators, and creates Limited Fixed Term posts, directly releases surge personnel or approves single-source selection for Limited Fixed Term and consultancies. (see Annex IV of WFP Emergency Activation Protocol)</p>	<p>Incident Manager's function on Human Resources and Surge: "This sub-function fills the human resource needs of the WHO response team, as determined by the Leadership function, including sourcing, recruitment, medical clearance, travel to the relevant duty station, entry formalities, briefing and training, on-site administrative support, de-briefing and performance evaluations. It tracks and reports on HR requirements against plans, status of filled positions/vacancies, and projected HR needs." (see p.51 of Emergency Response Framework)</p>	<p>"SCI and the movement allocate more of their staff's time to support a country to meet their challenges including the prioritisation of surge deployments." (see Humanitarian Categorisation and Prioritisation Framework, How does a Country Become Prioritized?)</p>
Financial Resources	<p>"Assured Funding. In accordance with the Activation Decision Memorandum, sufficient financial resources may initially be made available from the Immediate Response Account (IRA) for funding the response on a "no regrets" basis for up to the first three months. Immediate Scale-Up Revision. With the aim of scaling up a response and enabling the immediate release of funds to support pre-approved emergency activities within WFP's financial framework, a corresponding immediate scale-up revision to the Country Strategic Plan (CSP), Interim Country Strategic Plan (ICSP), or Transitional Interim Country Strategic Plan (T-ICSP) or an immediate scale-up in a country(ies) without a WFP presence may also be approved through the Activation Decision Memorandum for a Corporate Scale-Up or through a recommendation from the Director of Emergencies (DOE) through the Deputy Executive Director (DED) of the Supply Chain, Emergencies and Security Department to the ED for countries in the Corporate Attention or the Early Action & Emergency Response phases. Only the Executive Director will have the authority to approve an immediate scale-up revision in consultation with the Strategic Task Force (STF)." (see para 16-17 in WFP Emergency Activation Protocol)</p>	<p>Incident Manager's function on Finance and Administration "ensures the availability of funds (up to US\$ 50,000) and activation of Emergency SOPs to allow for risk assessments and detailed field investigations" (see p.51 of Emergency Response Framework)</p>	<p>"Additional financial resources likely needed to meet needs or to support capacity improvement" (see Humanitarian Categorisation and Prioritisation Framework, How does a Country Become Prioritized?)</p>

Timeframe/ duration of L3/ Scale-Up	"A Corporate Scale-Up phase may last for up to six months, after which it is automatically deactivated"; there is a possibility of an exceptional extension of up to a maximum of three months. (see para 21 in WFP Emergency Activation Protocol)	"After six months, emergency grades are removed, except for emergencies for which the IASC decides to maintain a Level 3 (in which case, WHO would maintain Grade 3), or when WHO determines to extend the grade for a prescribed timeframe based on the operational context and response requirements. For an emergency that persists for longer than six months, WHO will consider whether it meets the definition of a protracted emergency. If so, a protracted grade is then applied." (see p.32 of Emergency Response Framework)	"...at least three months and no more than six months" (see Humanitarian Categorisation and Prioritisation Framework, What is a Humanitarian Prioritized Country?)
Partnership agreements (readiness or not; what allowances there are)	Emergency Coordinator has a "delegated authority to select and enter into contractual arrangements with cooperating partners" with no limits (see table under para 9 of WFP Emergency Activation Protocol) Emergency Coordinator "supports and advises on the selection of cooperating partners, or transfer agents and financial service providers." (see Annex V of WFP Emergency Activation Protocol)	The document provides guidance on partnerships in general, however, there are no details, for example, on reduced timeframe of concluding partnership agreements, threshold approval levels, etc. "WHO holds Standby Partnership Agreements with external partners who provide short-term surge support to WHO's emergency work. Standby Partners play a key role in strengthening the capacity of WHO and the broader health sector during all aspects of emergencies. These partners maintain deployment rosters of pre-screened and trained candidates who can be rapidly deployed to support WHO and the Health Cluster. The Standby Partner covers the core costs of a deployment and manages most administrative requirements. This allows WHO to rapidly and flexibly deliver surge capacity. WHO holds Standby Partnership Agreements with nine external partners who provide short-term surge support to WHO's emergency work." (see https://www.who.int/emergencies/partners/standby-partners)	none mentioned
Security	"The responsibility for overall safety and security of employees remains with the Country Director. WFP Emergency Coordinator acts as WFP Security Coordinator for the emergency response and coordinates with the Country Director and the WFP Security Focal Point to ensure that relevant WFP, UNDSS and country-specific security policies and procedures are being implemented." (see Annex 5 of WFP Emergency Activation Protocol) In addition, Section 13 of Emergency Field Operations Pocketbook provides guidance on personal security; security phases and operating standards; security of WFP premises and property; convoys; UN-NGO security collaboration.	"Within 24 hours of grading of acute emergencies WHO will ensure the safety and security of all staff. This activity commences as soon as the emergency is recognized and does not depend on grading. Ensuring the safety and security of staff is an ongoing activity throughout the response" (see p.35 of Emergency Response Framework) "Staff health, Wellbeing and Security sub-function tracks security issues and takes concrete measures to ensure the safety and well-being (both physical and mental) of all personnel in WHO's response team. It ensures that reasonable occupational health measures are in place and that WHO staff have ready access to medical care, medical evacuation, psychosocial services and counselling, as required. WHO programmes and operations are implemented in accordance with UN and WHO security policies, protocols and context-specific guidance." (see p.42 of Emergency Response Framework)	none mentioned
Periodicity of policy/ protocol review	none mentioned	none mentioned	Annual (see chapeau in Humanitarian Categorisation and Prioritisation Framework)

