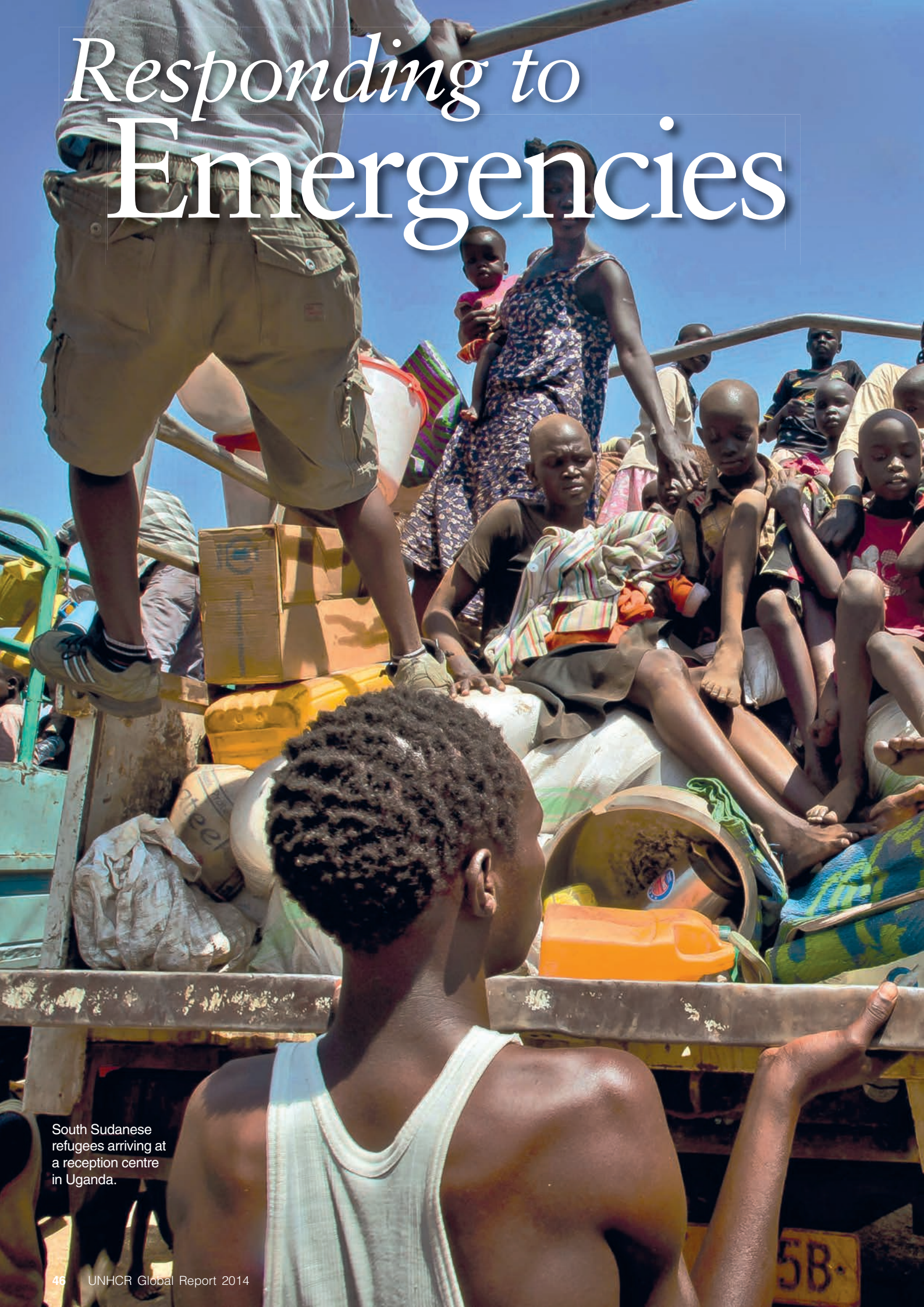


Responding to Emergencies



South Sudanese refugees arriving at a reception centre in Uganda.



