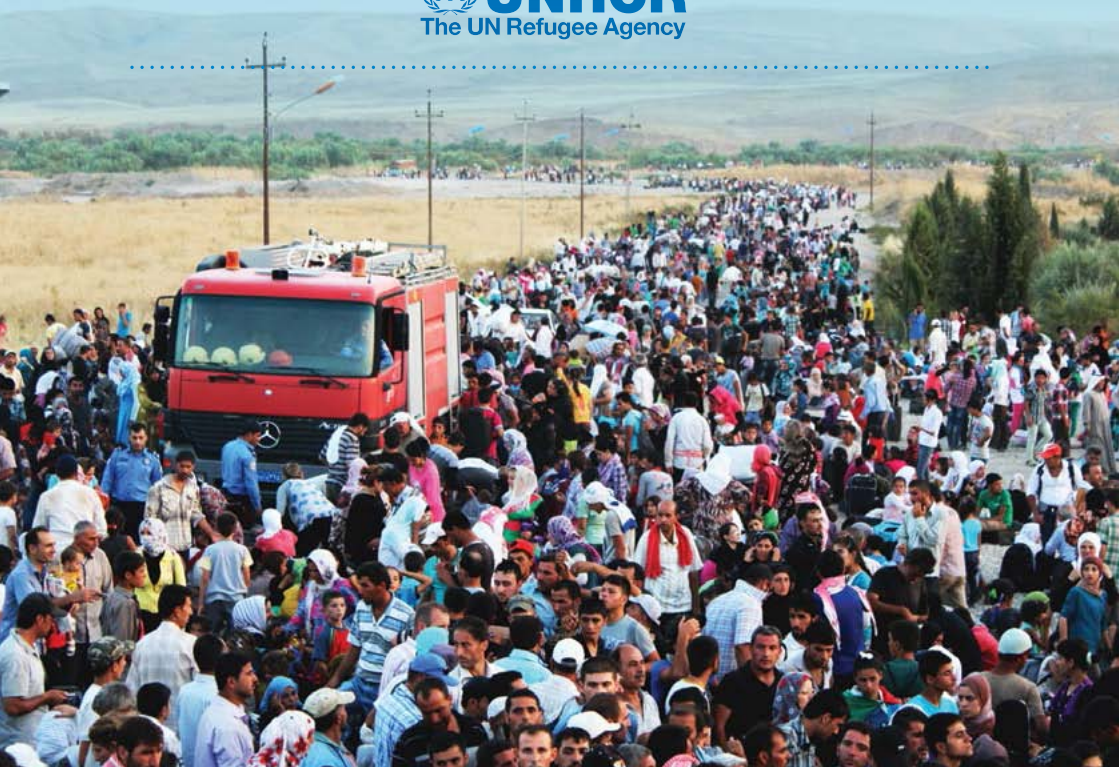

PREPAREDNESS PACKAGE for REFUGEE EMERGENCIES

A Reference Guide to Risk Analysis,
Preparedness, and Contingency Planning



Preparedness Package for Refugee Emergencies

FIRST EDITION, JANUARY 2014

A Reference Guide to Risk Analysis,
Preparedness, and Contingency Planning



Foreword

Evidence has shown that systematic emergency preparedness and emergency risk monitoring have a positive impact on the quality and timeliness of the refugee emergency response. Refugees will be better protected when we are ready for times of crisis. Partners will be able to join the response in a more effective and concerted way, when they are involved from early on in preparedness actions and contingency planning. The PPRE was developed with these core objectives in mind.

The PPRE is a graduated system of preparedness which elevates and accelerates actions when the risk of refugee emergencies increases. While the risk remains low, a set of generic preparedness measures not related to a specific scenario are recommended. Once the risk is high, the PPRE triggers scenario-based contingency planning and provides specific tools and guidance for this purpose.

When implemented in a timely and coherent manner, the PPRE will facilitate, and initiate, an effective response to protect refugees. I hope that you will find this tool useful and practical in the many “fields” where we work.



Janet Lim,
ASSISTANT HIGH COMMISSIONER FOR OPERATIONS
UNHCR

ACKNOWLEDGEMENTS

The PPRE is the product of a collaboration initiative among many UNHCR staff worldwide, led by the Emergency Capacity Management Service (ECMS), Division of Emergency, Security and Supply (DESS). It is situated among similar initiatives by UN and NGO partners, and we thank partner agencies for sharing their good practises and lessons learned.

DESS particularly wishes to thank the members of the Field Reference Group, who provided concrete inputs and vetting of the PPRE materials, based on their rich experience. We thank colleagues from UNHCR HQ divisions for technical expertise on protection and specific sector inputs. We also thank *Strange Fortune Design Co.* for the design of this publication and *InterWorks, LLC* for facilitation, expertise and publication development. The PPRE was developed and coordinated by ECMS.

FIRST EDITION, JANUARY 2014

© United Nations High Commissioner for Refugees, Geneva, January 2014

This document is issued by the Office of the United Nations High Commissioner for Refugees for general distribution. All rights are reserved.

Reproductions are authorised without the prior permission of UNHCR, provided that all parts are distributed free of charge and UNHCR is acknowledged.

Please address any comments, feedback and any requests for additional copies of the UNHCR Preparedness Package for Refugee Emergencies to:

Emergency Capacity Management Service, Division of Emergency, Security and Supply
UNHCR Headquarters

Case Postale 2500

CH-1211 Geneve 2 Dépôt

Switzerland

Telephone: +41 22 739 8064

Email: hqecms00@unhcr.org

Introduction

The Preparedness Package for Refugee Emergencies (PPRE) sets the new standard for preparing for refugee emergencies, combining non-risk-specific preparedness action lists with scenario based contingency response planning. It is meant for UNHCR offices as well as UN, NGO and other partners involved in preparing for refugee influxes. The PPRE provides tools for:

- **Measuring the current level of preparedness against minimum requirements, and managing the process of meeting** these with the use of the checklist of Minimum Preparedness Actions (MPAs)
- **Assessing risk systematically** so that offices can better prepare for potential emergencies
- **Increasing the level of preparedness when required**, on the basis of the Advanced Preparedness Activities (APAs) checklist
- **Leading, facilitating and preparing inter-agency contingency plans** for potential refugee emergencies when necessary, whether at the country or regional level.

Effective preparedness and contingency planning for refugee emergencies cannot be achieved in isolation. The activities described in the PPRE are to be undertaken in partnership with government, UN agencies and NGOs. These partners are included in the preparedness and contingency planning process from the outset in order to make faster, and better life-saving decisions when refugee emergencies occur.

Note on Using this Guide

This guide is designed to give access to the PPRE approach and materials for all users, whether internally for UNHCR staff and planners, as well as for government, UN and NGO partners. While some of the activities explained here are mandatory for UNHCR offices, all of the information should be of value to anyone involved in organizational readiness to respond to refugee emergencies.

The Guide is divided into five basic sections, each one colour-coded and indexed for quick location of the information. An index to the whole Guide along with a list of acronyms and links to other helpful resources are found at the end of this document.

ALL DOCUMENTS AND TOOLS, in their latest version, are accessible on the online Refugee Emergency Preparedness Hub:

<https://portal.unhcr.org/emergency>

HOW TO ACCESS THE ONLINE HUB:

- For all UNHCR users already migrated to Microsoft Outlook Email, simply log in with your Email address (emailid@unhcr.org) and password.
 - For UNHCR Users who have not yet been migrated to Microsoft Outlook, simply follow the instructions on the following site to get a password: <https://acctmgmt.unhcr.org/>. You should use the username / password received in the email from 'Active Directory Operations' to logon to the online Hub. If you continue to have access issues after completing these steps, please contact the GSD at globalsd@unhcr.org or x8888.
-

SECTION 1

MINIMUM PREPAREDNESS

Includes the checklist for Minimum Preparedness Actions (MPAs) that all UNHCR offices world-wide must accomplish to maintain responsible minimum level of preparedness for refugee emergencies.

SECTION 2

ANALYSING REFUGEE EMERGENCY RISK

Explains the approach and format for analysing the risk of particular refugee emergency scenarios actually occurring based on the two factors of likelihood and impact.

SECTION 3

ADVANCED PREPAREDNESS

Explains the actions, beyond the minimum, to be taken once risk analysis has indicated a level of medium or high risk of a refugee emergency scenario actually occurring.

SECTION 4

SCENARIO-BASED CONTINGENCY PLANNING

Explains how to develop contingency plans at the regional and country levels. Guidance on the content and formatting of these plans are provided in the form of annotated templates.

SECTION 5

CONTINGENCY PLANNING TOOLBOX

Provides planners with pre-made tools, templates, and formats to assist in quickly drafting a refugee emergency contingency plan.

Table of Contents

Foreword.....	PAGE iii
Acknowledgements.....	PAGE iv
Introduction.....	PAGE v
Note on Using this Guide.....	PAGE vi

SECTION 1

Minimum Preparedness

① The PPRE Approach and Process.....	PAGE 1.2
②A The Country-Level MPA Checklist.....	PAGE 1.6
②B The HQ/Regional-Level MPA Checklist.....	PAGE 1.18

SECTION 2

Analysing Refugee Emergency Risk

① Risk Analysis Approach.....	PAGE 2.4
② Uniform Definitions of Likelihood and Impact Levels.....	PAGE 2.6
③ Using the Risk Matrix.....	PAGE 2.10

SECTION 3

Advanced Preparedness

① Advanced Preparedness.....	PAGE 3.4
② The APA Checklist.....	PAGE 3.6

SECTION 4

Scenario-Based Contingency Planning

① Focus on the Emergency Response.....	PAGE 4.4
② Good Practice Standards for Contingency Planners.....	PAGE 4.8
③ Regional-Level Contingency Planning.....	PAGE 4.10
④ Country Level Contingency Planning.....	PAGE 4.30

SECTION 5

Contingency Planning Toolbox

① Automatic Meetings Calendar.....	PAGE 5.4
② Contact List.....	PAGE 5.6
③ UNHCR and Inter-Agency Budget Templates.....	PAGE 5.8
③A Country Level Inter-Agency CP Budget Template.....	PAGE 5.10
③B Regional Level Inter-Agency CP Budget Template.....	PAGE 5.12
③C UNHCR Emergency Response Budgeting Tool.....	PAGE 5.14
④ Site Planning and Coordination Matrix.....	PAGE 5.24
⑤ Inter-Agency NFI Stock-Gap Analysis Chart.....	PAGE 5.26
⑥ Tracking List for Local Frame Agreements with Suppliers.....	PAGE 5.32
⑦ Regional Contingency Planning Overview Matrix.....	PAGE 5.34
⑧ SOP Template.....	PAGE 5.36
⑨ Simplified 3W Template (Who does What Where).....	PAGE 5.38

Index.....	PAGE INDEX.2
Acronyms.....	PAGE INDEX.6
Links to Other Resources.....	PAGE INDEX.8



UNHCR conducts regular capacity building workshops on emergency response with partners as part of its global strategy to improve preparedness for refugee emergencies, this one was conducted in Thailand for UN, Government and NGO partners in 2013.

INTERWORKS PHOTO BY J. GOOD

SECTION
1

Minimum Preparedness

The PPRE Approach and Process



Partnership with UN agencies and NGOs is essential for effective refugee emergency preparedness. UNHCR works with partners to fulfill its overall responsibility for supporting governments with effectively preparing for refugee emergencies. These two points underlie the PPRE approach, and point to the importance of coordination of the overall preparedness process from initiating minimum preparedness activities to writing detailed contingency plans.

Signs near the Nyakabande refugee transit centre near the DRC border. UNHCR runs the centre in partnership with the Uganda Red Cross Society, World Food Programme, UNICEF, Save the Children, African Initiative for Relief Development (AIRD), Humanitarian Initiative Just Relief Aid (HIJA) and the Ugandan Office of the Prime Minister. March 2013

The nature of partnerships for refugee emergency preparedness will depend on the country context, and on the existing emergency response capacities of government, UN and NGOs in the country. When emergencies occur UNHCR draws on the capacity or technical expertise of UN and NGOs for providing humanitarian assistance services. Effective response may also include relying on partners to carry out the coordination of specific assistance sectors. Practically preparing for emergencies with partners before emergencies occur is the aim of the PPRE.

REFUGEE EMERGENCY PREPAREDNESS PROCESS AND COORDINATION

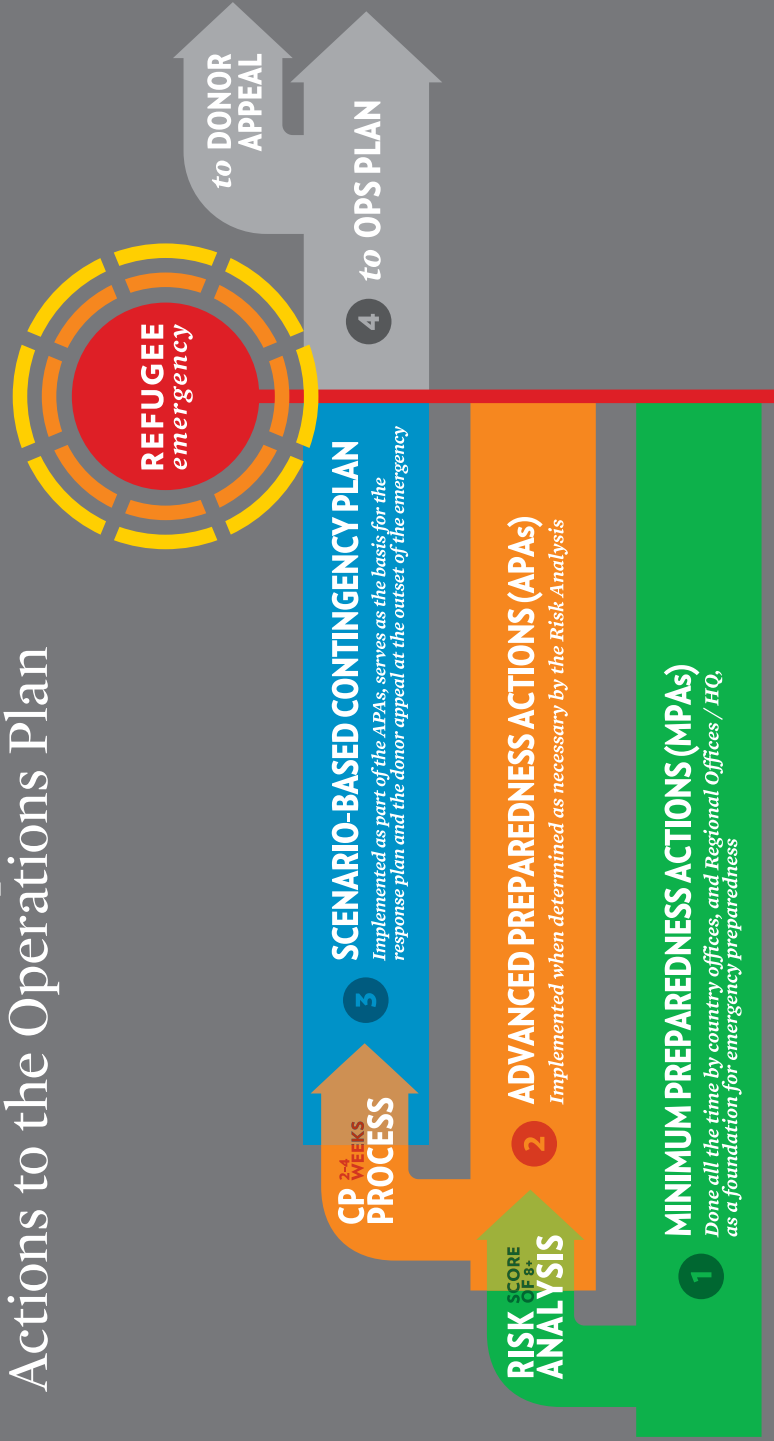
The UNHCR Representative in each country is accountable for initiating and leading timely preparedness for refugee emergencies, including contingency planning, when required. When routine analysis of refugee emergency risk levels become significant, a UNHCR-led contingency planning task force is usually put in place, with government, UN and NGO participation. The diagram on the following page shows the general relationship of general preparedness, risk analysis, advanced preparedness (including contingency planning), emergency operations plans and funding appeals.

Throughout this process, the UNHCR Representative maintains a strong and constructive relationship with the United Nations Resident and/or Humanitarian Coordinator (UN RC/HC), who must be kept informed about preparedness in relation to a possible refugee influx. Due to UNHCR's specific accountability for refugees, the Inter-Agency Standing Committee (IASC) Cluster Approach does not apply.

MINIMUM PREPAREDNESS FOR REFUGEE EMERGENCIES

UNHCR's preparedness activities are focused on refugee emergencies. In order to be able to conduct meaningful risk assessment, or to prepare practical contingency plans, a minimum level of preparedness must be accom-

From Minimum Preparedness Actions to the Operations Plan



plished first. The activities that make up this minimum level of preparedness are described below in this Section of the Guide.

RISK ANALYSIS WITH PARTNERS : The Minimum Preparedness Actions (MPAs) are the foundation of the PPRE preparedness process illustrated above. These actions include the routine assessment of the risk of potential refugee influxes. The PPRE approach to this type of risk analysis is covered in detail in Section 2 of this Guide. UNHCR shares such information with partners at all levels. At the country level, UNHCR contributes refugee-specific analysis to the inter-agency early warning efforts. There is no separate inter-agency early warning process for cross-border refugee movements.

At its headquarters in Geneva, UNHCR, through its Emergency Capacity Management Service (DESS-ECMS), participates in the inter-agency Early Warning Early Action process. Twice a year, this process results in an early warning report and recommended actions, shared with the UN RC/HC in each of the concerned countries. More information on this process can be obtained from DESS-ECMS. When risk analysis indicates that it is necessary, Advanced Preparedness Actions (APAs) are required. The APAs are presented in their complete Checklist Format in Section 3 of this Guide.

