



# CATALOGUE OF Emergency Response



# Resources



September 2006



SRRC IKOTOS  
RETURNEES /IDPS  
REGISTRATION  
CENTRE



# UNHCR

United Nations High Commissioner for Refugees  
Haut Commissariat des Nations Unies pour les réfugiés



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## INTRODUCTION..... 6

## A- EMERGENCY STAFF ..... 7

### INTERNAL STAND-BY-ARRANGEMENTS ..... 8

- EPRO SENIOR EMERGENCY PREPAREDNESS & RESPONSE OFFICERS .....9
- SEA SENIOR EMERGENCY ADMINISTRATOR ..... 10
- EFAAs EMERGENCY FINANCE AND ADMINISTRATIVE ASSISTANTS ..... 11
- ERT EMERGENCY RESPONSE TEAM..... 12
- FSA FIELD SAFETY ADVISERS ..... 13

### EXTERNAL STAND-BY-ARRANGEMENTS ..... 14

- SRSA SWEDISH RESCUE SERVICES AGENCY ..... 15
- DRC/NRC DANISH/NORWEGIAN REFUGEE COUNCIL EMERGENCY STAFF..... 16
- UNV UNITED NATIONS VOLUNTEERS..... 17
- REDR (AUSTRALIA)..... 18
- SAVE THE CHILDREN (SWEDEN/NORWAY)..... 19
- CDC US PUBLIC HEALTH SERVICES – CENTERS FOR DISEASE CONTROL AND PREVENTION..... 20
- TSF TELECOMS SANS FRONTIÈRES ..... **ERROR! BOOKMARK NOT DEFINED.**
- SHA SWISS HUMANITARIAN AID UNIT ..... 21
- TECHNICAL CONSULTANTS ..... 22
- DCPEP DIRECTORATE FOR CIVIL DEFENSE AND EMERGENCY PLANNING OF NORWAY ..... 23
- NOREPS NORWEGIAN EMERGENCY PREPAREDNESS SYSTEM ..... 24

## B- OPERATION SUPPORT AND EQUIPMENT ..... 27

- MCDA MILITARY AND CIVIL DEFENCE ASSETS ..... 28
  - EMERCOM OF RUSSIA ..... 29
  - PERSONAL INFORMATION SERVICE= ANALYSIS PAPER ?..... 30
  - HOTSPOTS COUNTRY BRIEFS ..... 31
  - ESMI EMERGENCY AND SECURITY MANAGEMENT INITIATIVE..... 32
  - TELECOMMUNICATIONS EMERGENCY EQUIPMENT**ERROR! BOOKMARK NOT DEFINED.**
  - IT EMERGENCY EQUIPMENT..... 34
  - GEOGRAPHIC INFORMATION AND MAPPING..... 35
  - VISIBILITY MATERIAL ..... 36
-

- 
- SECURITY EQUIPMENT .....37
  - EOR EMERGENCY OPERATIONS ROOM .....38

## **C- OPERATIONS SUPPLY AND KITS ..... 39**

- CES CENTRAL EMERGENCY STOCKPILE .....40
- PREFABRICATED WAREHOUSES .....41
- FIELD VEHICLES.....42
- TENTS.....43
- LIGHT WEIGHT EMERGENCY TENT .....44
- PLASTIC SHEETING .....45
- JERRY CANS .....46
- BLANKETS .....47
- KITCHEN SETS.....48
- STAFF AND OFFICE ACCOMMODATION .....49
- PERSONAL TRAVEL KITS.....50
- EMERGENCY ITEMS KITS .....52
- OFFICE KIT.....53
- MEDICAL KIT .....54
- EMERGENCY HEALTH KIT .....55
- HEALTH KITS FOR EMERGENCY SITUATIONS .....57

## **D- EMERGENCY TRAINING..... 58**

- SET SITUATIONAL EMERGENCY TRAINING .....59
- WEM/ERT WORKSHOP ON EMERGENCY MANAGEMENT FOR EMERGENCY RESPONSE TEAMS .....60
- SECURITY TRAINING.....61
- SECURITY MANAGEMENT .....66
- LAND MINE AND SAVETY PROJECT .....63
- DISTANCE LEARNING MODULES .....64