Area/ Item	CRS	Care International	IRC
Key document	No emergency protocols	Care Emergency Toolkit	Emergency Classification
Emergency classification system	No classification system	Type 1. Small to medium scale emergency; Type 2. Large scale emergency; Type 3. Major emergency in a country where CARE does not have a presence; Type 4. Major emergency in a country where CARE has a presence (see p.2 of Humanitarian Emergency Response Protocol, Emergency Type). "A Corporate Emergency will be declared for a time limited period during exceptional situations. Corporate Emergency will be declared when there is a major emergency (either type 4 or type 3) in a country and there is significant need for 'membership wide, time bound support' to the country office – to support scale up in capacity, fundraising, advocacy and media coverage" (see p.3 of Humanitarian Emergency Response Protocol, Emergency Type)	IRC has Scale and Severity Rating ("1" to "10"; "10" is the highest severity) which "measures (against pre-defined thresholds) the crisis' impact on civilians considering: Deaths, Displacements, Injuries and Proportion of the population affected." (see Emergency Classification 1-pager)
Definition of emergency/ humanitarian situation	not mentioned	"Corporate emergencies are likely to be rapid onset 'mega' emergencies with limited warning and very significant impact on populations, or sustained large complex crisis which have peaked (eg Yemen, South Sudan, Syria) or may peak in the future (e.g. droughts)" (see p.3 of Humanitarian Emergency Response Protocol, Emergency Type)	not mentioned
IASC vs. internal activation	Allocation of CRS resources based on factors mentioned, as early as possible, independent of IASC declaration	not mentioned	not mentioned
Analysis		"Typically, an initial assessment should be conducted as soon as possible after identifying the emergency (within 24-72 hours of a rapid-onset emergency). Rapid assessments are carried out during Phase 2 (first and second week); in-depth assessments carried out during Phase 3 (3rd and 4th week); in-depth assessments, including on recovery needs, carried out during Phase 4 (5th week and onwards)." (see Section 3 in Assessment (online)) Furthermore, "...a rapid analysis of the situation is the first step in developing the [response] strategy. This analysis should be documented in the introduction to the strategy and informed by CARE's assessment process. This analysis will help identify CARE's niche" [in the response]. (see Section 5 in Strategy (online))	see Declaring an emergency IRC cell below
Response plan	not mentioned	"A programme strategy must be developed as soon as possible. This will help inform and guide the overall emergency response in a strategic way from the outset. In a rapid onset emergency, an outline strategy that identifies (likely or planned) locations for work, sectors of intervention, funding target and target of people to be reached should be developed in 48-72 hours." (see Section 4 in Strategy (online))	see Human Resources IRC cell below