CONTINGENCY PLANS : One of the requirements of the APA Checklist is consideration of contingency planning for medium-risk scenarios and immediate implementation of contingency planning for high-risk refugee scenarios. In mixed situations, where an IDP and/or natural disaster operation is already in place (or is being planned for), a separate refugee influx specific contingency plan must be put in place. Should there already be an IASC contingency response plan in place for other risks (natural disaster and/or internal displacement), the refugee contingency plan constitutes a separate document aligned, to the extent possible, with the IASC plan. Contingency planning for refugee emergencies is covered in detail in Section 4 of this Guide.

The Country-Level MPA Checklist



UNHCR PHOTO BY S. PHELPS

Every country office of UNHCR which could possibly be affected by an emergency refugee influx is required to establish a responsible minimum level of preparedness for such emergencies. These Minimum Preparedness Actions (MPAs) are not risk- or scenario-specific and usually do not require significant resources to accomplish. Only UNHCR's advocacy offices, such as those in Belgium or Canada, need not undertake all of the MPAs.

Relief goods for flood-affected communities at a UNHCR Depot in Badin District, Sindh, Pakistan

The MPA Checklists are management tools designed to help you:

- record action status of key preparedness activities in order to determine your current level of preparedness
- identify any areas that need further work to meet the required minimum preparedness level
- record the names of assigned focal points to key preparedness actions
- regularly update information that may change frequently

The on-screen format of the MPA Excel spreadsheet checklists is shown on the following page. When using these files as a management tool, the drop down menu under the “status” column allows users to enter “done”, “ongoing”, or “to be initiated”, these entries are colour coded green, yellow and red to help managers quickly see gaps in their overall preparedness status.

The MPAs are undertaken by UNHCR in support of government preparedness efforts. Achieving and maintaining the MPAs are the responsibility of UNHCR Representatives at country level, with the support by regional offices and the HQ Regional Bureaux.

Country-Level MPA Checklist

is also available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

Minimum Preparedness Actions (MPAs) for Refugee Emergencies						
Country: _____						
Updated on: _____						
Next update due: _____						
covers action points in relation to refugee emergency preparedness with multiple partners. UNHCR internal preparedness actions will be covered in a separate checklist.						
Recommended oversight and status tracking: UNHCR Representative's office or designated focal point						
No.	Minimum Preparedness Actions (MPAs)	Status (select from list)	Date of last update	Focal Point	Budget Requirement, if any (US\$)*	Comments
Management, Coordination and External Relations						
M1	Familiarise partners in-country (including the UNCT / HCT), and UNHCR staff, with the Preparedness Package for Refugee Emergencies, with UNHCR's refugee mandate, and with other relevant guidance and standards.					
M2	Undertake regular refugee movement risk monitoring, and engage with the inter-agency risk monitoring processes in-country, including those led by the RC/HC. Report on refugee movement risks, if any, to the Regional Representation, Regional Bureau at UNHCR HQ, and to UNHCR Offices in countries which are likely to be affected / receive inflows. Receive refugee movement risk analysis affecting your country operation from offices in neighbouring countries, from regional offices or from UNHCR HQ regional bureaux.					
M3	Trigger timely Advanced Preparedness Actions (APAs), including contingency planning, according to risk levels (see risk analysis tool in PPRE Guidance Note: - Medium risk – APAs to be considered - High risk, APAs mandatory					
M4	Identify needs and opportunities for training in emergency response and exercise (simulations) at country and/or regional level.					
M5	Determine the emergency focal point(s) in the national government / authorities and establish contact. Identify lead counterparts for consultation and decision making related to possible refugee inflows. Assess government capacity for emergency response and the provision of humanitarian assistance.					

MPA Checklist Country.xlsx



Minimum Preparedness Actions (MPAs) for Refugee Emergencies

COUNTRY:

UPDATED ON:

NEXT UPDATE DUE:

RECOMMENDED OVERSIGHT AND STATUS TRACKING:

UNHCR Representative's office or designated focal point

These actions are taken by UNHCR offices as part of regular operational activities, as a foundation for emergency preparedness.

Management, Coordination and External Relations

MINIMUM PREPAREDNESS ACTIONS (MPAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)	COMMENTS
<p>M1 Familiarise partners in-country (including the UNCT / HCT), and UNHCR staff, with the Preparedness Package for Refugee Emergencies, with UNHCR's refugee mandate, and with other relevant guidance and standards.</p>					
<p>M2 Undertake regular refugee emergency risk monitoring, and engage with the inter-agency risk monitoring processes in-country, including those led by the RC/HC. Report on refugee emergency risks, if any, to the Regional Representation, Regional Bureau at UNHCR HQ, and to UNHCR Offices in countries which are likely to be affected / receive influxes. Receive refugee movement risk analysis affecting your country operation from offices in neighbouring countries, from regional offices or from UNHCR HQ regional bureaux.</p>					
<p>M3 Trigger timely Advanced Preparedness Actions (APAs), including contingency planning, according to risk levels (see risk analysis tool in PPRE Guidance Note: MEDIUM RISK – APAs to be considered HIGH RISK – APAs mandatory</p>					
<p>M4 Identify needs and opportunities for training in emergency response and exercise (simulations) at country and/or regional level.</p>					
<p>M5 Determine the emergency focal point(s) in the national government / authorities and establish contact. Identify lead counterparts for consultation and decision making related to possible refugee influxes. Assess government capacity for emergency response and the provision of humanitarian assistance.</p>					
<p>M6 Maintain an up-to-date contact list of refugee-related government counterparts.</p>					

Management, Coordination and External Relations (cont.)

MINIMUM PREPAREDNESS ACTIONS (MPAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)	COMMENTS
M7 Maintain an up-to-date contact list of foreign missions and private donors in country (donor country embassies etc.).					
M8 Keep on record contact list and organigram of the existing humanitarian coordination structure , including UN and NGOs. Maintain and update the refugee coordination structure , if in place. Identify existing coordination structures that UNHCR will participate in during an eventual emergency response (in order to maintain relationships and keep informed of other contingency planning and other relevant processes).					
M9 Maintain an up-to-date contact list of national and international media contacts in country . Conduct a media landscape survey (including local radio stations, mobile networks in potential operations areas), in order to identify potential partners and channels for mass communication with persons of concern.					
M10 Ensure that staff safety and security advice and procedures are in place and up-to-date. Ensure MOSS/MORS compliance. Participate in the senior level SMT, and maintain contact with the Designated Official and UNDSS, as applicable.					

Protection

MINIMUM PREPAREDNESS ACTIONS (MPAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)	COMMENTS
P1 Maintain an up-to-date summary on conditions and procedures for access to the territory and asylum . Highlight recent modifications or specific challenges which would need attention in the case of an imminent influx.					
P2 Establish relationships with key government authorities responsible for access to asylum and border management (border authorities, immigration, national security, customs, etc.), and with key civil society actors.					
P3 Maintain an updated mapping and contact list of key protection actors in-country (government, UN, NGO, civil society).					
P4 Assess potential partners' (government and UN/NGOs) capacity in relation to protection and identify capacity-building needs in refugee law and protection principles .					
P5 Familiarise the UNHCR Office with the procedures and resources needed for rapidly implementing an emergency refugee registration system .					

Basic Needs and Services

MINIMUM PREPAREDNESS ACTIONS (MPAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)	COMMENTS
B1 For all main “assistance” sectors, maintain an updated contact list of partners with emergency response capacity , including government departments, UN, NGO, community based organisations and private sector partners.					
B2 Contact the Government and/or UNDP/OCHA for basic mapping of existing core services/ facilities (hospitals, health centres, schools, wells etc.) available (government and private sector) in potential refugee-receiving areas.					
B3 Identify emergency refugee shelter and settlement solutions in potential refugee receiving areas, in order to inform a possible refugee settlement strategy. Include specific considerations for settlement in rural and urban settings, as applicable. In urban settings, this may include the determination of the average rent for a family apartment. In rural areas, this may include the identification of possible camp sites.					
B4 Develop the possible composition of standard shelter solutions (use of local materials?) and standard relief items kits (NFI, sanitary etc.), taking into account cultural- and climate-appropriate solutions.					
B5 Assess if cash assistance is feasible as a tool during the eventual emergency response (market survey to determine price levels; identification of potential partners such as banks, money transfer systems; security implications for refugees etc.).					

Supply

MINIMUM PREPAREDNESS ACTIONS (MPAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)	COMMENTS
S1 Maintain contact with key partners on in-country stocks/resources held by humanitarian agencies, in particular non-food relief items, shelter materials (including tents), trucks and warehousing capacity. This includes the resources of UN and NGO partners, and UNHCR. Familiarise concerned staff with the WFP managed LCA (Logistics Capacity Assessment) in the country (http://dlca.logcluster.org/), if applicable.					
S2 Undertake a market survey of local suppliers for relief items and shelter materials . Keep the vendor list/database updated, including contact details.					
S3 Undertake a market survey on the availability of heavy machinery (earth moving equipment for site construction) and transport services (trucks) . Maintain and update the vendor database/list, including contact details.					

Supply (cont.)

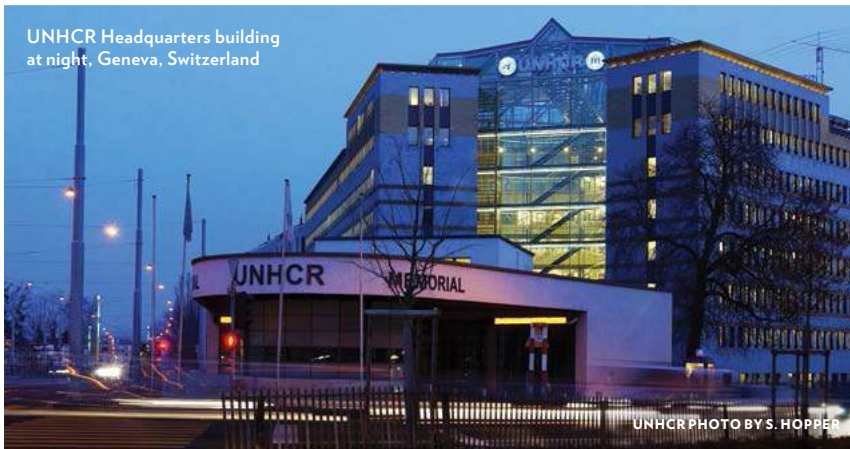
MINIMUM PREPAREDNESS ACTIONS (MPAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)	COMMENTS
S4 Maintain an up to date list of local supply frame agreements in place (UNHCR and partners), including type of item and delivery capacity.					
S5 Research, record, and keep on file the current customs clearance regulations and procedures. Maintain contact with the relevant government focal points.					

Administration

MINIMUM PREPAREDNESS ACTIONS (MPAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)	COMMENTS
A1 Update the admin and security briefing kit for new staff arrivals.					
A2 Research, record, and keep on file current Visa regulations and maintain contacts with the relevant government department.					
A3 Review the local accommodation options for newly arriving personnel and short term emergency deployees. In case of a larger operation, determine whether a prefab/tented staff accommodation service package may be required.					

The HQ/Regional-Level MPA Checklist

UNHCR Headquarters building at night, Geneva, Switzerland



Minimum preparedness is also required at regional and headquarters levels. Refugee movement risk monitoring and triggering of contingency planning is a shared responsibility between country offices, regional offices and the HQ Regional Bureaux. The MPAs may also be accomplished remotely in cooperation with the host government in situations where there is no UNHCR office and where such a need has been identified.

The following checklist of regional-level preparedness actions are designed for regional and headquarters use only. Unlike the country-level MPAs, there are only 4 activities; all listed under the single “HQ” heading that applies to HQ Regional Bureaux (country desks) and Regional Offices.

HQ/Regional MPA Checklist

is also available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

Minimum Preparedness Actions (MPAs) for Refugee Emergencies Regional Office or HQ Regional Bureau:				
PPRE Annex 7D. These actions are taken by all UNHCR regional bureaux / offices as part of regular operational activities.				
Recommended oversight and status tracking: Bureau Director's Office				
No.	Minimum Preparedness Actions (MPAs)	Status (select from list)	Snr. Desk Officer / Focal Point	Comments
HQ Regional Bureaux (country desks) and Regional Offices				
HQ1	Familiarise with the UNHCR Corporate Emergency Procedures and Guidance Notes, the Preparedness Package for Refugee Emergencies (PPRE), and other relevant guidance and standards.			
HQ2	Regularly analyse the risk of potential refugee movements, based on information received from country offices. Share information on new IDP/refugee movements (or risks thereof) with potentially affected country operations and with HQ divisions, with support from ECOMS. Through ECOMS, review and provide input to the bi-annual inter-agency Early Warning Early Action process (EWEA) at HQ level.			
HQ3	Support country operations with their undertaking of timely and effective Minimum Preparedness Actions (see country checklist).			
HQ4	Ensure that the affected country operation(s) trigger timely and effective Advanced Preparedness Actions (see country checklist), including contingency planning, and provide adequate support to country offices. Risk levels (see risk analysis tool in PPRE Guidance Note) require the following action: - Medium Refugee Emergency Risk: APAs to be considered - High Refugee Emergency Risk: APAs mandatory			



MPA Checklist RO HQ.xlsx

Minimum Preparedness Actions (MPAs) for Refugee Emergencies

REGIONAL OFFICE OR HQ REGIONAL BUREAU:

RECOMMENDED OVERSIGHT AND STATUS TRACKING:

Bureau Director's Office

These actions are taken by all UNHCR regional bureaux / offices as part of regular operational activities.

HQ Regional Bureaux (country desks) and Regional Offices

MINIMUM PREPAREDNESS ACTIONS (MPAS)	STATUS	SNR. DESK OFFICER / FOCAL POINT	COMMENTS
<p>HQ1 Familiarise with the UNHCR Corporate Emergency Procedures and Guidance Notes, the Preparedness Package for Refugee Emergencies (PPRE), and other relevant guidance and standards.</p>			
<p>HQ2 Regularly analyse the risk of potential refugee emergencies, based on information received from country offices. Share information on new IDP/refugee movements (or risks thereof) with potentially affected country operations and with HQ divisions, with support from ECMS. Through ECMS, review and provide input to the bi-annual inter-agency Early Warning Early Action process (EWEA) at HQ level.</p>			
<p>HQ3 Support country operations with their undertaking of timely and effective Minimum Preparedness Actions (see country checklist).</p>			
<p>HQ4 Ensure that the affected country operation(s) trigger timely and effective Advanced Preparedness Actions (see country check list), including contingency planning, and provide adequate support to country offices. Risk levels (see risk analysis tool in PPRE Guidance Note) require the following action:</p> <p>MEDIUM REFUGEE EMERGENCY RISK – APAs to be considered HIGH REFUGEE EMERGENCY RISK – APAs mandatory</p>			



SECTION
2

Analysing Refugee Emergency Risk

ONE OF THE CORE PPRE CONCEPTS is that advanced preparedness for refugee emergencies should reflect how serious the risk of an emergency is considered to be. While there is no sure way to predict which emergency scenarios will or will not occur, the PPRE promotes a uniform way of approaching and reporting the analysis of risk. This facilitates the consideration of multiple scenarios from one or more countries, which may be directly compared, prioritised, and appropriately planned for.

1

Risk Analysis Approach

manage this) multiplied by the Likelihood of the influx scenario actually occurring within a given timeframe. This relationship is described by the formula below. When using this approach, an agreed and uniform set of definitions and values for each of these factors must be followed. These are explained in the next section.



The PPRE promotes the systematic measurement of the degree of risk of potential refugee emergency crises. The PPRE approach follows the same principles as the IASC risk assessment model. In both the IASC and the UNHCR PPRE models the degree of risk to be determined is called the level of seriousness of a potential refugee scenario. This seriousness is defined by the Impact of the scenario (number and rate of refugee arrivals and national capacities in place to

Malian refugees in Burkina Faso, 2013

Uniform Definitions of Likelihood and Impact Levels



The primary difference between the PPRE and IASC models for risk analysis is that the PPRE terminology is specific to refugee influx emergencies, rather than being a multi-hazard approach. The definitions for the levels of impact and likelihood have been developed for this specific type of emergency in order to make them as practical and applicable as possible for field users.

Government, UNHCR, and partners meet to analyse risk of potential refugee emergencies in preparation for contingency planning.

The values for impact and likelihood are each ranked on a scale from 1 to 5, with 1 being the low end of the scale (least likely, and least impact) and 5 being the highest (most likely and most impact). The seriousness rating of the risk of a particular refugee emergency is found by multiplying the Impact value (1-5) by the Likelihood value (1-5). The result will be a number between 1 and 25. For the sake of simplicity, three levels of seriousness of the risk have been established. This is a central element of the PPRE approach as each level of risk requires an increasing level of preparedness.

Risk Matrix & Value Definitions

IMPACT

1

NEGLECTIBLE

No emergency. Very few refugees may arrive. Emergency response capacities in-country (government, UN, NGOs) are high in comparison to the need anticipated.

2

MINOR

There will be a small refugee influx. Existing programmes can address their urgent needs. Emergency response capacities in-country (government, UN, NGOs) are fairly high in comparison to the need anticipated.

3

MODERATE

There will be a substantial refugee influx, with less than 500 arrivals per day. Existing programmes and resources may just cope, but need additional resources. Emergency response capacities in-country (government, UN, NGOs) are medium in comparison to the need anticipated, and require reinforcement. Possibly, a new emergency response operation may need to be established.

4

SEVERE

There will be a large refugee influx, with less than 1,000 arrivals per day. Existing response capacity in-country is insufficient (government, UN, NGOs) in comparison with the need anticipated. A new emergency response operation with major additional resources will be needed.

5

CRITICAL

There will be a massive sustained refugee influx, with 1,000+ arrivals per day. Existing response capacity in-country is highly insufficient (government, UN, NGOs) in comparison with the need anticipated. A large scale new emergency response operation with massive additional resources will be needed.