In 2014, the international humanitarian system continued to be challenged by an unprecedented series of crises, as a result of new or rapidly deteriorating conflicts. These large-scale emergencies have had a profound impact on millions of uprooted people and the communities and States receiving them. Strengthening UNHCR's capacity to respond to emergencies, while ensuring accountability to affected populations, was accordingly a key priority in 2014. ●●●

Mobilizing to save lives

Throughout 2014, UNHCR worked together with partners to respond to five system-wide Level 3 (L3) emergencies (see *Glossary*), delivering aid and protection for refugees and assisting internally displaced people as part of inter-agency efforts.

The organization coordinated several regional refugee responses in 2014, as ongoing insecurity in the Central African Republic (CAR), Iraq, South Sudan and the Syrian Arab Republic (Syria) forced people to seek safety in other countries. Escalating violence in the CAR caused large-scale refugee flows into Cameroon, as well as to Chad and the Democratic Republic of the Congo.

Iraqis escaping violence sought protection in Jordan and Turkey, as well as further afield in Egypt and Lebanon. Within Iraq, efforts to respond to new displacement in 2014 came in addition to existing interventions to assist internally displaced people (IDPs) in south-central Iraq and the UNHCR-led emergency operation for Syrian refugees – in itself just one component of a fast-evolving and complex regional response.

Almost half a million people fled to neighbouring Ethiopia, Kenya, Sudan and Uganda to escape the conflict in South Sudan, which has also displaced close to 1.5 million people inside the country.

93%

of all airlifts to deliver core relief items to people of concern were organized within 72 hours.

UNHCR's emergency response efforts in 2014 involved the delivery of core relief items (CRIs) and the deployment of personnel, as well as enhanced field security, and activation of coordination mechanisms. In 2014 the Office maintained seven global stockpiles of CRIs, prepositioned for fast delivery to some 600,000 people at the onset of emergencies, and delivered more than 17,500 tonnes of relief items to people in need.

UNHCR also deployed nine additional field safety advisors to improve security monitoring in emergencies. A business continuity plan was put in place in South Sudan to assure protection and assistance could continue to be provided in the event of security incidents.

Working in partnership remained essential for UNHCR to be able to deliver protection and assistance efficiently and effectively. As a member of the IASC, UNHCR continued to engage in and coordinate closely with IASC bodies in 2014. The Office continued to participate in the IASC early warning system, the Emergency Directors Group (EDG) and Operational Peer Reviews in 2014.

Country operations were further supported by UNHCR and partners through the Global Protection Cluster, the Global Camp Coordination and Camp Management Cluster as well as the Global Shelter/Non-food Items Cluster (see also chapter on *Engaging with IDPs*).

In seeking to strengthen its emergency response, UNHCR conducted a review to draw on lessons learned from previous experience, the broader inter-agency context, and in the implementation of the Transformative Agenda. The steps taken in 2014 were also shaped by the development of the Refugee Coordination Model and the Joint UNHCR and OCHA Note on Mixed Situations (see also chapter on *Working in Partnership*).

As an immediate priority, a strengthened and reconfigured Emergency Services was established within the Division of Emergency, Security and Supply in mid-2014 with

a focus on emergency standby teams, partnerships and deployments, as well as emergency policy and capacity development.

Two emergency standby teams are now in place – each led by a principal or senior emergency coordinator – responsible for providing emergency preparedness support to country operations. The teams are on permanent standby for automatic deployment upon declaration of a Level 2 or Level 3 emergency. A key focus of these standby teams is to ensure rapid and effective field-level delivery that places people at the heart of the response through community-based approaches, an emphasis on protection, and attention to sexual and gender-based violence from the onset of a crisis.

A new emergency policy framework, the Policy on Emergency Response Activation, Leadership and Accountabilities, was issued in January 2015. It updated earlier guidance based on the above mentioned review and experience in recent emergencies leading to a particular focus on preparedness, internal leadership and coordination arrangements. The Policy clarifies roles and responsibilities in fulfilling UNHCR's commitment to leading, coordinating and delivering a timely, effective and predictable emergency response to refugees, IDPs and their hosting communities.

Deploying the right people

In addition to the deployment of UNHCR staff from the organization's internal rosters, agreements with standby partners provide flexible mechanisms to send highly-qualified personnel swiftly to emergency operations.