<p>Declaring an emergency (i.e. criteria, definition)</p>	<p>Allocating additional resources is based on the analysis of the following factors:</p> <ul style="list-style-type: none"> - Scale of the response - Presence of CRS - Existing capacity of CRS and its partners - Presence/Actions of other actors - Ability for allocated private resources to leverage additional private/public resources 	<p>"Care International Secretary General, will decide in consultation with the National Directors Committee, if a Type 3 or Type 4 emergency is declared Corporate following a recommendation from the Humanitarian and Operations Director (HOD) (the decision will be made within 24 hours maximum of the request)." "...it is expected that decision making will commence within these guidelines: where CARE has a CO – within 24 to 48 hours after emergency begins; where CARE does not operate – as soon as there is enough information about the emergency" (see para 2 and 4 in Humanitarian Emergency Response Protocol: Response Decision Making)</p>	<p>1. "Emergency classification request is submitted through the Emergency Analysis Dashboard. 2. Emergency Unit staff reviews and researches request. A scorecard is produced and submitted for review. 3. Scorecard is sent to the Emergency Accountability Coordinator for review. If the system recommends a Red stance, the scorecard is also reviewed by the Assoc. Director, Research & Accountability. 4. Scorecard is sent to the VP, Emergencies for approval. If the system recommends a Red stance, approval is escalated to the Senior VP, International Programs and regional senior management. 5. Once approved, classifications are published on the Emergency Analysis Dashboard and viewable by all IRC staff. More detailed emails are sent to senior management of the affected region and other necessary units." (see Emergency Classification 1-pager)</p>
<p>Leadership</p>	<p>not mentioned</p>	<p>"The CO/Member/Candidate/Affiliate is responsible for carrying out emergency responses that follow CARE Policies, procedures and standards." "CARE Emergency Group (CEG) coordinates CARE's humanitarian action, supports CI Members, Candidates Affiliates, and Country Offices in their humanitarian endeavours at both strategic and operational levels." "The CCG is a group of senior managers that forms at the start of an emergency to make decisions and manage the emergency response at a high level. Its members are usually the: CI Humanitarian and Operations Director (HOD) or their designate (as chair); CEO of Member, Candidate or Affiliate or Country Director (for COs); Lead Member line manager of the CD (for COs)and other senior managers (see p.1, 5, 6 in Humanitarian Emergency Response Protocol, Mandates, Roles and Responsibilities)</p>	<p>see above</p>
<p>Human Resource</p>	<p>not mentioned</p>	<p>"Humanitarian and Operations Director (HoD) is empowered to access internal personnel on the Roster for Emergency Deployment (RED) without discussion and personnel will be deployed within 48 hours." (see p.4 of Humanitarian Emergency Response Protocol, Emergency Type)</p>	<p>IRC has four types of Response Stance [White, Yellow, Orange, and Red] which "indicate whether the IRC responds and how, considering Scale & Severity; pre-crisis vulnerability; Emergency Preparedness Rating; expected duration, access & presence of other actors. Note that the stance can change over time as the situation evolves." In particular, Orange stance means that "IRC's available response capacity may require reinforcements from regional or Emergency Unit staff. Emergency procurement and recruitment protocols become available;" Red stance means "IRC's response requires substantial reinforcements from regional + Emergency Unit staff. Emergency procurement and recruitment protocols become available." (see Emergency Classification 1-pager)</p>
<p>Financial Resources</p>	<p>not mentioned</p>	<p>Care International member line managing the Country Office – Lead Member: 1. Helps the CO with budgets, cash flow and contract management; 2. Helps the CO with international emergency procurement when needed. 3. Makes sure the CO has the right financial and administration systems (with the line management and emergency units). Provides technical advice and other help with effective and accountable management. (see p.4 of Humanitarian Emergency Response Protocol: Mandates, Roles and Responsibilities)</p>	<p>see above</p>