X

1

VERY UNLIKELY

The refugee influx has a remote chance of taking place – up to a 20% chance within the next 6 months – and/or has occurred very infrequently, if ever, in the past.

2

UNLIKELY

The refugee influx has a low chance of arising – between a 20% and 40% chance within the next 6 months.

3

MODERATELY LIKELY

The refugee influx has a moderate chance of arising – between a 40% and 60% chance within the next 6 months – or has occurred a few times in the past.

4

LIKELY

The refugee influx has a probable chance of taking place – between a 60% and 80% chance within the next 6 months – or has occurred several times in the past.

5

VERY LIKELY

The refugee influx has a high chance of taking place – over 80% chance within the next 6 months – or has occurred frequently in the past.

LIKELIHOOD

=

SERIOUSNESS OF RISK
of Refugee
Emergency

TOTAL SCORE

1-6

LOW SERIOUSNESS

Continue with MPAs, the APAs are not necessary

TOTAL SCORE

8-12

MEDIUM SERIOUSNESS

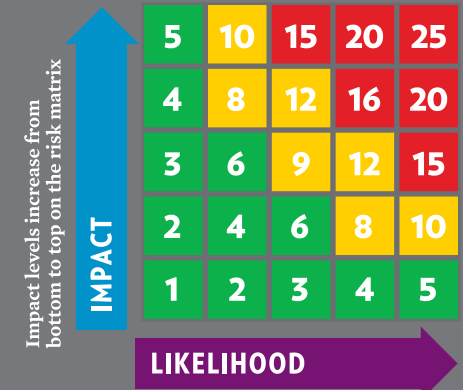
APAs are to be considered

TOTAL SCORE

15-25

HIGH SERIOUSNESS

APAs are mandatory, including contingency planning



Impact levels increase from bottom to top on the risk matrix

IMPACT

LIKELIHOOD

Likelihood values increase on the risk matrix from left to right

Using the Risk Matrix



Contingency planners use a risk matrix to prioritise scenarios for contingency planning in Port Moresby, Papua New Guinea in 2010. The inter-agency event was supported by UNHCR, OCHA, and UNDP.

The following illustration describes how to use the risk matrix for prioritising different refugee emergency scenarios, and for determining when to implement the Advanced Preparedness Measures (APAs), including contingency planning.

SITUATION ∴ Planners in Host Country are thinking about the upcoming elections in a neighbouring country (Home Country) that will be held in six months. They have proposed their ideas about what different scenarios might occur

in the Spring period in the run-up to the national election in Home Country. They have agreed on three possible scenarios which are all realistic and possible, according to their own and others' analyses of the situation there. They have reviewed the PPRE descriptors for both impact and likelihood of these scenarios actually occurring. Here are their results:

SCENARIO A ∴ Small numbers of refugees may arrive in Host Country within 6 months, in numbers ranging up to 100 per day resulting in a minor emergency. This has frequently happened several times in the most recent elections.

SCENARIO B ∴ Refugees may arrive in Host Country in numbers up to 500 per day. Although this has not happened in the past, analysts say the relatively small numbers from previous years could escalate this year with a 30% chance of being a moderate-scale emergency.

SCENARIO C ∴ A critical emergency situation may develop in Home Country in which refugees will arrive in Host Country in numbers greater than 1,000 per day. Analysts say that there is a 50% chance that this will occur. This has happened a few times in the past.

The placements of the 3 scenarios (A,B &C) are shown on the Risk Matrix on the following page. The interpretation of this placement of the emergency scenarios means that:

SCENARIO B is ranked as LOW SERIOUSNESS : If this were the only, or most serious scenario being considered, then the country should continue to implement the MPAs and to conduct this analysis on a regular basis.

SCENARIO A is ranked as MEDIUM SERIOUSNESS : This means that the country operation should review and consider implementing the APAs, and possibly to begin with those that are easiest or which provide additional information for future additional analysis.

SCENARIO C is ranked as HIGH SERIOUSNESS : This means that the country operation must begin implementing the APAs immediately, including contingency planning for this scenario. The contingency plan for the scenario should be completed within 2-4 weeks.

Risk Matrix Scenarios

5	10	C	20	25
4	8	12	16	20
3	B	9	12	15
2	4	6	A	10
1	2	3	4	5



SECTION
3

Advanced Preparedness

Refugees return from Liberia to Sierra Leone, 2004
UNHCR PHOTO BY E. KANALSTEIN

BEING ABLE TO RESPOND QUICKLY and appropriately to refugee emergencies in difficult or unique contexts requires advanced preparedness measures beyond the basic minimums required for all UNHCR operations. The Minimum Preparedness Activities or (MPAs) are described in Section 1. This Section describes when to move beyond the minimum level actions and presents a detailed checklist of additional Advanced Preparedness Actions (APAs) to be taken by country-level operations when the need arises. One of the several APAs listed is scenario-based contingency planning, which is explained in detail in Section 4.

1

Advanced Preparedness



The PPRE is a graduated system of preparedness activities that increase as the risk of refugee emergencies increases. The two previous Sections described the minimum level of preparedness required globally (the MPAs), and focused on one of those actions in particular: risk analysis. Based on that analysis, additional preparedness measures may be required. These Advanced Preparedness Actions (APAs) are to be considered when risk analysis indicates a

“medium risk” of a refugee emergency occurring (see Section 2 for a full description of risk analysis). When the risk is found to be “high” the APAs are mandatory for UNHCR operations.

Accomplishing the APAs will result in an increased level of readiness to respond quickly to the needs of large numbers of refugees. While not exhaustive, the APA checklist includes the essential preparedness actions that will facilitate the emergency response during the initial phase. One such activity included in the Checklist is the undertaking of inter-agency scenario-based contingency planning.

UNHCR distributed charcoal and NFIs in Kabul to registered IDPS in the city centre in the winter of 2011. More than 70% of these families are returned refugees.

The APA Checklist



The APA checklist is a management tool that facilitates recording of focal points and action status in key categories of preparedness activities. Some APAs may require additional resources in the form of budgets, materials or personnel. These activities are to be updated regularly as such information changes frequently.

The APAs constitute a set of actions which lead towards setting up an emergency response operation. They include the partner based scenario-based contingency planning process. This is one of the primary differences between the MPAs (see Section 1) which do not refer to any particular emergency scenario, and the APAs which do. These scenarios become the basis for inter-agency contingency planning that is one of several activities listed in the APA checklist.

One of the advanced preparedness activities included in the APA checklist is the determination of a shelter response strategy for the potential refugee scenario. In this photo from the Zaatari refugee camp in Jordan, refugee volunteers carry tents at a UNHCR distribution centre.

The APA checklist serves as a step by step guideline for UNHCR and partners. The format and content of the APA Excel spreadsheet checklists is shown below in full. When using the files as a management tool, the drop down menu under the “status” column allows users to enter “done”, “ongoing”, or “to be initiated”. These entries are automatically colour-coded green, yellow and red to help managers quickly see gaps in their overall preparedness status. The file also includes a worksheet to generate a quick overview chart of the current status and gaps in completing the APAs.

APA Checklist

is also available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

Advanced Preparedness Actions (APAs) for Refugee Emergencies						
Country:						
Updated on:						
PPRE Annex 7c: These actions are taken by UNHCR and partners when a refugee mass movement risk is medium or high, requiring specific measures to prepare for an eventual emergency response. This checklist only covers action points in relation to refugee emergency preparedness with multiple partners. UNHCR internal preparedness actions will be covered in a separate checklist.						
Recommended oversight and status tracking: UNHCR Representative's Office						
No.	Advanced Preparedness Actions (APAs)	Status (select from list)	Date of last update	Focal Point	Budget Requirements, if any (US\$)*	Comments
Management, Coordination and External Relations						
M1	Review the status of the Minimum Preparedness Actions (MPAs) and any existing contingency plans (CPs, including DCP-CPs, if any/in place).					
	<p>Contact the appropriate senior government refugee focal point (at ministerial level, if possible and appropriate), and/or the national emergency management authority to consult on:</p> <ul style="list-style-type: none"> • Access to territory and access to asylum / asylum procedures for newly arriving asylum seekers and refugees; • Status and corresponding rights to be granted to new arrivals in-country; establish a coherent approach in this regard; and consult UNHCR HQ as required; 					
M2	<p>• Security arrangements in view of the government's responsibility to ensure the civilian character of asylum, and related procedures for the separation of combatants/former combatants, as required;</p> <ul style="list-style-type: none"> • As appropriate access to territory for: <ul style="list-style-type: none"> - refugees repatriating; - other refugees in continued need of asylum; - migrants repatriating; - third-country nationals (in the framework of UNHCR's "Ten-Point Plan on Refugee Protection and Mixed Migration" and partnership with IOM). 					
M3	<p>Initiate and manage the development or updating of the refugee Contingency Plan (CP), including a practical and action-oriented response strategy (also see CP process guidance and templates in the PPRE), together with partner agencies. The CP must include budgets for the first three months of the response, including budgets of partners, as appropriate. An initial CP draft must be completed within 2-4 weeks.</p> <p>Note: As appropriate in the context, include the senior government refugee focal point in the development of the CP, including the protection response strategy. Clarify the national emergency response capacities and identify what support the government needs and expects from UNHCR and other humanitarian actors.</p>					

APA Checklist.xlsx



Advanced Preparedness Actions (APAs) for Refugee Emergencies

COUNTRY:

UPDATED ON:

RECOMMENDED OVERSIGHT AND STATUS TRACKING:

UNHCR Representative's Office

These actions are taken by UNHCR and partners when a refugee mass movement risk is medium or high, requiring specific measures to prepare for an eventual emergency response.

Management, Coordination and External Relations

ADVANCED PREPAREDNESS ACTIONS (APAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)*	COMMENTS
<p>M1 Review the status of the Minimum Preparedness Actions (MPAs) and any existing contingency plans (CPs, including IDP CPs, if any in place).</p>					
<p>Contact the appropriate senior government refugee focal point (at ministerial level, if possible and appropriate), and/or the national emergency management authority to consult on:</p> <ul style="list-style-type: none"> • Access to territory and access to asylum / asylum procedures for newly arriving asylum seekers and refugees; • Status and corresponding rights to be granted to new arrivals in-country; establish a coherent approach in this regard, and consult UNHCR HQ as required; 					
<p>M2</p> <ul style="list-style-type: none"> • Security arrangements in view of the government's responsibility to ensure the civilian character of asylum, and related procedures for the separation of combatants/former combatants, as required; • As appropriate, access to territory for: <ul style="list-style-type: none"> - refugees repatriating; - other refugees in continued need of asylum; - migrants repatriating; - third-country nationals (in the framework of UNHCR's "Ten-Point Plan on Refugee Protection and Mixed Migration" and partnership with IOM). 					

Management, Coordination and External Relations (cont.)

ADVANCED PREPAREDNESS ACTIONS (APAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)*	COMMENTS
<p>M3 Initiate and manage the development or updating of the refugee Contingency Plan (CP), including a practical and action-oriented response strategy (also see CP process guidance and templates in the PPRE), together with partner agencies. The CP must include budgets for the first three months of the response, including budgets of partners, as appropriate. An initial CP draft must be completed within 2-4 weeks.</p> <p>NOTE: <i>As appropriate in the context, include the senior government refugee focal point in the development of the CP, including the protection response strategy. Clarify the national emergency response capacities and identify what support the government needs and expects from UNHCR and other humanitarian actors.</i></p>					
<p>M4 If the country CP forms part of regional preparedness for a refugee emergency, establish immediate contact with the regional contingency planning focal point and coordinate the scenarios at the country and regional levels.</p>					
<p>M5 Convene partners for the refugee contingency planning task force (as appropriate, with government, UN and NGO participation, chaired by UNHCR). Decide on the sector coordination structure to be activated in case of an emergency response. Designate (co-)coordinators for each sector group.</p>					
<p>M6 Review or establish staff safety procedures and mitigating measures, and explain them to all concerned staff members.</p>					
<p>M7 Together with key partners, convene an initial donor briefing with embassy representatives on the status of contingency planning and emergency readiness for refugee arrivals. Keep DER-DRRM at UNHCR HQ updated on discussions with donors.</p>					
<p>M8 Make humanitarian partners (and potential partners in the emergency response) aware of refugee protection principles, assistance standards (including SPHERE standards), the Secretary General’s Bulletin on the Prevention of Sexual Exploitation and Abuse (PSEA), and the Code of Conduct.</p>					
<p>M9 Identify an information management (IM) focal point, and consider establishing an information management coordination group. Prepare for the implementation of the refugee emergency information management strategy. Share all information concerning refugee/asylum seeker arrivals, population data, operational data, coordination information (timing and venue of meetings), as appropriate, with UN and NGO partners.</p>					

Management, Coordination and External Relations (cont.)

ADVANCED PREPAREDNESS ACTIONS (APAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)*	COMMENTS
M10 Consult with UNHCR HQ (DPSM-FICCS) on the establishment of an online refugee information management portal , as appropriate for the scale of the potential influx.					
M11 Agree with UNHCR HQ on the public information and media strategy and share relevant elements with the UNHCR-led contingency planning task force.					
M12 Include a mass communication strategy in the CP for systematic communication with refugees about the assistance they will receive (for all sectors), assistance processes, and any other priority messages. Allow for a feedback mechanism (two-way communication) for arriving refugees. Identify a mass communication focal point.					

Protection

ADVANCED PREPAREDNESS ACTIONS (APAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)*	COMMENTS
P1 Consult with the government on refugee protection and emergency registration procedures to be put in place. This normally must also be part of the Management and Coordination function (see above).					
P2 Identify and put in place all resources (personnel, materials, structures) needed to implement Emergency Registration of refugee/asylum seeker arrivals during the first three months. Identify registration points and locations. As appropriate, order registration materials from UNHCR HQ. Equip registration locations (offices, ICT equipment etc).					
P3 Put in place a border monitoring system and start border monitoring. Strengthen contact with the national border management authority and related security officials. Identify the most likely entry points of refugees.					
P4 Build local capacity, conduct training and advocate as required with local authorities towards the application of the status granted to newly arriving asylum seekers in accordance with international standards.					
P5 Agree with authorities and partners on appropriate prevention and response mechanisms for sexual and gender based violence . Establish SOPs which include a referral pathway for survivors.					

Protection (cont.)

ADVANCED PREPAREDNESS ACTIONS (APAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)*	COMMENTS
<p>Provide protection support and inputs to contingency response planning in all sectors (shelter, WASH etc.) to ensure that protection considerations are taken into account. Mainstream protection into sector response strategies and operational plans.</p> <p>P6 Ensure that age, gender and diversity and community-based approaches form the basis for planning and that protection of persons with specific needs is fully factored to strategies and plans (including, for example, child protection).</p>					
<p>Establish a protection monitoring system for refugees that can be activated immediately when an influx takes place (camp or non-camp). Establish a system to systematically monitor findings, analyse and report them, and feed them into the programming of protection and assistance interventions.</p> <p>P7</p>					
<p>Establish an information management system for protection-related data (profiling/vulnerability data, needs assessment data, protection actors etc.)</p> <p>P8</p>					

Basic Needs and Services (food security, WASH, shelter, camp management, education, nutrition, health, NFIs, livelihoods)

ADVANCED PREPAREDNESS ACTIONS (APAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)*	COMMENTS
<p>Assemble an inter-agency rapid assessment team, and agree with partners on the multi-sector rapid needs assessment methodology. Possibly undertake a socio-economic study of the host community / refugees.</p> <p>B1</p>					
<p>Together with senior management, based on consultations with government authorities, decide on the refugee shelter and settlement strategy (non-camp, camp, rural, urban, dispersed etc...?). Take into account the cultural and socio-economic profile of the refugees. Develop the contingency plan accordingly.</p> <p>B2</p>					
<p>Finalise or update response strategies for all sectors to current conditions and take into account protection considerations (such as age, gender and diversity mainstreaming, community based approaches and persons with specific needs). Take into account the cultural and socio-economic profile of the refugees.</p> <p>B3</p>					

Basic Needs and Services (cont.)

(food security, WASH, shelter, camp management, education, nutrition, health, NFIs, livelihoods)

ADVANCED PREPAREDNESS ACTIONS (APAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)*	COMMENTS
<p>If the contingency plan includes the use of cash or vouchers as a (multi-sectoral) assistance tool, then:</p> <ul style="list-style-type: none"> • Conduct a rapid market survey (to identify costs and availability of resources in the local market, including the housing market) • Decide which assistance sectors would use a cash approach (food, non-food items, shelter/housing etc.) • Identify and contract partner(s) for implementation (especially for money transfer (bank or money transfer agency etc.) • Coordinate the cash approach across sectors and agencies. • Agree on SOPs for the implementation of emergency cash assistance, including beneficiary selection criteria, amounts, and systems. Ensure that an age, gender and diversity approach is applied that takes account of persons with specific needs. 					
<p>If camps are considered as a shelter option, then:</p> <ul style="list-style-type: none"> • Identify potential camp locations together with government authorities, conduct site assessments, and agree on site(s); • Assess the maximum hosting capacity of each site and develop a master site plan for each site; • Agree on actors to implement camp assistance sectors, starting with the construction of the camp infrastructure (shelters, WASH facilities, health clinics etc...) and including camp management; • Identify and contract supplier(s) for rental of heavy earth moving equipment for ground and access preparations at the site, as required. 					
<p>Update contact lists for all sectors. Put in place sector level information management systems and processes.</p>					
<p>Assess the capacity of local resources and local/national authorities for all basic services in prioritised sectors. Agree with national authorities on which services they will provide for refugees. Identify what support, if any, national authorities need to enhance their capacity to an adequate level for an emergency response.</p>					

Basic Needs and Services (cont.)