## **E - INTER-AGENCY TRAINING.....69**

## **F- EMERGENCY OPERATION AND SUPPORT GUIDES..... 70**

### **EMERGENCY OPERATIONS GUIDES ..... 71**

- HANDBOOK FOR EMERGENCIES.....72
  - PRACTICAL GUIDE TO THE SYSTEMATIC USE OF STANDARDS AND INDICATORS.....73
-

- 
- CONTINGENCY PLANNING: A PRACTICAL GUIDE FOR FIELD STAFF ..... [74](#)
  - IACP INTER-AGENCY CONTINGENCY PLANNING GUIDELINES FOR HUMANITARIAN ASSISTANCE ..... [75](#)
  - SECURITY AWARENESS DOCUMENTATION ..... [76](#)

## **ACTIVITY MANUELS ..... 71**

- REFUGEE REGISTRATION PACKAGE ..... [77](#)
- PLANNING OF VOLUNTARY REPATRIATION: A PRACTICAL CHECKLIST FOR FIELD STAFF ..... [78](#)
- HANDBOOK FOR REGISTRATION ..... [79](#)
- OPENING AN OFFICE: CHECKLIST FOR THE EMERGENCY ADMINISTRATOR ..... [80](#)
- COMMODITY DISTRIBUTION: A PRACTICAL FIELD GUIDE ..... [81](#)
- SC CBT SUPPLY CHAIN COMPUTER BASED TRAINING ..... [82](#)
- REFWORLD ON CD ROM ..... [83](#)
- LIBRARY: UNHCR EMERGENCY MANAGEMENT ..... [84](#)

## **G- FINANCIAL RESOURCES ..... 85**

- UNHCR OPERATIONAL RESERVE ..... [86](#)
- CERF OCHA CENTRAL EMERGENCY REVOLVING FUND ..... [87](#)

## **H- ANNEXES ..... 88**

- DUTY OFFICER SYSTEM AT HEADQUARTERS ..... [89](#)
- SYNTHESIS OF GLOBAL ANALYSIS ..... [90](#)
- STAND-BY ARRANGEMENTS UNHCR ..... [91](#)
- GOVERNMENT SERVICE PACKAGES UNHCR ..... [92](#)
- FRAMEWORK AGREEMENTS WITH SUPPLIERS ..... [93](#)
- EMERGENCY STAND-BY ARRANGEMENT REQUEST ..... [94](#)
- EMERGENCY STAND-BY ARRANGEMENTS REQUEST FORM ..... [95](#)

## **ALPHABETIC ORDER LIST ..... 96**

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# INTRODUCTION

**UNHCR**, the United Nations Refugee Agency, is mandated by the United Nations to lead and coordinate international action for the worldwide protection of refugees and the resolution of refugee problems.

His emergency section, EPRS, intervenes in any situation with sudden afflux of refugees, whose life or well-being will be threatened unless immediate and appropriate action is taken. EPRS operations take place in strict emergency and temporary solution to repatriation missions.

In order to ensure that the necessary assistance reaches the refugees in time, effective emergency preparedness and response is a major priority.

This Catalog reflects the range of staffing arrangements (internal and external) and services deployable anywhere in the world by UNHCR during a refugee emergency. Some modules include both personnel and equipment, which have been designed to accomplish a specific task(s). Details vary, but may include telecommunications, field support, camp management, logistics and airlifts.

The purpose of this updated edition of the catalog of Emergency Response Tools is to provide information on the range of available options and the means by which they can be requested. The development of such tools is part of a strategy to enhance UNHCR's capacity to respond to emergencies. Many Sections in UNHCR play a key role in maintaining and developing these resources, which have already been extensively used in emergency situations.

The need to introduce additional emergency response tools or to adapt existing ones is constantly under review. This Catalog is, therefore, continuously updated so as to incorporate amendments and additional tools. It should be emphasized that the resources listed in this Catalog are intended for emergency response, which includes repatriation operations.