Timeframe/ duration of L3/ Scale-Up	not mentioned	"The duration of a corporate emergency will be clarified at the time of corporate emergency declaration and will be subject to a review after that time period. The corporate nature of of the emergency will not continue past the period unless declared by the Humanitarian and Operations Director (HoD)" (see p.4 of Humanitarian Emergency Response Protocol, Emergency Type)	"Emergencies are reclassified after 6 weeks. If the severity remains the same and the IRC is not responding, the classification closes." (see Emergency Classification 1-pager)
Partnership agreements (readiness or not; what allowances there are)	not mentioned	Humanitarian Partnership Strategy, ideally developed pre-crisis (see Emergency Toolkit: Partnership, Phase 1 (online)). Contingency Agreements (see Emergency Toolkit: Partnership, Phase 2). Formal Agreements, if determined as needed, when crisis strikes (see Emergency Toolkit: Partnership, Phase 3). [Online resource does not have information about partnership budget limits]	not mentioned
Security	not mentioned	"Lead Member: 1. helps assess safety and security in emergency operations; 2. takes part in all key decisions involving security; 3. gives technical help to the CO and regional offices; 4. identifies safety/security staff who can provide advice on the ground where needed. Member/Candidate/Affiliate safety and security: 1. helps assess safety and security in emergency operations; 2.takes part in all key decisions involving security; 3. identifies safety/security staff who can provide advice on the ground where needed. CARE Safety and Security Coordination Group (SSCG) is responsible for key areas of Care International (CI)-wide concern regarding Safety and Security. It monitors and supports CI Members and COs with regards to Safety and Security Standards, Guidelines, KPIs, and knowledge management and can support COs,LMs, Members, Candidates and Affiliates in an emergency. The CI Secretary General maintains an oversight role. Crisis Coordination Group reviews the type and scale of the emergency and the security situation" (see pp.3-4, 6 of Humanitarian Emergency Response Protocol: Mandates, Roles and Responsibilities)	not mentioned
Periodicity of policy/ protocol review	not mentioned	not mentioned	not mentioned

ANNEX 5: INTERVIEW PROTOCOL

Overarching questions	Sub-questions
Question 1: How relevant is the ISAC Scale-Up mechanism for the response?	How would you describe what the System-Wide Scale up Activation protocols are?
	Overall, do you support - and for what reasons/motivations - the activation of such protocols in Afghanistan and/or Ethiopia (and eventually Mozambique, and/or Ukraine, and/or Türkiye/Syria, and/or Somalia).
	<i>Same question for deactivation (if it applies)</i>
	How do you think the system-wide Scale-Up activations are perceived by non-IASC members, by IASC members, by governments, national actors and donors?
	From your perspective, what was the principal motivation on the part of EDG members for the activation in Afghanistan, Ethiopia (and other contexts eventually)?
	<i>Same question on the motivation of the RC/HC and HCT</i>
	<i>Same question of de-activation</i>
	What are the main differences between the protocols and the former L3 mechanism?
Question 2: What is the relationship between the IASC Scale-Up mechanism and IASC members' corporate emergency declarations and deactivations? What is the relative importance of each to IASC members and how do they inter-relate?	How has (does) the activation of the IASC scale-up protocols influenced the approach of your organization? [What do you do differently because the protocols have been triggered? (include context specific examples)]
	<i>Same question for deactivation</i>
	Did the Scale-Up Activation contribute to your ability to scale-up?
	What are the main points of connection between your own scale-up protocols (if any) with IASC/collective protocols? Are they complementary? If so, how? If not, how?
Question 3: How effective is the IASC scale up mechanism?	What are your main reflections on the implementation of the protocols (timeliness, successes, key challenges?)
	What are your key takeaways from/perceptions of the empowered leadership model? Was it successfully

	implemented? What worked best, what were the key challenges?
	<i>Same question for surge and coordination set up</i>
	What was the relevance of the benchmarks and transition plans developed for the response in your operational context?
	In your view, what are the key reasons/factors for the repetitive extensions of the activations beyond the foreseen period?
	Do you any recommendations on how to approach/consider such protocols in the future?