(food security, WASH, shelter, camp management, education, nutrition, health, NFIs, livelihoods)

ADVANCED PREPAREDNESS ACTIONS (APAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)*	COMMENTS
<p>B8 Review the list of partners with emergency response capacity in-country. If additional partners are likely to be needed, verify procedures for registration of international NGOs and other humanitarian agencies. Where necessary, advocate/negotiate for favourable registration processes taking account of access (including appropriate authorizations) to the persons of concern for NGOs and other partners.</p>					
<p>B9 Identify and implement priority projects/activities for the benefit of the refugee hosting community, to strengthen their coping mechanisms and enhance absorption capacity outside of camps where this is a viable strategy. Consult with local government authorities via appropriate channels on their priority needs.</p>					
<p>B10 In case the distribution of in-kind food items is being planned for, WFP decides (5,000+ refugees) on the standard food basket, identifies suppliers and supply routes. WFP establishes the food pipeline. UNHCR to liaise with WFP on the SOPs for distribution, paying attention to age, gender and diversity and the need to reduce/eliminate the risk of exposure to SGBV incidents.</p>					
<p>B11 In case the distribution of in-kind non-food items (NFIs) is being planned for, agree with all partners on the standard kit(s) (family kits – large, small families; single kits). Share the standard kit content with the logistics focal point(s). Put in place SOPs for distribution and identify distribution implementing agencies, paying attention to age, gender and diversity and the need to reduce/eliminate the risk of exposure to SGBV incidents.</p>					

Supply

ADVANCED PREPAREDNESS ACTIONS (APAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)*	COMMENTS
<p>S1 Conduct a stock-gap analysis (inter-agency) of the NFIs/food in stock in country based on the agreed standard NFI kit composition and on the contingency planning scenario (seek support from UNHCR HQ DESS-SMLS, if needed).</p>					
<p>S2 Establish a sourcing strategy and comprehensive procurement plan for goods, services and existing stocks, covering three months of assistance operations seek support from UNHCR HQ DESS-PCMS, if needed). Per item, decide on the sourcing:</p> <ul style="list-style-type: none"> • Local procurement (which supplier?); or • Procurement from strategic stockpiles; or • Other international procurement. 					

Supply (cont.)

ADVANCED PREPAREDNESS ACTIONS (APAS)	STATUS	DATE of last update	FOCAL POINT	BUDGET REQUIREMENT, if any (US\$)*	COMMENTS
S3 Take stock of existing local supply frame agreements (UNHCR, UN, NGO partners) and establish new ones, as feasible and necessary.					
S4 Establish an inter-agency logistics coordination group for the possible refugee emergency.					
S5 Verify that essential relief item stocks for the first response within 72 hours are in-country, based on the contingency plan.					
S6 Together WFP and other relevant partners, review existing transport and warehousing capacities and identify gaps. Undertake training and improvements to the capacity as needed, including identification of the additional capacities as per contingency plan. Take into account insurance-related issues (seek support from UNHCR HQ DESS-SMLS, if needed).					
S7 Ensure that the distribution mechanisms and capacity match the pipeline and that both are adequate to meet the planned-for needs.					
S8 Work with government authorities to establish a special import regime (e.g. waivers) for relief goods during the emergency if existing import and customs procedures are not sufficient for an emergency response. Assess storage capacity at entry points.					
S9 Map out accessibility and constraints to importing, moving, and distributing supplies. (i.e. weather, security, infrastructure, road conditions).					

- Race/Religion - Kayin/Budd.
- Transportation - good (Land/River)
- Communication - good
- Livelihood - Agriculture
- Water (100% source)
- Sanitary latrine - 85%

Influx of 2000 IDP (400 Hhr) to Mying Gy Ngu (? Conflict) in November, 2011.

Depending on situation, estimated time for those people - (6) months



SECTION 4

Scenario-Based Contingency Planning

TASKS	UNHCR	Government	Border	D.S.W	R.R.D	MOH	MOE	UNHCR	MRCs	INGO/NGO
Resettlement	X	X	X		X			X	X	
Food	X		X		X			X	X	
Water			X		X			X	X	
Registration	X	X			X		X	X	X	
Shelter	X		X		X			X	X	
Special care for vulnerable				X				X		
Health			X			X	X	X	X	
Sanitation				X		X	X	X	X	
Protection	X			X	X		X	X	X	

UNHCR, government, and partners develop scenario and location-specific response plans in a contingency plan drafting workshop in 2011. INTERWORKSPHOTO BY J. GOOD

THE PPRE OFFERS A SET of effective tools for managing a lean and effective contingency planning (CP) process with partners once the need has been identified (see Section 2 for more information on refugee emergency risk analysis). The CP process for refugee emergencies is a UNHCR-led activity conducted with partners from the start. The planning group should include concerned NGOs, UN partner agencies, and government wherever possible. Such planning, when done with these key operational partners, is the key to faster and more efficient emergency response that can save lives in the first days and weeks of an emergency.

This section explains the overall purpose and structure of these plans and presents detailed templates to guide you in drafting your own contingency plans with partners at the country-and regional level when required.

1

Focus on the Emergency Response



A scenario-based CP for a refugee emergency should focus on the specific response strategies that the planning partners agree to follow if the planned-for scenario actually occurs. The following key strategic issues should be included in any refugee emergency CP.

- **Refugee protection** should be at the core of the response, starting with planning, advocating and facilitating an **open asylum**

2012, A government staff member hands a family card to a Congolese refugee. After being registered, this refugee will receive a package of non-food aid items and can use this card to get food.

space. The following points should be considered and addressed in the overall response strategy of the CP:

- Access to territory
 - Border monitoring
 - Status determination
 - Registration /documentation
 - Freedom of movement
 - Detention issues
 - Age, Gender and Diversity (AGD) sensitive approach in all assistance sectors
 - Participatory assessment
 - Community mobilization strategies
 - Strategy for maintaining family unity
 - Child Protection
 - Civilian character of asylum
 - Monitoring, mitigation and response to Sexual and Gender Based Violence (SGBV)
 - Identifying and assisting persons with specific needs (PWSN)
- The contingency plan should help to make the national authorities comfortable with allowing refugees to enter their territory, by offering the support of UN and NGOs to assist in managing the influx and in keeping the situation stable. As far as possible and appropriate, the response strategy should be designed around the existing capacity of national authorities to provide assistance services.
 - If there is an ongoing refugee assistance operation in the country, the strategy should consider **adjusting** these **existing assistance systems**, allowing the operation to make the switch to faster-paced emergency systems. For example, switching from individual registration to household registration may be appropriate for a large scale emergency response.

- The protection response strategy must include a clear vision for the rapid implementation of an achievable and appropriate **emergency refugee registration** system.
- The **refugee shelter and settlement strategy** is another important element of the protection response strategy. Decisions in this regard are particularly hard to reverse once taken. Camps are to be considered as the last resort option. The default strategy should first look into how refugees can be accommodated in the host community. Cultural and socio-economic factors, such as the livelihood patterns of the refugees (for example: cattle herders), should also be considered.
- The **assistance strategies for non-camp and camp settings differ fundamentally**. In some contexts, the response strategy may need to include both.
- Depending on the existing capacities of the host country and the rate of the influx, camps may be the only feasible operational option immediately available. In such cases appropriate specific camp locations need to be identified with the host government as part of the response strategy. The response strategy should be based on **field assessments of locations for camps**. Before deciding on a camp location it must be determined if the site is fit for the purpose and sustainable.

Good Practice Standards for Contingency Planners



Several thousand people wait in the no-man's land between Libya and Tunisia in March, 2011. In this emergency situation, many of those waiting in the no-man's land were guest workers, mainly young men, carrying large suitcases with their belongings.

Good practice standards in contingency planning include guidance on the process, content and format of the plan. While the production of a practical CP is only one element of the overall PPRE approach, it is an important one for countries in high-risk situations. It is also one for which clear and uniform guidance has been lacking. This section provides such guidance. A good contingency plan is characterised by the following elements. It:

- Reflects common agreement among key partners (government, UN agencies, key participating NGOs) on the refugee emergency planning scenario, response strategy and preparedness actions
- Includes an adequate, context-specific and realistic protection response strategy which can readily be used as a basis for an operations plan
- Includes specific estimates of refugee numbers, characteristics, and likely crossing points for the planning scenario, yet does not enter in details which may be hard to predict, do not affect general preparedness planning, and which may delay or derail the overall process
- Results in specific actions leading to increased emergency response readiness
- Is concise with a focus on the context-specific response strategy, coordination arrangements, and key strategic decisions
- Is not seen as an end in itself, but reflects key operational decisions and commitments made during the planning process
- Includes a realistic and timely logistics and procurement plan for relief items and/or cash assistance suppliers (vouchers, or transfer mechanism etc.) from local sources, and the anticipated need for international procurement from strategic stockpiles or directly from suppliers (depending on the items/quantities)
- Identifies committed first responders for all sectors, who will provide the services required for the designated sector during the first weeks of the response. It should be clear to participating partner agencies that such a commitment must be firm. If no suitable first responder partner can be identified, then UNHCR is the first responder and field offices must plan for that eventuality
- Includes the budget and other resource needs for the first three months of operations, including the needs of all partners involved

Regional-Level Contingency Planning



UNHCR PHOTO BY J. KOHLER

Regional contingency planning may be done whenever planners believe the crisis situation developing in one country may lead to an outflow of refugees into more than one receiving country. However, not every multinational refugee emergency requires regional contingency planning. It becomes a humanitarian imperative when the coordination of the planning among the concerned national responses could mean more effective emergency operations and a reduced

In Zaatari refugee camp for Syrian refugees in Jordan, UNHCR field staff visit a WFP food distribution centre on a routine monitoring visit in 2013. The Syrian refugee crisis has had immense regional impact, affecting Iraq, Turkey, Jordan, and Lebanon.

suffering and loss of life. This can occur when regional logistics and or politics require multinational agreements for access to refugee sites, for example. Donors and key government authorities may also require a coordinated response, mutual support and conformity of strategies and service delivery levels across multiple country operations.

IMPLEMENTING REGIONAL CONTINGENCY PLANNING (CP)

Regional-level contingency planning may be initiated after country-level contingency planning has already begun, as in the case where an emergency scenario gradually grows to include more possible refugee-receiving countries. In this case, regional planning should build from and strengthen existing CPs that are already in place at the country level.

In other situations regional-level contingency planning may be initiated directly at the Regional or Headquarters levels in order to focus attention and to provide guidance for the country-level planners. This typically occurs when the scale of the potential crisis is large enough to merit this level of concern from the beginning. In either case, regional contingency planning is initiated either by a UNHCR Regional Bureau, a Regional Refugee Coordinator, or by the Assistant High Commissioner (Operations), depending on the situation.

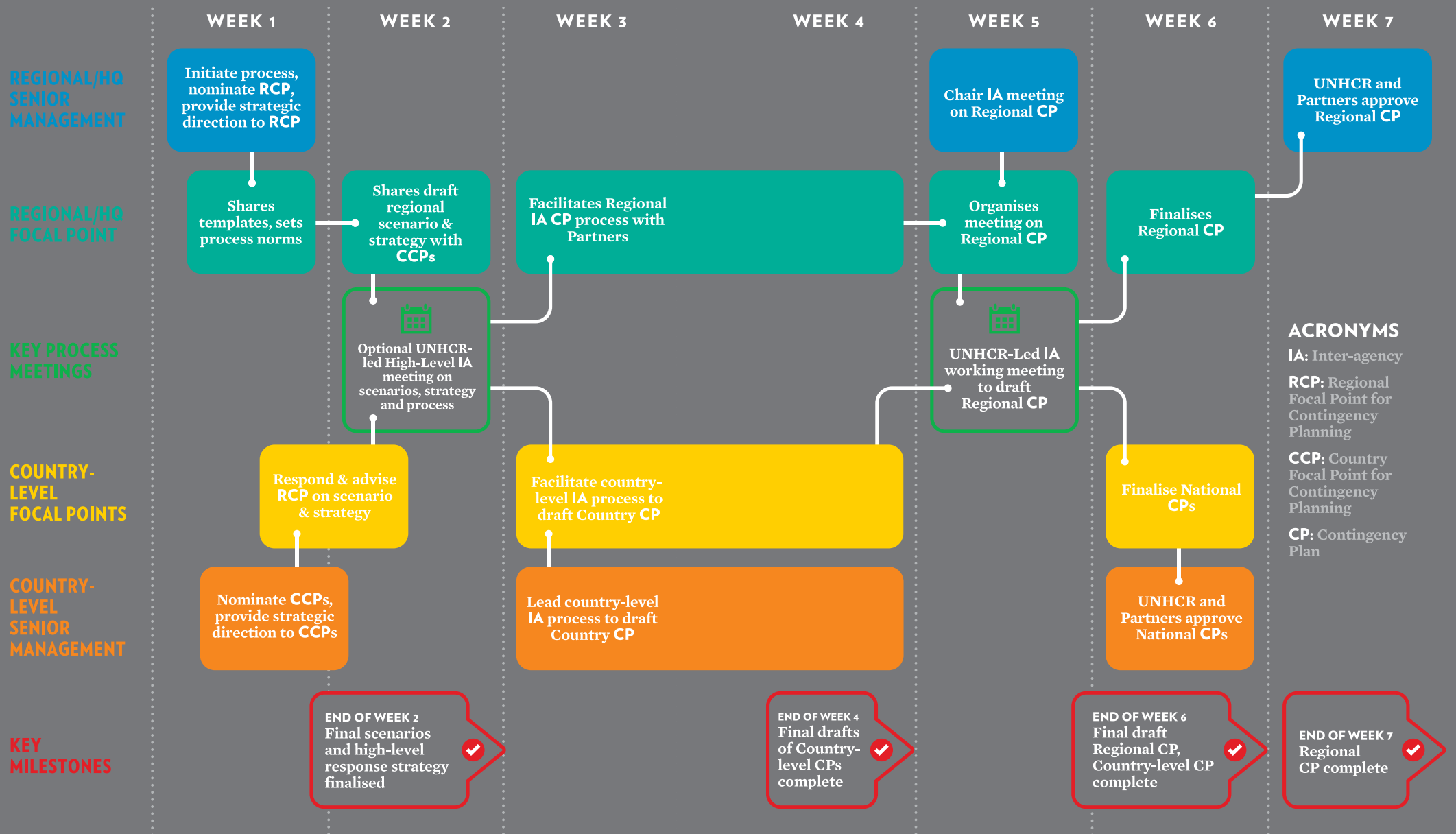
THE REGIONAL CP PROCESS

Once initiated, the regional CP process should typically follow the sequence below.

- 1 Initiate Contingency Planning (or update existing plan)
- 2 Identify focal points, including a Regional Contingency Planning Focal Point (RCP) and Country Contingency Planning Focal Points (CCPs) for each country involved
- 3 Draft the regional planning scenario using the regional CP Template described later in this Section (in consultation with UNHCR and partners in the country of origin).
- 4 Draft the regional strategic objectives and response strategy using the regional CP Template
- 5 Share the draft regional planning scenario and strategy shared with the affected CCPs for comments, together with the Template for the Country Contingency Plan in order to achieve coherent regional planning in the same format
- 6 Finalise the regional planning scenario and strategy and send to all affected countries
- 7 Facilitate the individual country-level contingency planning processes in concordance with the regionally agreed regional scenario. Develop each country-level planning scenario as a logical component of the overall regional scenario.

- 8 Finalise the draft regional CP based on the complete (or substantive drafts) country CPs and regional analysis. This is best done in an inter-agency regional CP meeting with key UN and NGO partners to; review the country CP drafts, develop the core components of the regional CP, and validate the overall process and product draft plan.
- 9 Finalise the regional CP, incorporating the country-level CPs in Annex, and share with all concerned partners
- 10 Establish a timeframe for the next review of the regional contingency plan

Overview of the Regional CP Process



THE REGIONAL-LEVEL CP TEMPLATE

The PPRE offers a pre-designed template to systematise decisions taken during the planning process and to aid in drafting the plan. The template provides useful prompts to help you include the key elements that should be considered (scenarios and strategic response decisions, for example) and to avoid overly long and heavy documents. Particularly for regional CP processes, the use of a shared template greatly assists in harmonizing the different country-level CPs involved and facilitates the creation of the overall regional CP.

Regional-Level CP Template

is also available online on the Refugee Emergency Preparedness Hub

<https://portal.unhcr.org/emergency>

Regional Level

Refugee Contingency Plan Template

PPRE Annex 7e

Introduction: *How to Use This Template*

- This template can be used to create a refugee CP at the regional level. A CP document is a record of the decisions taken during the planning process and is not an end in itself. It reflects serious policy decisions and commitments towards future actions, and therefore must involve senior decision makers with the appropriate authority.
- The CP must reflect agreement at the regional level among partners (including government authorities, UN, NGOs, possibly regional government bodies, as appropriate in the context).
- The **purpose of a regional CP** is to achieve a coordinated strategic vision, across several affected countries, including the scenarios, the macro-level response objectives, and the response strategy. The regional CP provides both guidance for country level contingency planning and summarises country specific planning. Operational details are to be included in the country level CPs.
- The regional response strategy should be short, concise, and clear, focussing on priority response needs. The CP must not be overloaded with too many details and complex response planning.

Blue text = Annotations for planners, (template users will delete the blue script and replace it with their own when creating their actual CP)

Black text = CP structure, main headings, key tables and matrices.

CP Template Regional.doc



Regional-Level CP Template

How to Use This Template

This template should be used to create a refugee emergency CP at the regional level. A CP document is a record of the decisions taken during the planning process and is not an end in itself. It reflects serious policy decisions and commitments towards future actions, and therefore must involve senior decision makers with the appropriate level of authority to make such commitments. Those involved in drafting the regional CP should adhere the following concise guidelines on intent, content, and format:

- The CP must reflect agreement at the regional level among partners (including government authorities, UN, NGOs, possibly regional government bodies, as appropriate in the context).
- The purpose of a regional CP is to achieve a coordinated strategic vision, across several affected countries, including the scenarios, the macro-level response objectives, and the response strategy. The regional CP provides both guidance for country-level contingency planning and summarises country specific planning. Operational details are to be included in the country level CPs.
- The regional response strategy should be short, concise, and clear, focussing on priority response needs. The CP must not be overloaded with too many details and complex response planning.