In 2014, more than 440 deployments were effected to support UNHCR's emergency preparedness and response, with the majority

(77%) of staff deployed to support emergencies, and the remainder to increase preparedness and surge capacity.

Deployments strengthened technical capacity, leadership and coordination in emergencies. Staff supported a variety of functional areas, including protection, shelter and site planning, coordination, supply management, and water, sanitation and hygiene.



Central African Republic Situation

The CAR was declared a system-wide L3 emergency on 11 December 2013. In 2014, there were 75 emergency deployments to the CAR and surrounding countries hosting refugees: 39 to Cameroon, 1 to Chad, 4 to the DRC and 31 inside the CAR.



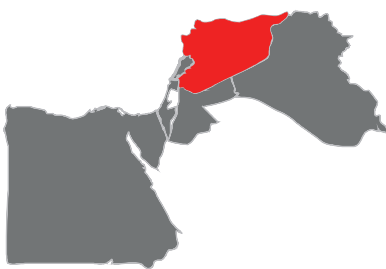
Iraq

Iraq was declared a system-wide L3 emergency on 14 August 2014. In 2014, 27 emergency deployments were effected to support the operation in Iraq.



The Philippines (Typhoon Haiyan)

The Philippines was declared a system-wide L3 emergency on 13 November 2013 and was deactivated in February 2014. In 2014, there were 21 emergency deployments to the country.



Syria Situation

Syria was declared a system-wide L3 emergency on 15 January 2013. In 2014, there were 83 emergency deployments to Syria and surrounding countries hosting refugees: 3 to Egypt, 13 to Iraq, 32 to Jordan, 25 to Lebanon, 6 to Turkey and 4 to work on the IDP response inside Syria.



South Sudan Situation

South Sudan was declared a system-wide L3 emergency on 11 February 2014. In 2014, there were 117 emergency deployments to South Sudan and surrounding countries hosting refugees: 37 to Ethiopia, 6 to Kenya, 2 to Sudan, 32 to Uganda and 40 inside South Sudan, working both with refugees from Sudan and IDPs in South Sudan.

UNHCR's standby partners:

CANADEM

Centers for Disease Control and Prevention, United States

Department for International Development, United Kingdom

Danish Refugee Council

Norwegian Directorate for Civil Protection

Emergency.lu/Luxembourg Ministry of Foreign Affairs

International Humanitarian Partnership

Irish Aid

Swedish Civil Contingencies Agency

Norwegian Refugee Council

RedR Australia

Save the Children-Norway

Swiss Agency for Development and Cooperation/ Swiss Humanitarian Aid Unit

German Federal Agency for Technical Relief

Veolia Environment Foundation

White Helmets Commission, Argentina

Turkish Red Crescent Society ■

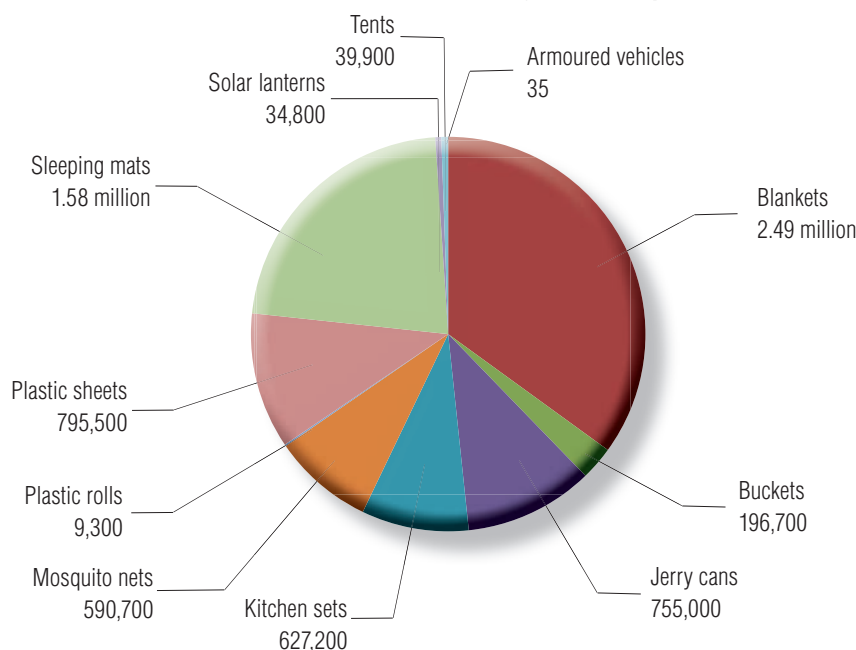
Anticipating emergency needs

UNHCR continued to maintain an expansive network of global stockpiles of CRIs in six countries: Cameroon (Douala), Denmark (Copenhagen), Ghana (Accra), Jordan (Amman), Kenya (Nairobi) and the United Arab Emirates (Dubai). This enabled

the Office to stock CRIs for some 600,000 people, and to be able to dispatch them within 72 hours.

In 2014, a total of 17,549 tonnes of relief items were delivered from the global stockpiles to assist people in emergencies through 101 airlifts, and by road and sea.

Core relief items delivered from UNHCR global stockpiles in 2014



AREAS OF INTERVENTION

ACHIEVEMENTS IN 2014

Emergency response, security and supply

Capacities, skills and knowledge fostered and developed

Regional Centre for Emergency Preparedness ("eCentre") in Tokyo, Japan

- 11 inter-agency events were held in the Asia-Pacific region under the auspices of the eCentre, focusing on emergency management, operating in complex security environments and security risk management.
- Continued support was provided to the inter-agency Asia-Pacific Emergency Management Platform through an emergency response field exercise.

Enhanced contingency planning and use of the Preparedness Package for Refugee Emergencies (PPRE)

- The PPRE was disseminated to some 80 UNHCR Headquarters staff through targeted briefing sessions, to all major UNHCR offices worldwide in print, and was made available through an internal web-platform.
- Targeted PPRE-based contingency planning was undertaken in Central Asia, Ethiopia, the Islamic Republic of Iran, Kenya, Pakistan, Sudan, Tunisia, and Uganda.

A range of updated and new tools and handbooks will support emergency operations

- Progress was made in developing UNHCR's digital *Handbook for Emergencies*, which will be launched in 2015.
- A mobile application for refugee site planning was made available.

Emergency deployment of staff, including those with appropriate leadership and management capacity, is ensured through continuous staff training

- Three workshops on emergency management were run, providing training to 104 UNHCR and 16 partner staff.
- 10 UNHCR staff participated in the Senior Emergency Leadership Programme.
- A workshop on emergency management was held for 22 staff of the Government of Qatar.
- Training on information management in emergencies enhanced the capacity of 26 UNHCR and two partner staff.



AREAS OF INTERVENTION

ACHIEVEMENTS IN 2014

Emergency response capacity and effectiveness reinforced

First delivery of core relief items (CRIs) within 72 hours

- 17,549 tonnes of CRIs were delivered to people of concern in emergencies through 101 airlifts, and by sea and road.
- 93% of all airlifts to deliver CRIs were organized within 72 hours.
- An independent review of supply chain organization was conducted to inform the development of future strategies.

Support emergencies through the deployment of staff

- 441 emergency staff deployments were effected to emergency operations: 165 deployments involved UNHCR staff and 276 involved roster members of standby partners. Of the deployments by standby partners, UNHCR fully funded 107, co-funded 36 deployments and 133 were fully funded by partners.

Global supply management optimized for efficient delivery

Implement the Global Fleet Management Project

- UNHCR Global Fleet Management established a global vehicle supply chain that facilitated the rental of 847 vehicles to UNHCR operations.

Enhanced supply chain through staff training

- A range of workshops were held to enhance supply chain skills, including:
 - A workshop on supply for emergency preparedness for standby partners in Kenya (22 participants);
 - Two regional workshops on customs processes, involving government officials, held in Douala in Cameroon and in Dar Es Salaam in the United Republic of Tanzania (81 participants in total);
 - Two regional workshops on advanced inventory management in Kenya and Jordan (44 participants in total).