BLUE TEXT =

Annotations for planners, (template users will delete the blue script and replace it with their own when creating their actual CP)

BLACK TEXT =

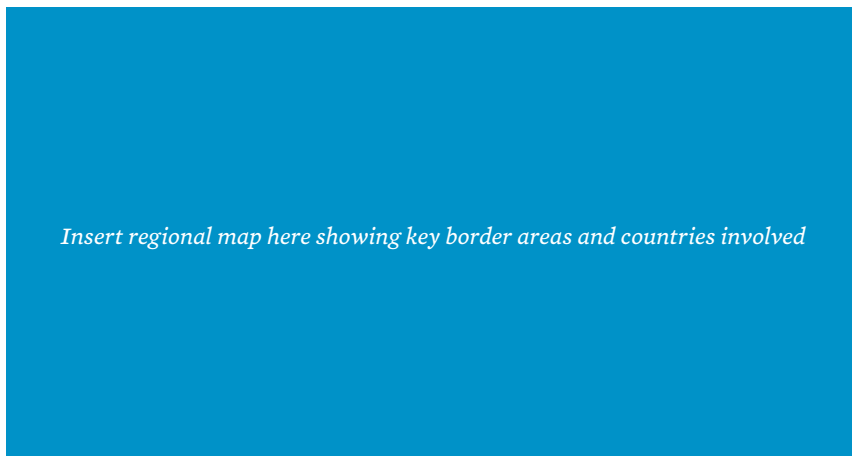
CP structure, main headings, key tables and matrices.

[...CP NAME...] - Situation Regional Refugee Contingency Plan

COUNTRIES COVERED:

[...COUNTRY...]	[...COUNTRY...]	[...COUNTRY...]
[...COUNTRY...]	[...COUNTRY...]	[...COUNTRY...]

(add or remove rows to table above for region as applicable...)



TIME PERIOD COVERED	[Date] to [Date]
VERSION	[Date (Draft or Final)]
NEXT UPDATE DUE BY	[Date]
REGIONAL CP FOCAL POINT	[Name] [Title] [E-mail] [Tel. number]
PARTICIPATING PARTNERS	[List all partners]

Executive Summary

- ✔ *Draft a summary of the regional contingency plan, covering the agreed planning scenario, principle objectives, broad lines of the response strategy and main additional resource needs for the response;*
- ✔ *It may be helpful to first fill out the rest of this template and then complete this page.*
- ✔ *Highlight key issues and potential gaps.*
- ✔ *Maximum two pages.*

1. Regional Context and Planning Scenario

1.1 CURRENT CONTEXT

Situation in the country of origin [name of country]

This section should in principle be identical in all country level CPs.

- ✓ Provide a short outline of the situation in the country from where potential refugee movements originate (two paragraphs);
- ✓ Briefly describe the profile of the population which may become refugees (for example: urban or rural, cultural context, language, ethnic, religious affiliations, etc.);
- ✓ Briefly describe the profile of other nationals in the country of origin that may be affected:
 - Refugees hosted by the country (which nationalities, statistics);
 - Third-country nationals (migrants).

1.2 PLANNING SCENARIOS

This section reflects the agreement on the risk analysis and planning scenario, which will be applicable to all concerned country level CPs. Nevertheless, there may be specifics within the scenario for the different countries affected. These specifics are included in the country level CPs.

Risk Analysis for Refugee Mass Movements

- ✓ Describe the risk analysis for refugee mass movements.
- ✓ Reflect on the possible worst case and best case scenarios in terms of possible developments in the country of origin (two paragraphs max.)
- ✓ Describe how governments in the region are predicted to initially manage the refugee movements.

Chosen Planning Scenario

- ✓ Briefly describe the chosen planning scenario (4 paragraphs max.).
- ✓ Include the following elements:
 - Key reason(s) this scenario was chosen for CP. Usually, planners would choose the most likely scenario. In some cases, the context may require to plan for the scenario with the greatest impact, or to plan for responses not covered by existing protocols and plans.
 - Main points of population outflow from the country of origin. Which neighbouring countries would be most affected?
 - Estimated daily outflow rate per country.

REFUGEE POPULATION PLANNING FIGURES

(covering the time period from [Date] to [Date])

REFUGEE RECEIVING COUNTRIES	CURRENT REFUGEE POPULATION (if applicable)	PLANNING SCENARIO	
	REFUGEE POPULATION of the same nationality already in country, as of [date]	PLANNING FIGURE (INDIVIDUALS) additional refugee arrivals	TOTAL REFUGEE POPULATION
[COUNTRY 1]			
[COUNTRY 2]			
[COUNTRY 3]			
REGIONAL TOTAL	# Total Refugees already outside country of origin	# Total Regional CP Planning Figure	# Regional Total (= refugees already outside of CoO + planning figure)

Planning Figures for Other Population Groups

- ✓ If applicable, briefly describe the planning figures for other groups possibly arriving:
 - Refugees repatriating;
 - Other refugees in continued need of asylum;
 - Migrants repatriating;
 - Third-country nationals (migrants).

2. Regional Strategic Objectives of the Refugee Response

This section can be used to set specific standards for cross-cutting priority issues of strategic importance, with a view to harmonize and coordinate the response across several countries. While the needs, and the response strategy, in each of the potential host countries will likely differ, regional strategic objectives set the guiding framework for contingency and response planning for all countries involved. Ideally, the same strategic objectives are retained in all country level CPs.

- ✔ *Develop up to five strategic objectives for the response plan in bullet-point form. All activities undertaken under the plan need to be consistent with these overall objectives.*

Strategic Objective 1

For example:

Refugees from Randomistan enjoy protection and access to territory for asylum, in accordance with minimum protection and assistance standards (including admission, non-refoulement, registration and documentation, assurance of basic security and other human rights standards).

Strategic Objective 2

For example:

New arrivals from Randomistan are assisted with timely, life-saving settlement solutions and humanitarian assistance services, taking into account that arrivals may not be able to repatriate for at least six months.

Strategic Objective 3

For example:

Assistance services make maximum use of existing national capacities, are well coordinated to prevent duplication, and are appropriate to the climate in host countries.

3. Coordination Structure for the Response

3.1 REGIONAL COORDINATION

- ✔ *Provide a short description of the regional coordination structure, if any.*

3.2 [COUNTRY 1]

- ✔ *Insert copy paste from country level CPs section 3 (see country level template)*

3.3 [COUNTRY 2]

- ✔ *Insert copy paste from country level CPs section 3 (see country level template)*

3.4 [COUNTRY 4]

- ✔ *Insert copy paste from country level CPs section 3 (see country level template)*

4. Protection Response Strategy by Country

4.1 REGIONAL RESPONSE STRATEGY

- ✓ Develop a concise regional strategy statement, outlining the required commonalities for all countries concerned, and where country level response strategies may differ (max. 1 page). Basic regional strategy topics to cover in this section (among others) may include:

- Access to territory and asylum;
- Status granted to new arrivals;
- Emergency Registration Standard;
- Civilian character of asylum (how will armed elements be separated from civilians, who will manage reception arrangements for non-civilians)
- Considerations for shelter and settlement strategies at country level;
- If applicable: Mixed population flows - How will third country nationals and returnees in crisis be assisted?

4.2 [COUNTRY 1] RESPONSE STRATEGY

- ✓ Insert copy paste from country level CP section 4.1 (see country level template)

4.3 [COUNTRY 2] RESPONSE STRATEGY

- ✓ Insert copy paste from country level CP section 4.1 (see country level template)

4.4 [COUNTRY 4] RESPONSE STRATEGY

- ✓ Insert copy paste from country level CP section 4.1 (see country level template)

5. Data, Communication and Fundraising

5.1 OPERATIONAL INFORMATION MANAGEMENT (DATA)

- ✓ Draw on the refugee information management strategy (available online at <http://data.unhcr.org/imtoolkit/>) to describe the regional IM plan and structure
- ✓ Include details in annex

5.2 PUBLIC INFORMATION

If required, seek support from the UNHCR HQ DER-PI focal point for your country, or from your Regional PI Officer.

- ✓ Media contact points (regional and country level)
- ✓ If possible, include key messages for the situation

5.3 RESOURCE MOBILISATION

If required, seek support from the UNHCR HQ DER-DRRM focal point for your country, or from your regional External Relations Officer.

- ✓ Highlight if there are existing fundraising structures in the countries concerned (CAP or other appeal)
- ✓ Describe if and what kind of UNHCR-led (inter-agency?) appeal will be launched.
- ✓ Indicate who would take the lead on developing the appeal
- ✓ Describe the fundraising strategy, if there are specific elements
- ✓ Prepare for the possibility of an early CERF submission

6. Contingency Plan Focal Points

COUNTRY	NAME, TITLE	TELEPHONE	E-MAIL
Regional			
[Country 1]			
[Country 2]			
[Country 3]			
[Country 4]			

7. Annexes

The following is a list of suggested annexes. Templates for all annexes are included in the CP Tool Kit. The list can be expanded or reduced as appropriate.

1. *Country-level inter-agency refugee contingency plans:*
 - a. *Country 1*
 - b. *Country 2*
 - c. *Country 3*
 - d. *Country 4*
2. *Inter-agency contact list of regional CP partners*
3. *Regional Preparedness Matrix*
4. *Regional Stock – Gap Analysis (non-food items) for the selected planning scenario*
5. *Regional Supply Plan for the planning scenario*
6. *Regional costing and budget summary for the first three months, including the inter-agency implementation costs of all country level plans*
7. *Map of the Region.*

Country Level Contingency Planning



UNHCR PHOTO BY F. NOY

In many planning situations it may be foreseen that a potential refugee emergency scenario may only affect a single receiving country. In this case, no regional CP is required and the country level planners work with partners to develop their own scenario and CP when required. It should be noted, however, that whenever risk analysis of a potential refugee scenario results in a “high risk” finding, that regional and HQ counterparts should be immediately notified. Further, if such

A refugee from the Democratic Republic of Congo collects non-food items from a UNHCR distribution in Betou, Republic of Congo.

scenarios are deemed at the Regional or HQ levels to have regional significance, then the regional CP process should also be started and should work in harmony with the country-level CP process(es).

CONTINGENCY PLANNING PROCESS AT THE COUNTRY LEVEL

Country-level contingency planning is one of the required Advanced Preparedness Actions (APAs) – refer to Section 3 for a full description of the APA Check-

list. Contingency planning is initiated either by the UNHCR Representative, by the concerned Regional Office, or by the UNHCR HQ Regional Bureau, depending on the situation. At the country level the refugee emergency CP process must involve suitable planning partners from concerned response agencies. Once the process is initiated, it should typically follow the steps described on the following page.

COUNTRY LEVEL CONTINGENCY PLANNING PROCESS STEP BY STEP

- 1 Initiate the CP process (or update existing plan)
- 2 Consult with the government on scenarios and the national capacities to respond
- 3 Nominate a Country Level Contingency Planning Focal Point (CCP) and launch a UNHCR-led inter-agency task force with UN and NGO participation (the RC/HC and UNCT/HCT must be kept informed throughout the process)
- 4 Draft the planning scenario using the Country Level CP Template in consultation with UNHCR and partners in the country of origin where possible. In situations where this CP is a part of a larger Regional CP, coordinate scenarios, strategies, and format with the Regional Contingency Planning Focal Point (RCP).
- 5 Develop the coordination structure and draft of the context-specific response strategy (sections 3 and 4.1 of the CP Template)
- 6 Discuss and agreed upon coordination structure and response strategy with the UNHCR-led inter-agency task force
- 7 Develop sector level response strategies (if sector-specific coordination groups are already in place in the country, seek their input)

- 8 Circulate the complete draft refugee emergency CP for comments, as appropriate, with key Government, UN and NGO partners, when part of a regional CP, share with the RCP as soon as possible
- 9 Prepare an estimated budget costing for the first three months of the anticipated emergency operation together with UN and NGO partners
- 10 Finalise and validate the CP. If the CP forms part of a regional CP, the final version must be shared with the RCP.

Next steps:

- 11
 - Identify and agree on specific trigger(s) for the activation of the contingency plan;
 - Agree on a timeframe for the next review of the CP.

COUNTRY LEVEL CP TEMPLATE

The country-level CP template is similar to the Regional-Level CP Template, except that it is more detailed in terms of providing space for specific contacts, sectoral response programme responsibilities, and local context considerations. If there is also a regional CP process ongoing, the planning scenarios and key strategies should be consistent between the country-level and regional-level CPs. This harmonization of the CPs will be the primary responsibility of those assigned as focal points to the process - the RCP and the various CCPs involved.

Country Level CP Template

is also available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

Country Level

Refugee Contingency Plan Template

PPRE Annex 7d

Introduction: *How to Use This Template*

- This template can be used to create a refugee CP at the country level. A CP document is a record of the decisions taken during the planning process and is not an end in itself. It reflects serious policy decisions and commitments towards future actions, and therefore must involve senior decision makers with the appropriate authority.
- The CP must reflect agreement among partners (including government authorities, UN, NGO and civil society partners involved in the expected response, as appropriate in the context).
- The guidance in this template is geared towards refugee influxes. However, the template can also be used for voluntary repatriation operations. In this case, the word "refugee" in the headings should be replaced with "returnee". Note that the response strategy considerations are different for return operations and are not specifically outlined here.
- Completing this CP template and the planning process will result in the following:
 - A clear and practical context specific response strategy;
 - An analysis of needed resources to adequately manage the planned for scenario;
 - Re-allocation of existing resources, or additional resources, when required and appropriate;
 - An appropriate and timely response towards the protection of refugees, including meeting their basic needs.
- The final CP document must not be overloaded with too many details and overly complex response planning. Detailed operational plans per sector or highly detailed resource inventories, maps, and other supporting documentation should be included in the Annexes at the end of this document.
- The final CP without the annexes should be 20 pages or less.

Blue text = Annotations for planners, (template users will delete the blue script and replace it with their own when creating their actual CP)

Black text = CP structure, main headings, key tables and matrices.

CP Template Country.doc



Country Level CP Template

How to Use This Template

This template should be used to create a refugee CP at the country level with key planning partners. A CP document is a record of the decisions taken during the planning process and is not an end in itself. It reflects serious policy decisions and commitments towards future actions, and therefore must involve senior decision makers with the appropriate authority to make such commitments. Those involved in drafting the country-level CP should adhere to the following concise guidelines on intent, content, and format:

- The CP must reflect agreement among partners (including government authorities, UN, NGO and civil society partners involved in the expected response, as appropriate in the context).
- The guidance in this template is geared towards refugee influxes. However, the template can also be used for voluntary repatriation operations. In this case, the word “refugee” in the headings should be replaced with “returnee”. Note that the response strategy considerations are different for return operations and are not specifically outlined here.
- Completing this CP template and the planning process will result in the following:
 - A clear and practical context specific response strategy;

- An analysis of needed resources to adequately manage the planned for scenario;
- Re-allocation of existing resources, or additional resources, when required and appropriate;
- An appropriate and timely response towards the protection of refugees, including meeting their basic needs.

- The final CP document must not be overloaded with too many details and overly complex response planning. Detailed operational plans per sector or highly detailed resource inventories, maps, and other supporting documentation should be included in the Annexes at the end of this document.
- The final CP without the annexes should be 20 pages or less.

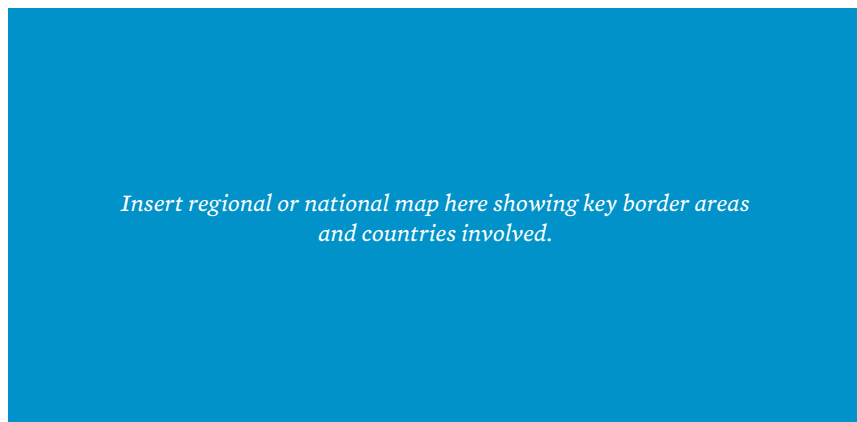
BLUE TEXT =

Annotations for planners, (template users will delete the blue script and replace it with their own when creating their actual CP)

BLACK TEXT =

CP structure, main headings, key tables and matrices.

[...CP NAME...] – Situation Refugee Contingency Plan – [...COUNTRY...]



TIME PERIOD COVERED	[Date] to [Date]
VERSION	[Date (Draft or Final)]
NEXT UPDATE DUE BY	[Date]
UNHCR CP FOCAL POINT	[Name] [Title] [E-mail] [Tel. number]
FORMS PART OF A REGIONAL CP?	[Yes / No]
REGIONAL CP FOCAL POINT	[Name] [Title] [E-mail] [Tel. number]
PARTICIPATING PARTNERS	[List all partners]

1. Context and Scenarios

5.4 CURRENT CONTEXT

Situation in the Country of Origin [name of country]

- ✓ Briefly describe country situation in one or two paragraphs;
- ✓ Briefly describe the profile of the population which may become refugees (for example: urban or rural, cultural context, language, ethnic, religious affiliations, etc.);
- ✓ Briefly describe the profile of other nationals in the country of origin that may be affected:
 - Refugees hosted by the country (which nationalities, statistics);
 - Third-country nationals (migrants).

Response Capacity and Operational Context in the Refugee Receiving Country [name of country]

- ✓ Briefly describe your country context (one paragraph);
- ✓ Briefly describe the existing response capacities in the refugee-receiving country (including, for example, government and NGO partners);
- ✓ Provide an overview of existing laws and norms relating to refugee asylum procedure and established procedures for reception of mass influx under national legislation, precedent, or recent practice, as appropriate (one paragraph).

5.5 PLANNING SCENARIO

If this CP forms part of a regional CP, the risk analysis and scenario description should be identical in all country level CPs. In this case, the section may be pre-drafted by the regional focal point.

Risk Analysis for Refugee Mass Movements

- ✓ Describe your risk analysis for refugee movements;
- ✓ Provide a brief narrative on the possible worst case and best case scenarios, in terms of possible developments in the country of origin (two paragraphs max.).

Planning Scenario

☑ Briefly describe your chosen planning scenario. Include the following elements (in total four paragraphs max.):

- Key reason(s) this scenario was chosen for CP. Usually, planners would choose the most likely scenario. In some cases, the context may require to plan for the scenario with the greatest impact, or to plan for responses not covered by existing protocols and plans.
- Profile of the arriving refugees (for example: urban or rural, cultural context, language, ethnic, religious affiliations, etc.); and the profile of other groups arriving (1. Third-country refugees hosted by the country of origin; 2. Labour migrants; 3. Refugees repatriating to your country).
- Likely border entry points;
- Estimated daily arrival rate and the total number of refugees expected to arrive (use the table below for the total);
- Key features of expected arrival area(s) (landscape, climate, local towns/communities, urban or rural, accessibility, local levels of violence or criminality, etc.)

REFUGEE POPULATION PLANNING FIGURES

(covering the time period from [Date] to [Date])

CURRENT REFUGEE POPULATION (if applicable)	PLANNING SCENARIO	
REFUGEE POPULATION of the same nationality already in country, as of [date]	PLANNING FIGURE (INDIVIDUALS) additional refugee arrivals	TOTAL REFUGEE POPULATION
# Refugees already in-country	# CP Planning Figure	# Total (= refugees in-country + planning figure)

Planning Figures for Other Population Groups Arriving

☑ If applicable, briefly describe the planning figures for other population groups possibly arriving:

- Refugees repatriating;
- Other refugees in continued need of asylum;
- Migrants repatriating;
- Third-country nationals (migrants).

2. (Regional) Strategic Response Objectives

The “Regional” heading here is to be retained only if there is a regional plan, otherwise this section is called “Strategic Response Objectives”. If there is a regional CP, this section may be pre-filled/coordinated by the regional CP focal point.

- ✔ *Develop up to five macro-level Strategic Objectives (no less than three) for the response plan in bullet-point form. All activities proposed under the plan need to be consistent with these overall objectives.*

Strategic Objective 1

For example:

Refugees from Randomistan enjoy protection and access to territory for asylum, in accordance with minimum protection and assistance standards (including admission, non-refoulement, registration and documentation, assurance of basic security and other human rights standards).

Strategic Objective 2

For example:

New arrivals from Randomistan are assisted with timely, life-saving settlement solutions and humanitarian assistance services, taking into account that arrivals may not be able to repatriate for at least six months.

Strategic Objective 3

For example:

Assistance services make maximum use of existing national capacities and are well coordinated to facilitate standardized and equitable support from partner responders, prevent duplication, and are appropriate to the harsh winter climate in Alpistan.

3. Coordination Structure for the Response

Include details in Annex (see coordination structure template). The response matrix (see section 5 below) must contain the same sector coordinators.

- ✔ *Summarise the existing refugee response coordination arrangements in the country (one paragraph);*
- ✔ *In support of the host government lead, describe how the refugee emergency will be coordinated at the national level (UNHCR-led task force with participation of which UN and NGO partners)? Consider if development agencies should be included, given their knowledge of the communities and networks?*
- ✔ *Specify which existing (sector) working groups will be used, and which additional ones should be established, and who will coordinate each working group. Specify sector coordination arrangements at national and sub-national level, as appropriate.*

4. Response Strategy

The content for the following points in this section describes the practical strategy envisioned for responding to the potential refugee emergency in the country of asylum. It is the basic premise of the CP and reflects what partners agree will be the best way to respond to the planning scenario.

8.1 OVERALL RESPONSE STRATEGY

If there is a regional CP, this section 4.1 is copied as country input into the regional plan.

- ✓ *Develop a macro-level scenario- and context- specific response strategy narrative (not longer than one page). It should outline the best achievable approach to be followed to ensure the protection of the arriving refugees. Basic strategy questions to answer in this section (among others) may include:*
 - *How to achieve the key refugee protection objectives (Access to territory, refugee emergency registration, civilian character of asylum (how will armed elements be separated from civilians, who will manage reception arrangements for non-civilians), security of refugees/asylum seekers (including distance from border), prevention of and response to sexual and gender based violence, child protection, persons with specific needs etc.);*
 - *Refugee shelter and settlement strategy: Where will the population be settled (upon arrival/medium term – specify locations). Urban locations, rural, scattered, camps? What services need to be provided at the various stages (entry points, way stations, transit locations, settlement) and to whom (refugees, host community, authorities)?*
 - *In light of the national capacities and the context, which are the priority assistance sectors to cover gaps? Highlight key cross-cutting protection concerns for all sectors.*
 - *Use of cash assistance as a tool to deliver assistance? For which sectors?*
 - *If applicable: Mixed population flows - How will third country nationals and returnees in crisis be assisted?*

8.2 PROTECTION

- ✓ *Outline the operational response strategy for:*
 - *Access to territory and asylum*
 - *Protection and border monitoring*
 - *Implementation of the Refugee Emergency Registration (details of registration locations and workforce required should be included here)*
 - *Civilian character of asylum*
 - *Prevention of and response to sexual and gender based violence*
 - *Child protection*
 - *Identification of and support to persons with specific needs*

8.3 ESSENTIAL SERVICES FOR NON-CAMP BASED REFUGEES (LIVING SCATTERED IN URBAN/RURAL AREAS)

This section should only be included if some or all refugees will be settled in the community. Which sectors are included will depend on the above overall response strategy and should reflect emergency priorities – the sector table below can be adjusted as required. Detailed sector response strategies should be included in annex.

- ✓ *Complete the table below. Describe sector-specific response strategies in bullet points; the section should not contain any further narrative (all sector details can be annexed)*
- ✓ *Any support to the host community should be integrated in the sector strategies, as appropriate.*

RESPONSE STRATEGIES BY SECTOR for refugees living in non-camp situations (if applicable)

OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS
PROTECTION (including Monitoring, Registration, SGBV, Child Protection, PWSN)		
• Objectives in bullet points • ...	• Short List in bullet points • ...	Quantified performance indicators (first three months of the response)
SHELTER, HOUSING AND OTHER INFRASTRUCTURE		
<p>Example:</p> <ul style="list-style-type: none"> • Assist new arrivals in renting urban shelter space • Protect vulnerable refugees in rental apartments from eviction (see attached vulnerability criteria); • Increase the absorption capacity of host families through shelter material distribution. 	<p>Example:</p> <ul style="list-style-type: none"> • Distribute US \$75 (once) to all newly arriving families at way stations • Identify vulnerable refugees at risk of eviction; • Distribute US \$75/month to vulnerable refugees in rental apartments; • Identify host families in need of shelter material; • Distribute shelter material kits to host families. 	<p>Example:</p> <ul style="list-style-type: none"> • All 50,000 new arrivals (10,000 families) are sheltered in urban areas upon arrival, using the shelter cash grant; • 10,000 vulnerable asylum seekers (2,000 families) are not evicted from their rental apartments; • 5,000 host families can shelter refugees in accordance with minimum standards.
BASIC DOMESTIC AND HYGIENE ITEMS (NFIS)		
•	•	•
FOOD SECURITY		
•	•	•
HEALTH		
•	•	•
NUTRITION		
•	•	•

WASH		
•	•	•
EDUCATION		
•	•	•
LIVELIHOODS		
•	•	•

8.4 ESSENTIAL SERVICES FOR CAMP BASED REFUGEES, (INCLUDING COLLECTIVE AND TRANSIT CENTRES)

This section should only be included if some or all refugees will be settled in camps. Which sectors are included will depend on the above overall response strategy and should reflect emergency priorities – the sector table below can be adjusted as required. Detailed sector response strategies should be included in annex.

- ✓ Complete the table below. Describe sector-specific response strategies in bullet points; the section should not contain any further narrative (all sector details can be annexed)
- ✓ Any support to the host community should be integrated in the sector strategies, as appropriate.

RESPONSE STRATEGIES BY SECTOR for refugees living in camp situations (if applicable)

OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS
PROTECTION (including Monitoring, Registration, SGBV, Child Protection, PWSN)		
• Objectives in bullet points • ...	• Short List in bullet points • ...	Quantified performance indicators (first three months of the response)
CAMP COORDINATION AND CAMP MANAGEMENT		
•	•	•
SHELTER AND SITE CONSTRUCTION		
Example: • Shelter new arrivals in two camp sites identified by the government of Alpistan	Example: • Plan and construct two camps for 50,000 refugees • Provide 10,000 tents	Example: • Two camps are constructed and inhabited • 50,000 refugees have adequate shelter
BASIC DOMESTIC AND HYGIENE ITEMS (NFIS)		
•	•	•
FOOD SECURITY		
•	•	•
HEALTH		
•	•	•
NUTRITION		
•	•	•

WASH		
•	•	•
EDUCATION		
•	•	•
LIVELIHOODS		
•	•	•

8.5 SUPPLY

- ✔ Provide a short description here of the procurement strategy, logistics management, warehouse locations, and additional resources needed. Describe accessibility issues (weather conditions, security) and condition of existing infrastructure (max. 1 page) Include any additional details in the Annex (such as maps, stock-gap analysis, agreed composition of standard NFI kit, maps)

5. Response Matrix

Agree with planning partners on who will implement the immediate response measures, and will participate in needs assessment, during the first month of the operation. “First Responder” is a commitment of engagement by partners. In case there are no other first responders for a sector (incl. government agencies), UNHCR commits to this role. In this section “Co-coordinator” corresponds to the sector coordinators identified above in section 3 “Coordination Structure”.

✔ Complete the appropriate table(s) below.

REFUGEES LIVING IN NON-CAMP SITUATIONS (if applicable)

	(CO-) COORDINATOR	FIRST RESPONDER(S)	ALL RESPONDERS
PROTECTION Incl.: Monitoring, Physical Security, Registration, SGBV, Child Protection, PWSN	UNHCR, Government	(May include multiple partners)	
SHELTER, HOUSING AND OTHER INFRA-STRUCTURE			
BASIC DOMESTIC AND HYGIENE ITEMS (NFIS) Incl. distribution services			
FOOD SECURITY			
HEALTH			
NUTRITION			
WASH			
EDUCATION			
LIVELIHOODS			
SUPPLY Incl.: Logistics, warehousing, procurement, transport of relief items.			

REFUGEES LIVING IN CAMP SITUATIONS (if applicable)

	(CO-) COORDINATOR	FIRST RESPONDER(S)	ALL RESPONDERS
PROTECTION incl.: Monitoring, Physical Security, Registration, SGBV, Child Protection, PWSN	UNHCR, Government	(May include multiple partners)	
CAMP COORDINATION AND CAMP MANAGEMENT			
SHELTER AND SITE CONSTRUCTION			
BASIC DOMESTIC AND HYGIENE ITEMS (NFIS) Incl. distribution services			
FOOD SECURITY			
HEALTH			
NUTRITION			
WASH			
EDUCATION			
LIVELIHOODS			
SUPPLY Incl.: Logistics, warehousing, procurement, transport of relief items.			

6. Staff Safety and Security in the Operational Context

- ✓ *Briefly describe the safety and security context for humanitarian workers in the operational area;*
- ✓ *Summarise the main recommendations for mitigating measures.*

7. Data, Communication and Fundraising

11.1 OPERATIONAL INFORMATION MANAGEMENT (DATA)
Draw on the refugee Emergency Information Management Strategy and Toolkit (available from UNHCR HQ DPSM-FICCS) to describe the IM plan and structure.

- ✓ *Describe the macro-level information management strategy, including if an IM web-portal will be required (available online at <http://data.unhcr.org/intoolkit/>)*

11.2 MASS COMMUNICATION (WITH PERSONS OF CONCERN)

- ✓ *Describe the mass communication plan with refugees/host communities (message coordination, channels, media, coordination...)*

11.3 PUBLIC INFORMATION

If required, seek support from the regional PI focal point for the country (UNHCR HQ DER-PI can be contacted for support).

- ✓ *Include media contact points in the UNHCR office*
- ✓ *If possible, include key PI messages for the situation*

11.4 RESOURCE MOBILISATION

If required, seek support from the regional external relations focal point for the country (UNHCR HQ DER-DRRM can be contacted for support).

- ✓ *Highlight if there are existing fundraising structures in-country (CAP or other appeal)*
- ✓ *Describe if and what kind of UNHCR-led (inter-agency?) appeal will be launched*
- ✓ *Indicate who would take the lead on developing the appeal*
- ✓ *Describe the fundraising strategy, if there are specific elements for the country*
- ✓ *Prepare for the possibility of an early CERF submission*

Annexes

This is a list of suggested annexes. Templates for all annexes are (or will be) included in the CP Tool Kit. The list can be expanded or reduced as appropriate.

1. *Coordination structure*
2. *Detailed sector response strategies (as appropriate)*
3. *Estimated budget for the first three months: Budget for the response to the chosen planning scenario (must include budgets of all participating actors)*
4. *Administrative support plan (offices, vehicles, staffing, ICT etc.)*
5. *Contact list government authorities*
6. *Contact list UN and NGO actors*
7. *Sector gap analysis chart*
8. *Results of camp site assessments and camp layout (if appropriate)*
9. *Camp coordination matrix (if applicable)*
10. *Standard family NFI kit (agreed upon by all relevant actors)*
11. *List of frame agreements with NFI suppliers in place*
12. *Customs clearance procedures and timelines;*
13. *NFI stock - gap analysis against contingency scenario; international procurement needs from stockpiles and/or directly from suppliers;*
14. *Map of Country (ideally marked with: entry points, site locations, health facilities, warehouses, supply routes).*



Efficient emergency response requires good tools and formats for coordinating a wide-ranging set of information and for record keeping. UNHCR staff are shown here working with members of Muslim Aid to distribute humanitarian relief items in Sri Lanka in 2006. Contingency planners working towards more efficient operations develop and use these tools before they are needed.

UNHCR PHOTO BY N. NG

SECTION
5

Contingency Planning Toolbox

THIS SECTION INCLUDES USEFUL TOOLS and templates for organizing and managing some of the activities required in the MPA and APA checklists. In many cases these same tools, if properly used for contingency planning, will be the basis for those to be used in the anticipated emergency operation. Brief explanations of the basic applications and functions of the tools and templates are included.

All of the tools listed in this section are meant to be used in their electronic formats, which may be updated from time to time and which may not look exactly as shown here. Once a needed tool is found here, users should access the online Refugee Emergency Preparedness Hub to find the latest version and to see what new tools have been added or updated:

<https://portal.unhcr.org/emergency>

List of Tools

- 1 AUTOMATIC MEETINGS CALENDAR
- 2 CONTACT LIST
- 3 BUDGET TEMPLATES (UNHCR, AND INTER-AGENCY)
- 4 SITE PLANNING AND COORDINATION MATRIX
- 5 INTER-AGENCY NFI STOCK-GAP ANALYSIS CHART
- 6 TRACKING LIST FOR LOCAL FRAME AGREEMENTS WITH SUPPLIERS
- 7 REGIONAL CONTINGENCY PLANNING OVERVIEW MATRIX
- 8 SOP TEMPLATE
- 9 3W TEMPLATE (WHO DOES WHAT WHERE)

1

Automatic Meetings Calendar

This tool is a simplified meeting reminder presented in an easy-to-use Excel spreadsheet. The user types the new or proposed meeting time, a date, and short description into an entry field, and a calendar view of all entered meetings is automatically generated. The spreadsheet comes with an instruction page. Entries for the meeting descriptions are limited to 20 characters.

Data Worksheet

Do not change the format of this sheet

[Calendar View](#)

Max 20 characters

Date	Hour	Meeting description
11-Apr-2013	14:00	Site&Shelter (UNHCR)

INSTRUCTIONS

Enter new data after the last row of Table

Do not leave empty rows or cells

Do not add or remove columns

Meeting description no longer than 20 characters

This table will automatically be sorted by date and hour as you go to the calendar view

To remove an entry, select the cell, click right and select delete>delete row in the table

Calendar View Worksheet

Enter a date to change the calendar page
1-Apr-2013

[Add/Edit Events](#)

This automatic calendar shows maximum 5 meetings per day

XXX Refugee Response - Meeting Schedule						
APRIL						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
31	01	02	03	04	05	06
07	08	09	10	11 14:00 Site&Shelter (UNHCR)	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	01	02	03	04
05	06	07	08	09	10	11

Automatic Meetings Calendar.xls



Available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

UNHCR and Inter-Agency Budget Templates

The PPRE toolbox includes Excel spreadsheet templates for both country- and regional-level inter-agency budgets. These can be used to develop and present such budgets in CP documents when needed. The estimated budgets in both versions are simple in detail, and limited to the first 3 months of the anticipated emergency response.

They provide simplified formats for joint budgeting of contingency plans with multiple partners. The Excel files are annotated with **blue text** which alerts users to replace this text with their own. **Black text** in the spreadsheet is shown for the overall structure and headings that are to be retained. Both templates also include the following guidance on using this budget template:

LINK TO CONTINGENCY PLAN: The budget should be based on the response strategy of the Contingency Plan, including the clearly defined sector strategies (sections 4.3 and 4.4 in the CP template).