Inter-agency and strategic partnerships strengthened

Participate in the UN Security Management System

- UNHCR continued to engage in inter-agency security forums at country level such as security cells and the Security Management Teams, and at UN Headquarters in New York to influence security policy decisions.

Implementation of the Transformative Agenda

- UNHCR provided emergency surge responses to system-wide L3 emergencies in the CAR, Iraq, the Philippines, South Sudan and Syria, and to refugees in surrounding countries through 333 deployments.
- UNHCR was actively involved in inter-agency Emergency Directors' Group (EDG) missions to Mali, Somalia, South Sudan, Sudan and Yemen, and in two EDG donor briefings.
- The Transformative Agenda was included in cluster coordination, emergency management, senior emergency leadership training and new representative inductions, as well as global and regional meetings. The Transformative Agenda was also incorporated in UNHCR's National NGO Capacity Strengthening project, through which extended training and capacity development support was provided to 52 staff of 11 national NGOs.

Strengthening partnerships for emergency preparedness

- 17 agreements with standby partners continued and active participation in inter-agency/standby partner fora was maintained.
- UNHCR engaged with partners through the IASC Task Team on Preparedness and Resilience, in particular in the Early Warning-Early Action process and in the development of the new IASC Emergency Response Preparedness approach.

Policy development strengthened

Strengthening policy development for supply chain management and procurement

- Updated policy and guidelines were developed on fleet management, procurement for partners, warehouse and stock management, and planning.

Revision of the emergency policy framework

- A new Policy on Emergency Response Activation, Leadership and Accountabilities was released (in January 2015), updating earlier guidance on preparedness, internal leadership and coordination arrangements.

Security management reinforced as an organizational culture

Implement the Plan of Action to Strengthen a Culture of Security within UNHCR

- Implementation of the Plan of Action continued through the development of a range of tools such as a security gap analysis tool and structural engineering to facilitate more effective security planning and responses.
- A collective 700 days of staff missions by UNHCR security advisors were carried out in 2014 in order to ensure support to the field.

Increased security awareness and skills by UNHCR and partner staff

- Training was carried out to enhance the security skills and awareness of more than 110 security staff and 140 managers.

Continued use of the Manual on Security for Persons of Concern

- An e-learning course was launched to provide training to staff on the Manual. More than 600 staff had enrolled in the course by the end of 2014.

UNHCR airlifts urgent aid into Turkey

This article is an adapted version of a UNHCR news story

25 SEPTEMBER 2014



A UNHCR airlift arrives at Adana airport in southern Turkey.

© UNHCR/E. GUREL

ADANA, Turkey, September 2014 (UNHCR) | A UNHCR airlift began in September 2014, as part of a large-scale operation to assist the significant numbers of refugees crossing from northern Syria into Turkey, with the first plane landing in the southern Turkish city of Adana on Thursday, 25 September 2014.

Since 19 September, more than 144,000 Syrian refugees had sought refuge in southern Turkey's Sanliurfa province, fleeing conflict in towns and villages near Kobani (also known as Ayn al-Arab) in northern Syria.

"This sudden and massive influx of traumatized people into Turkey comes at a time when this country is already generously hosting well over a million Syrians," said High Commissioner for Refugees António Guterres. "It is absolutely critical that the international community supports Turkey to respond to the spiralling needs of so many refugees now as they will soon be facing winter."

The Airbus A310 plane from Amman, Jordan, would be followed by another seven flights and further consignments by land and sea, carrying aid for up to 200,000

refugees. Together, the eight flights will bring more than 130,000 sleeping mats, 107,500 blankets, 15,000 sets of cooking utensils, 13,500 plastic sheets, and five prefabricated warehouses over eight days.

These relief items, coming from stocks in global and regional warehouses, came in addition to UNHCR supplies in Turkey that were being distributed to refugees. Further aid was also being transported by road convoy from Copenhagen and via sea from Dubai to Mersin, Turkey. UNHCR also bought mattresses, hygiene products and other priority items locally.

UNHCR aid is being used to alleviate conditions in crowded collective shelters, including boarding schools, community halls and mosques, and will be distributed to refugees staying with host communities. ○