THE OBJECTIVE is to estimate, with partners, the total budget needed per sector during the first three months of the anticipated emergency response. This will form the basis for a flash appeal, to be launched within 72 hours of the start of the emergency.

LIST PARTNERS BY SECTOR: Participating partners should be listed for each sector, however without budget detail by partner. UNHCR should also be listed in case it will coordinate and/or implement activities in this sector.

ADJUST SECTORS: The table is meant to be adjusted to context-specific requirements. Sectors can be deleted, and additional sectors (or sub-sectors) can be added, as required.

The emergency budgeting tool for UNHCR operations only is also included. It allows users to automatically calculate budgets based on a few criteria entered in the Excel sheet. The resulting budget, in this format, can be used as the basis for, or component of, an emergency budget submission to UNHCR's Budget Committee to access the Operational Reserve.

3A

Country Level Inter-Agency CP Budget Template

The inter-agency budget planning template for use at the country level lists 11 emergency response sectors and includes programme support costs (e.g. coordination, programme management, information management, and external relations). The form provides space to include the estimated budget for each. For each of the sectors, the user is prompted to enter the names of participants partners involved in the planned response and then provides a space for the total budget from all agencies combined. It is not needed (or advised) to include the detailed budgets used to arrive at these totals.

Refugee Contingency Plan Budget (Inter-Agency)		
Country:		Date:
Contingency:		
Sector	Participating Partners	Total budget (US\$) by sector
Protection		
	Agency 1, Agency 2, Agency 3...	0
Shelter, Housing, Site Construction, Other Infrastructure		
	Agency 1, Agency 2, Agency 3...	0
Camp Coordination and Camp Management		
	Agency 1, Agency 2, Agency 3...	0
Basic Domestic and Hygiene Items		
	Agency 1, Agency 2, Agency 3...	0
Food Security		
	Agency 1, Agency 2, Agency 3...	0
Health		
	Agency 1, Agency 2, Agency 3...	0
Nutrition		
	Agency 1, Agency 2, Agency 3...	0
WASH		
	Agency 1, Agency 2, Agency 3...	0
Education		
	Agency 1, Agency 2, Agency 3...	0
Livelihoods		
	Agency 1, Agency 2, Agency 3...	0
Supply (incl. Logistics)		
	Agency 1, Agency 2, Agency 3...	0
Programme Support Costs (coordination, programme management, information management, external relations)		
	Agency 1	
Overall Total (US\$)		

Country Level Inter-Agency CP budget.xls



Regional Level Inter-Agency CP Budget Template

The inter-agency budget planning template for use at the regional level is similar to the country-level budget template and lists 11 emergency response sectors and includes programme support costs (e.g. coordination, programme management, information management, and external relations). The form includes columns for the component country-level budgets for up to 4 countries. It is not needed (or advised) to include the detailed budgets used to arrive at these country totals, as those budgets will be included in the national plans as annexes to the overall regional CP.

Regional Refugee Contingency Plan (Inter-Agency)					
Regional Budget Summary					
Date:					
Contingency:					
Countries Covered:					
	Country Budget Summary				Regional Total
Sector	Country 1	Country 2	Country 3	Country 4	
Protection					0
Shelter, Housing, Site Construction, Other Infrastructure					0
Camp Coordination and Camp Management					0
Basic Domestic and Hygiene Items					0
Food Security					0
Health					0
Nutrition					0
WASH					0
Education					0
Livelihoods					0
Supply (incl. Logistics)					0
Programme Support Costs (coordination, programme management, information management, external relations)					0
Total	0	0	0	0	0

Regional Level Inter-Agency CP budget.xls



Available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

UNHCR Emergency Response Budgeting Tool

The UNHCR Emergency budgeting template is a robust spreadsheet tool to drafting emergency budgets. This comprehensive template allows the user to complete fields describing the overall situation in a simple format and calculates budget totals accordingly. Since prices change regularly, this will often need to be updated so users should download the newest version whenever using this tool. The Excel file includes 9 different worksheets to build a comprehensive planning budget for emergencies. Users enter 3 core parameter values and estimated resource requirements to mount an emergency operation will be generated automatically. These suggested resource requirements (worksheets 2, 3, and 4) can be further modified to suit the particular needs of any emergency operation. The individual worksheets are annotated throughout to guide the user. The worksheets include:

1. PARAMETERS
2. OPS
3. STAFF
4. ABOD
5. SUMMARY
6. APPEAL
7. POSITIONS
8. REFERENCE TABLES
9. UNIT COSTS

Available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

Parameters Worksheet

This is the main worksheet for entering design information. Three parameters; operations name, projected population, and duration of emergency, need to be provided at a minimum. The other parameters are optional. Once parameters are completed, this worksheet generates the related resource requirements automatically for emergency operations, staffing, and ABOD.


Resource Requirements

Instructions:

Complete the below parameters (assumptions) in the highlighted cells. The resource requirements will be calculated automatically based on those inputs and generated in sheets 2 to 6. Placing a cursor in each highlighted cell will bring an elaborated note for support.


Attach the generated documents (budgets for Ops/ABOD/Staff) in the memo to the concerned divisions and/or Budget Committee in your request for additional resources.

Emergency in:



I. Population Projection and Operational Setup

1	Projected number of population	20,000
2	Projected duration of emergency (in months)	3
3	If the emergency is due to a new pillar, select one as appropriate.	
3.1	Name of a proposed new Population Planning Group (PPG)	
4	If the emergency is to be absorbed into an existing PPG	
4.1	Name of the existing PPG:	
5	If new office(s) are to be established:	Enter New Office
6	If new site (camps) are to be established:	Site



Emergency Response Budgeting.xls

Appeal Worksheet

The summary budget for the emergency operation is broken down by rights groups and objectives. Each objective cost includes apportioned costs of ABOD and staffing (if any). This input is intended to facilitate launching appeals within the first 72 hours of an emergency.

Appendix 1.A Operations Budget			
Emergency in:		Ireland	
Rights Group	Objectives	Operations	Amount (USD)
Basic Needs and Essential Services		8,343,852	8,857,042
	Shelter and infrastructure established, improved and maintained	2,966,100	3,017,419
	Population has sufficient basic and domestic items	811,900	863,219
	Health status of the population improved	386,095	437,414
	Population lives in satisfactory conditions of sanitation and hygiene	1,200,000	1,251,319
	Population has optimal access to education	484,277	535,596
	Supply of potable water increased or maintained	1,564,000	1,615,319
	Services for persons with specific needs strengthened	300,000	351,319
	Food security improved	375,000	426,319
	Population has sufficient access to energy	150,000	201,319
	Nutritional well-being improved	106,480	157,799
Logistics and Operations Support		999,958	1,513,149
	Logistics and supply optimized to serve operational needs	239,676	477,158
	Operations management, coordination and support strengthened and optimized	760,282	997,764
Security from Violence and Exploitation		430,000	943,191
	Risk of SGBV is reduced and quality of response improved	10,000	181,064
	Protection from effects of armed conflict strengthened	300,000	471,064
	Protection of children strengthened	120,000	291,064
Fair Protection Processes and Documentation		280,000	793,191
	Reception conditions improved	160,000	416,595
	Level of individual documentation increased	120,000	376,595
Leadership, Coordination and Partnerships		30,000	543,191
	Camp management and coordination refined and improved	20,000	276,595
	Emergency management strengthened	10,000	266,595
Favourable Protection Environment		180,000	693,191
	Access to legal assistance and legal remedies improved	120,000	376,595
	Access to the territory improved and risk of refoulement reduced	60,000	316,595
Grand Total		10,263,810	10,870,193

Emergency Response Budgeting.xls



Positions Worksheet (optional)

This optional worksheet can be used in supporting requests for staff position changes and requirements due to the emergency.

BUDGET CHANGES - POSITION CHANGES										
								2011		
								Increase	(decrease)	
PROPOSED POSITION CHANGES (from "Position Changes" Annex A, page 2)								Sub-total	0.00	0.00
PROPOSED PROGRAMME OR NON-STAFF COST CHANGES										
Operational Project /ABOD								Comments		
								0.00	0.00	
								0.00	0.00	
								0.00	0.00	
MSRP Cost Centre	MSRP Position No.	Chartfield Combination Code/Fund Category (to be completed by PBS)	Post Title	Supervisor Position No.	Grade	Reason Code (see table below)	Effective Dates/Comments	Estimated costs (US dollars)		
								2011		
								Increase	(decrease)	
CC....	NEW	N/A	Field Coordinator	10003458	P4	NEW	31/12/2013			
								Total:	0.00	0.00
Requested by						Date:				
Director/Representative										

Emergency Response Budgeting.xls



Ref Tables Worksheet

This worksheet includes reference tables from the UNHCR Emergency Handbook. The data are used to define target quantities for emergency operations budgets.

Modular (Site) Planning		
Module	Consisting of	Approximately
1 family**	1 family	4 persons
1 community	16 families	80 persons
1 block	16 communities	1,250 persons
1 sector	4 blocks	5,000 persons
1 camp module***	2 sectors	10,000 persons

* Emergency Handbook, 3rd edition, page 216.
 ** Average family size has been modified from 5 to 3.
 *** Camp module consists of 4 sectors of 20,000 -> reduced to 2 sectors of 10,000 (by DESS template)

Site Planning Figures		
Resource	Need	
Land	45 m2 per pax	
Shelter space	3.5 m2 per pax	
Roads and walkways	25 %	of entire site
Open space and public facilities	20 %	of entire site
Environmental sanitation	1 latrine	20 person
Water	20 litre	1 person/day
Tap stands	1 tap	200 person
Warehouse space	1.2 m2	1 ton
Food	2100 kcal	1 person/day
	36 ton	10,000 person/week

* Emergency Handbook, 3rd edition, page 549.

Typical Services and Infrastructure Requirements for Refugee Camps*		
Infrastructure/ Services	Per	Equivalent
1 latrine	1 family	5 persons
1 water tap	1 community	80 persons
1 health centre	1 camp	20,000 persons
1 hospital	200,000 persons	200,000 persons
1 school	1 sector	5,000 persons
4 commodity distribution sites	1 camp module	20,000 persons
1 market	1 camp module	20,000 persons
2 refuse drums	1 community	80 persons

* Emergency Handbook, 3rd edition, page 553.

Emergency Response Budgeting.xls



Unit Costs Worksheet

This worksheet includes tables with itemized costs. These are used as the unit costs in the Ops Worksheet. This can be updated with the unit costs prevalent in the local context. The worksheet also contains other useful information on detailing needs of emergency equipment and staffing.

Tables and information on this sheet are extracted and adapted from the Modular Budget template prepared by DESS.

Unit Costings					
Shelter					
Details	Amounts per person	Unit Cost	Qty	Time	Package Cost
Family Tent	1/family	410.00	1.00		410.00
Plastic sheeting	1/family	13.06	1.00		13.06
Plastic rolls (1/200 persons)	1/family	130.16	1.00		130.16
					0.00
Emergency shelter provided (tent/materials/kit)					553.22

NFI					
Details	Amounts per person	Unit Cost	Qty	Time	Package Cost
Blankets	1/person	8.20	4.00		32.80
Cooking stove	1/family	22.97	1.00		22.97
Heating stove	1/family	11.85	1.00		11.85
Plastic bucket (10L)	2/family	2.94	2.00		5.88
Jerry cans - Water (10L)	2/family	2.10	2.00		4.20
Kitchen sets	1/family	23.58	1.00		23.58
Solar Lantern	1/family	38.00	1.00		38.00
Sleeping mats	2/family	1.55	2.00		3.10
Mosquito nets	2/family	4.00	2.00		8.00
Soap	0.25kg/person/month	1.00	4.00		12.00
Household goods p					2.38

Emergency Response Budgeting.xls



Site Planning and Coordination Matrix

This simple spreadsheet is divided into 2 key sections; assessment and coordination. The first is designed for assessment and analysis of potential refugee emergency sites. It prompts assessors to ask key questions about each site including: GPS-referenced location, size, capacity for accommodating individuals and families and provides cells for recording responses.

The second part of the form is designed for coordinating various management tasks associated with each site. This may be used for either CP or for emergency response and is appropriate for both existing and potential sites.

For contingency planners who must consider camp options, this is a valuable planning tool for recording, managing, and sharing assessment and potential program coordination information for multiple sites.

Site Planning and Coordination Tool (Site Capacity and Sector Coverage)										
Country / region										
Focal Point										
Date										
No.	Location (district, landmark/town nearby)	GPS Coordinates	Name of the Site	Transit (T) or Camp (C) or Collective Centre (CC)	Site Assessed by UNHCR? (Y/N)	Suitable? (Y - yes; M - maybe, last resort with concerns; N - unsuitable)	Maximum Site Capacity (ind.)	Current Occupancy (ind.)	Current Occupancy (fam.)	Remaining Absorption Capacity (ind.)
1							0	0	0	0
2							0	0	0	0
3							0	0	0	0
4							0	0	0	0
5							0	0	0	0
6							0	0	0	0
7							0	0	0	0
Total							0	0	0	0

Site Planning & Coordination.xls



Available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

Inter-Agency NFI Stock-Gap Analysis Chart

This Excel spreadsheet is a pivot table tool that organizes data on NFI kits, warehouse stocks, and pipeline supplies to help planners manage the flow of relief items in an emergency response (whether planned for or actual). This tool can also be used by contingency planners to identify projected shortfalls or gaps in such supplies should the planned-for emergency actually occur. This spreadsheet is organized into 5 worksheets that help planners assess, record, plan, and manage different aspects of NFI procurement and distribution in refugee emergencies. The worksheets include:

1. CONSOLIDATED
2. HCR PIPE
3. PARTNER PIPE
4. STATISTICS
5. PROPOSED PACKAGE

Consolidated Worksheet

This worksheet presents the overall picture of needed and available supplies and also projects any gaps in meeting the needs of populations according to the CP scenario provided by the user. This worksheet shows unit costs, number of items per family to be distributed, pipeline analysis for both UNHCR and Partners, and projected shortfalls in needed items.

Consolidated Gap Analysis of Pipeline, Warehouse Stock and Needs Data for "X" operation															
Core Relief Item	Dist per family of \$	Cost per item US\$	Delivered	HCR pipe	Partner Pipe	Gap analysis for immediate population of 151,000				Gap analysis for projected population of 201,000					
						Needs	% of Needs Covered	% Gap	# of Items Gap	Total cost to cover gap	Needs	% of Needs Covered	% Gap	# of Items Gap	Total cost to cover gap
Blanket	3	8	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Sleeping mat	2	6	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Ironman	2	2	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Sanitary Napkins (Ctmx10[2]	3	7	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Female underwear	3	2	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Kitchen Set	1	15	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Budget	1	2	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Soap MT	5	1,400	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Lamps	1	40	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Mosquito Nets	1	11	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Plastic Sheet (3)	4	11	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Tents (5)	1	419	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
or Dome Tents(4)	1	455	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Stoves - wood efficient (25%)	1	15	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Stoves - Kerosene (25%)	1	15	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Stoves - Solar (25%)	1	50	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Kerosene @ - 1\$, per mmt	15	0	0	0	0	0	#DIV/0!	#DIV/0!	0	#DIV/0!	0	#DIV/0!	#DIV/0!	0	0
Report Period / Date Updated															
															to 22 Sep 11

Inter-Agency NFI Stock-Gap Analysis Chart.xls



HCR Pipe Worksheet

This worksheet shows the status of materials in the international and local pipelines for UNHCR direct purchases. It has fields to enter the status of items as “in the pipeline” or “delivered” and also shows the total value for each entry.

UNHCR International & Local procurement Pipeline						
Item	Pipeline				Value	Total
	International	Local	Total Pipe			
	Pipeline	Delivered	Pipeline	Delivered	Pipeline	Delivered
Blanket	0	0	0	0	0	0
Sleeping mat	0	0	0	0	0	0
Jerrycan	0	0	0	0	0	0
Sanitary Napkins	0	0	0	0	0	0
Female underwear	0	0	0	0	0	0
Kitchen Set	0	0	0	0	0	0
Bucket	0	0	0	0	0	0
Soap	0	0	0	0	0	0
Mosquito Nets	0	0	0	0	0	0
Tents (1)	0	0	0	0	0	0
Plastic Sheet	0	0	0	0	0	0
Stoves - wood efficient 25%	0	0	0	0	0	0
Stoves - Kerosene (25%)	0	0	0	0	0	0
Stoves - Solar (25%)	0	0	0	0	0	0
Kerosene lt - 15l per mnt	0	0	0	0	0	0
Total						-

Req for regional stocks 12 Sep			2000
Item	Dist	No	
Blanket	3	6,000	
Sleeping mat	2	4,000	
Jerrycan	2	4,000	
Sanitary Napkins (Ctn)	1	0	
Female underwear	3	0	
Kitchen Set	1	2,000	
Bucket	1	2,000	
Soap MT	5	0	
Lamps	1	2,000	
Mosquito Nets	2	0	
Plastic Sheet (3)	1	2,000	

Inter-Agency NFI Stock-Gap Analysis Chart.xls



Partner Pipe Worksheet

This worksheet parallels the HCR Pipe sheet, but includes columns for up to 11 Partners and shows the status of each item in the NFI package as either “pledged” or “shipped”.

Partner Contributions of CRI											
	Dist ration per family of 5	Partner 1		Partner 2		Partner 3		Partner 4		Partner 5	
		Pledged	Shipped	Pledged	Shipped	Pledged	Shipped	Pledged	Shipped	Pledged	Shipped
Blanket	3	0	0	0	0	0	0	0	0	0	0
Sleeping mat	2	0	0	0	0	0	0	0	0	0	0
Jerrycan	2	0	0	0	0	0	0	0	0	0	0
Sanitary Napkins (carton c	3	0	0	0	0	0	0	0	0	0	0
Female underwear	3	0	0	0	0	0	0	0	0	0	0
Kitchen Set	1	0	0	0	0	0	0	0	0	0	0
Bucket	1	0	0	0	0	0	0	0	0	0	0
Lamps	1	0	0	0	0	0	0	0	0	0	0
Mosquito Nets	2	0	0	0	0	0	0	0	0	0	0
Soap MT (x 250 gm pc)	5	0	0	0	0	0	0	0	0	0	0
Plastic Sheet (2)	3.5	0	0	0	0	0	0	0	0	0	0
or Tents	1	0	0	0	0	0	0	0	0	0	0
Dome Shelters	1	0	0	0	0	0	0	0	0	0	0
Stoves - wood fuel efficien	1	0	0	0	0	0	0	0	0	0	0
Stoves - Kerosene	1	0	0	0	0	0	0	0	0	0	0
Stoves - Solar	1	0	0	0	0	0	0	0	0	0	0
Kerosene lt - 15lt per mnt	15	0	0	0	0	0	0	0	0	0	0
Plumpy Nuts MT		0	0	0	0	30	12	0	0	0	0
Water Bladders 10cum		0	0	0	0	0	0	0	0	20	0
Water Test Kits		0	0	0	0	0	0	0	0	5	0
Forks		0	0	0	0	0	0	0	0	0	0
Knives		0	0	0	0	0	0	0	0	0	0
Spoons		0	0	0	0	0	0	0	0	0	0
Water Guard		0	0	0	0	0	0	0	0	0	0
ORS sachets		0	0	0	0	0	0	0	0	0	0
Cups water		0	0	0	0	0	0	0	0	0	0
Plastic Plates		0	0	0	0	0	0	0	0	0	0
Bed Sheets		0	0	0	0	0	0	0	0	0	0
100kg Sacks		0	0	0	0	0	0	0	0	0	0
Jugs		0	0	0	0	0	0	0	0	0	0
Cups Tea		0	0	0	0	0	0	0	0	0	0
Ladles		0	0	0	0	0	0	0	0	0	0
Deep Stainless Steel plates		0	0	0	0	0	0	0	0	0	0
Cups Stainless Steel		0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0

Inter-Agency NFI Stock-Gap Analysis Chart.xls



Statistics Worksheet

This worksheet is a simple spreadsheet for totalling the population figures, both actual and projected for multiple sites. It distinguishes actual population numbers from CP-proposed figures and is limited to population estimates in terms of the total number of families and total number of individuals per site.

Camp Populations		Actual		Planned		Totals	
Site/Camp	Households	Individuals	Households	Individuals	Households	Individuals	Individuals
Camp 1	-	-	-	-	-	-	-
Camp 2	-	-	-	-	-	-	-
Camp 3	-	-	-	-	-	-	-
Camp 4	-	-	-	-	-	-	-
Contingency pop	-	-	-	-	-	-	-
Actual Population - immediate needs							
transit	-	-	-	-	-	-	-
Contingency planning pop							

Camp Populations		Actual		Planned		Totals	
Site/Camp	Households	Individuals	Households	Individuals	Households	Individuals	Individuals
Camp	-	-	-	-	-	-	-
Total							

Inter-Agency NFI Stock-Gap Analysis Chart.xls



Proposed Package Worksheet

This worksheet provides a template to prepare the proposed NFI package of materials for emergency distribution. It provides calculations for the number of items to be distributed based on family size for families from 1 to 10 people.

CRI PACKAGE BASED ON FAMILY SIZE 5											
	Family size										Av dist per 5
	1	2	3	4	5	6	7	8	9	10	
Blanket	1	2	2	3	3	4	5	5	6	6	3
Sleeping mat	1	2	2	2	2	3	4	5	6	6	2
Jerry can	1	1	1	2	2	3	3	4	4	4	2
Sanitary Napkins (Packx10)	1	1	1	2	2	3	3	4	4	4	2
Female underwear	1	1	1	2	2	3	3	4	4	4	2
Kitchen sets	1	1	1	1	1	1+	1+	1+			2
Bucket	1	1	1	1	1	2	2	2	2	2	1
Soap (bars 250g/pers/month)	1	2	3	4	5	6	7	8	9	10	5
Mosquito net	1	1	2	2	2	3	3	4	5	5	2
Lamps	1	1	1	1	1	1	1	1	2	2	1
Plastic Sheet (1)	0.2	0.4	0.6	0.8	1	1	1	1	2	2	1
Tents or Dome tents (5)	0.2	0.4	0.6	0.8	1	1	1	1	2	2	1
Stoves - wood efficient (25%)(2)	0.2	0.4	0.6	0.8	1	1	1	1	2	2	1
Stoves - Ethanol (25%)	0.2	0.4	0.6	0.8	1	1	1	1	2	2	1
Stoves - Kerosene (25%)	0.2	0.4	0.6	0.8	1	1	1	1	2	2	1
Stoves - Solar (25%)	0.2	0.4	0.6	0.8	1	1	1	1	2	2	1
Kerosene lt - 15Lmth 50%x4mth	12	24	36	48	60	60	60	60	120	120	60
Ethanol lt - 15L mnth 50%x4mth	12	24	36	48	60	60	60	60	120	120	60

Notes
 (1) For situations where tents or dome shelters are not distributed
 (2) Exact percentage to be determined

Inter-Agency NFI Stock-Gap Analysis Chart.xls



Tracking List for Local Frame Agreements with Suppliers

This tool is an Excel spreadsheet used for tracking the names of suppliers for various relief items. The entry fields provide for recording the types of items to be supplied, by which suppliers, in what location and at what price. Additional columns are also provided for recording agreement dates and extensions, and estimated rates of delivery in units per week.

Tracking List - Local Supply Frame Agreements XXX Refugee Situation - Country								
Service / Product	Supplier Name	Supplier Location (town)	Supplier for which Humanitarian Agency ?	Start date	Expiry date	Extension	Unit Price (if applicable)	Agreed Delivery Rate (quantity/timeframe)
Buckets	Random Industries	Random Capital	UNHCR for example	1-Jan-2012	30-Jul-2013	30-Nov-2013	2 US\$	2,000 per week

Tracking List Local Frame Agreements.xls



Available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

Regional Contingency Planning Overview Matrix

This simple management tool is a MS Word file table for recording information pertaining to key steps in a regional CP planning process. The table lists 17 milestone events that would typically need to be completed for all countries involved in the regional process. The one-page table is shown below in full.

7. Regional Contingency Planning Overview Matrix

This simple management tool is a MS Word file table for recording information pertaining to key steps in a regional CP planning process. The table lists 17 milestone events that would typically need to be completed for all countries involved in the regional process. The one-page table is shown below in full.

Regional Contingency Planning Overview XXX Situation

This matrix can be adapted to situation specific needs

(Y - yes, N - no)

Date: As of XXX	Country 1	Country 2	Country 3	Country 4
1. Contingency scenario agreed upon at a regional level?				
2. Regional (inter-agency) contingency plan in place?				
3. Country level (inter-agency) refugee contingency plans in place?				
4. Agreement confirmed with host government on refugee access to territory?				
5. UN and NGO partners have been consulted for contingency planning?				
6. Country level contingency plans budgeted?				
7. Country-level inter-agency task force in place, UNHCR led?				
8. Sector coordination structure in place for the refugee response?				
9. Regional information management (IM) strategy in place?				
10. IM web-portal in place?				
11. Country-level IM systems in place?				
12. Beneficiary mass communications plans in place (mass information)?				
13. Camps considered as settlement strategy?				
14. Assistance "out of camps" foreseen?				
15. Use of cash transfer mechanisms foreseen?				
16. Standard inter-agency family assistance kits agreed upon?				
17. Regional supply strategy for the contingency scenario in place?				

Regional Contingency Planning Overview.doc



Available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

SOP Template


This MS Word template helps users structure practical standard operating procedures (SOPs) for inclusion in CPs, or for general use in emergency operations. The template is simple to use, with **blue text** providing advice for the user, and **black text** indicating the required headings and key structure of the document.

Standard Operating Procedure (SOP)

UNHCR Office Name or Refugee Situation Name

Title of the SOP
(for example: NFI distribution)

Date of Issue	[Date]
Purpose of the SOP	[Short Summary Description]
Responsible Unit / Agency	
Prepared by	[Name] [Title] [E-mail] [Tel. number]
SOP "Owner" (the manager responsible for this process)	[Name] [Title] [E-mail] [Tel. number]
SOP actors	"UNHCR internal" or list all concerned partners who play a role in implementing the SOP.



SOP Template.doc

Available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

9

Simplified 3W Template (Who does What Where)

The 3W Template is a simple Excel spreadsheet that can be used to organize detailed information about key contacts and potential emergency operational partners in preparation for refugee emergencies. The instruction sheet provided with the form guides users in recording the information properly. Instructions describe how to list the sectors covered, the types of organizations doing the work, an open comments field, and a place to note whether or not the information for each organization may be shared on the UNHCR webportal or other public sites.

September 2013

UNHCR
The UN Refugee Agency

Acronym	Organisation (full title)	Sector	Organization Type	Focal Point Contact Details (Name, e-mail, phone number)	Location	Comments	Gov't Authorized?	Activity Confirmed Started?	Yes or No for Public 3W?	UNHCR Funded? (Yes - Wholly, Yes - Partially, No)
ACF	Action Contre la Faim	Camp Management	International NGO		Location 2		Confirmed - NP	Y	Y	Y
ACF	Action Contre la Faim	Camp Management	International NGO		Location 4		Confirmed - PL	Y	Y	Y

Simplified 3W.xlsm

Available online on the Refugee Emergency Preparedness Hub
<https://portal.unhcr.org/emergency>

Index

ACCOUNTABILITY	
for refugee emergencyrelated preparedness activities	PAGE 1.3
ADMINISTRATION	
responsibilities under the MPAs	PAGE 1.16
APA (CHECKLIST)	
available as an Excel spreadsheet	PAGE 3.7
purpose and scope	PAGE 3.6
relationship to MPA Checklist	PAGE 1.5
AUTOMATIC MEETINGS CALENDAR	
example of Excel tool	PAGE 5.5
BASIC NEEDS AND SERVICES	
responsibilities under the APAs	PAGE 3.14
responsibilities under the MPAs	PAGE 1.14
BUDGET TEMPLATE	
country level interagency example Excel spreadsheet tool	PAGE 5.10
regional level interagency example Excel spreadsheet tool	PAGE 5.13
UNHCR emergency response example Excel Spreadsheet tool	PAGE 5.15
CLUSTER APPROACH (IASC)	
relationship to refugee emergency coordination	PAGE 1.3
CONTACT LIST	
example of Excel spreadsheet tool	PAGE 5.7
CONTINGENCY PLAN (CP)	
country level CP template	PAGE 4.38
country process step by step	PAGE 4.32
for natural disasters or mixed situations	PAGE 1.5
good practice standards for CP	PAGE 4.9
when to do CP at the regional level	PAGE 4.10
regional process step by step	PAGE 4.12
DOWNLOADING	
how to access the online hub	PAGE INDEX.7
from the UNHCR Hub for documents and tools	PAGE vi
useful tools (Contingency Planning Toolbox files)	PAGE 5.2
ECMS	
participation in the inter-Agency Early Warning Early Action process	PAGE 1.5
FRAME AGREEMENT	
example Excel spreadsheet tool for tracking Frame Agreements	PAGE 5.33
responsibilities under the APAs (see point S3)	PAGE 3.20
HQ REGIONAL BUREAUX	
responsibilities under the MPAs	PAGE 1.20
HQ/Regional Level MPA Checklist	PAGE 1.20
HQ/REGIONAL MPA CHECKLIST	
available as an Excel spreadsheet	PAGE 1.19

IASC	
Cluster Approach (application to refugee emergencies).....	PAGE 1.3
IASC contingency plans relationship to refugee emergency contingency plans	PAGE 1.5
IASC risk assessment model relationship to the PPRE approach	PAGE 2.4
IMPACT	
definition for use in risk analysis	PAGE 2.8
LIKELIHOOD	
definition for use in risk analysis	PAGE 2.8
LOGISTICS	
establishing a logistics coordination group under APAs (see point S4).....	PAGE 3.20
MANAGEMENT, COORDINATION AND EXTERNAL RELATIONS	
responsibilities under the MPAs	PAGE 1.10
responsibilities under the APAs	PAGE 3.8
MPA (CHECKLIST)	
country level checklist as an Excel spreadsheet	PAGE 1.9
purpose	PAGE 1.7
relationship to APA Checklist (APAs)	PAGE 1.5
PLANNING SCENARIO	
in the country level CP template	PAGE 4.39
in the regional level CP template	PAGE 4.22
PROCUREMENT PLAN	
responsibility to prepare under the APAs (see point S2)	PAGE 3.18
PROTECTION	
at the core of emergency response	PAGE 4.4
response in the country level CP template	PAGE 4.45
response in the regional CP template	PAGE 4.26
responsibilities under the MPAs	PAGE 1.12
responsibilities under the APAs	PAGE 3.12
REGIONAL CP PROCESS	
who initiates	PAGE 4.11
overview diagram	PAGE 4.14
overview review tool (Regional CP Overview Matrix)	PAGE 5.35
step by step description of process	PAGE 4.12
word document template for regional CP	PAGE 4.17
REGIONAL FOCAL POINT (RCP)	
role in the regional CP process (overview diagram)	PAGE 4.14
REGIONAL OFFICES	
responsibilities under the MPAs	PAGE 1.20
RISK ANALYSIS	
with partners	PAGE 1.5
formula using likelihood and impact	PAGE 2.7
RISK MATRIX	
example with levels of seriousness of risk	PAGE 2.9
RISK MONITORING	
by the interagency Early Warning Early Action process	PAGE 1.5
for refugee emergencies required under the MPAs (see point M2)	PAGE 1.10
SCENARIO-BASED CONTINGENCY PLANNING	
country level template for CP document	PAGE 4.38
key strategic issues to be included	PAGE 4.4
regional level template for CP document	PAGE 4.20
relationship to MPAs and APAs	PAGE 1.4
SECTORAL PLANNING	
response strategies by sector in the country level CP	PAGE 4.46
SERIOUSNESS	
of risk (definitions)	PAGE 2.8
example scenarios shown on risk matrix	PAGE 2.13
SITE PLANNING AND COORDINATION MATRIX	
example Excel spreadsheet tool	PAGE 5.25
STANDARD OPERATING PROCEDURES (SOPS)	
example Word document template tool	PAGE 5.37
STOCK GAP ANALYSIS CHART	
example Excel spreadsheet tool	PAGE 5.27
responsibility for conducting under the APAs (see point S1)	PAGE 3.18
STRATEGIC OBJECTIVES	
in the country level CP template	PAGE 4.42
in the regional level CP template	PAGE 4.25
SUPPLY	
responsibilities under the APAs	PAGE 3.19
responsibilities under the MPAs	PAGE 1.14
TEMPLATE	
for regional CP document	PAGE 4.20
TRACKING LIST FOR LOCAL FRAME AGREEMENTS WITH SUPPLIERS	
example Excel spreadsheet tool	PAGE 5.33
UNHCR REPRESENTATIVE	
accountable for leading refugee emergency related preparedness activities	PAGE 1.3
UN RC/HC	
informed of issues relating to preparedness for refugee emergencies	PAGE 1.3
WHO DOES WHAT WHERE (3W)	
example Excel spreadsheet tool	PAGE 5.39

Acronyms

ABOD	Administrative Budget
AGD	Age Gender and Diversity
APA	Advanced Preparedness Actions
CCP	Country Level Contingency Planning Focal Point
CP	Contingency Plan
DESS	Division of Emergency Security and Supply-
DPSM	Division of Programme, Support and Management
ECMS	Emergency Capacity Management Service
EWEA	Early Warning Early Action
FICCS	Field Information and Coordination Section
GSD	Global Service Desk
IASC	Inter-Agency Standing Committee
IDP	Internally Displaced Person
MORS	Minimum Operating Residential Security Standards
MOSS	Minimum Operation Security Standards
MPA	Minimum Preparedness Actions
NFI	Non-Food Items
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
PPRE	Preparedness Package for Refugee Emergencies
PSEA	Prevention of Sexual Exploitation and Abuse
PWSN	Persons With Special Needs
RCP	Regional Contingency Planning Focal Point
SGBV	Sexual and Gender Based Violence
SMLS	Supply Management Logistics Service
SMT	Security Management Team
SOP	Standard Operating Procedure
UN	United Nations
UN RC/HC	United Nations Resident Coordinator/Humanitarian Coordinator
UNDP	United Nations Development Program
UNDSS	United Nations Department of Safety and Security
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
WEM	Workshop for Emergency Managers
WFP	World Food Programme

Links to Other Resources

ALL DOCUMENTS AND TOOLS, in their latest version, are accessible on the online Refugee Emergency Preparedness Hub:

<https://portal.unhcr.org/emergency>

HOW TO ACCESS THE ONLINE HUB:

- For all UNHCR users already migrated to Microsoft Outlook Email, simply log in with your Email address (emailid@unhcr.org) and password.
- For UNHCR Users who have not yet been migrated to Microsoft Outlook, simply follow the instructions on the following site to get a password: <https://acctmgmt.unhcr.org/>. You should use the username / password received in the email from 'Active Directory Operations' to logon to the online Hub. If you continue to have access issues after completing these steps, please contact the GSD at globalsd@unhcr.org or x8888.

The site is best viewed in the latest versions of the following browsers: Internet Explorer (8 or higher required), Firefox (v23.0 or later) or Chrome. When using Internet Explorer 8, the Native XMLHTTP support must be enabled manually (in IE8 navigate to: Tools / Internet Options / Advanced, and select the checkbox "Enable native XMLHTTP support").

Access the online Refugee Emergency Preparedness Hub at
<https://portal.unhcr.org/emergency>



COVER Hundreds of Syrian refugees cross into Dohuk Governate, Iraq on August 15, 2013.
UNHCR PHOTO BY G. GUBAIEVA

BACK COVER UNHCR and WFP staff working together in Afghanistan in 2008.
UNHCR PHOTO BY R. ARNOLD