Given the need to ensure a minimum capacity and maintain a high level of readiness, it is not usually possible to use these tools for ongoing operations for which response to needs should be planned within the UNHCR annual operations cycle.

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# A - EMERGENCY STAFF

Internal stand-by-arrangements

External stand-by-arrangements

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[A. Int - Internal stand-by-arrangements](#)

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In the event of an emergency when the UNHCR Branch Office lacks adequate resources to respond or has no prior presence, ESS (Emergency and Security Service) staff can be deployed at short notice to lead, assess, assist and/or strengthen UNHCR operations and respond to the needs of the refugees.

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## EPRO Senior Emergency Preparedness & Response Officers

EPRS is staffed with six Senior Emergency Preparedness & Response Officers (EPRO's) who are on standby for emergency response. In the event of an emergency where the UNHCR Branch Office lacks adequate resources to respond or where UNHCR has no prior presence, the EPRO can be deployed at short notice to

- lead an emergency team or existing staff in the establishment and/or strengthening of UNHCR's presence
- lead needs assessment missions
- make recommendations on the operational strategy and deployment of other emergency resources.

The EPRO reports directly to the UNHCR Representative or, where there is no existing office, to the Bureau at HQ. Prior to each deployment, the EPRO's terms of reference will be established by the Bureau in consultation with the Field. The duration of each deployment will depend on the nature of the operation, but should be limited to the critical emergency phase during which the basic structures and direction of the operation will be put in place. In general this period is not expected to exceed two months. EPROs cannot be deployed to fill management or staffing gaps in existing operations.

EPROs are responsible for emergency preparedness activities, including:

- monitoring regional developments
- assisting field offices in the contingency planning process
- developing management tools to enhance emergency response
- reviewing procedures to improve emergency response
- identifying training needs on the basis of deployment experiences
- serving as resource persons for emergency management training.
- Supervise operational phase-out of emergency teams and handover.

To ensure adequate regional coverage in preparedness activities, each EPRO is assigned responsibility for a specific geographical area. However, where operational deployment is concerned, maximum flexibility will be maintained.

### **HOW TO REQUEST:**

***A written request from the Head of Desk/Liaison Unit, cleared with the Bureau Director/Regional, addressed to the Chief of EPRS, stating the destination, duration, reference, language requirements, background information and any other specific skills required for the assignment. The request should clearly state the plan to replace the internal emergency staff after the deployment period. EPRO may be deployed with 72 hours notice subject to visa, flights and security clearance. The mission costs will be charged to the respective country program. Their deployment can be accompanied by the deployment of other emergency tools to mount an effective response. If a comprehensive response package is required, a request from the Bureau Director/Regional Director should be addressed to the Head of the ESS with a copy to the Chief of EPRS.***

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## **SEA** Senior Emergency Administrator

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One SEA is based in ESS on a standby capacity. This staff member has experience and training capacity in all aspects of resource management (human resources, finance and general administration), as well as proven managerial skills and experience. When not deployed on emergencies, SEAs may be assigned to non-emergency situations where the need for skilled management capacity is deemed. In such cases, deployment will range from short assessment and advisory missions to assignments lasting up to two/three months.

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A brief description of possible SEA functions follows:

- identify and administer office premises
- establish and improve office procedures
- plan staffing needs, recruit and administer staff
- establish and oversee finance and banking procedures
- ensure proper procedures for communications
- oversee transport arrangements
- oversee security plans
- ensure adequate staff support
- ensure staff training
- supervise administrative phase out of emergency team and handover.

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The SEA will supervise staff, both international and local, and relieve the operations manager of structural concerns. It should be noted that this is a senior management position and deployment will be to large complex emergency operations. Alternatively, the SEA may be called upon to cover numerous field offices on a “roving” basis.

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### **HOW TO REQUEST:**

***A written request from the Head of Desk/Liaison Unit, cleared with the Bureau Director/Regional Director, addressed to the Chief of EPRS, stating the destination, proposed duration, terms of reference, language requirements, background information and any other specific skills required for the assignment. The request should clearly state the plan to replace the SEA after the deployment period (2 to 3 months).***

***A SEA may in principle be ready to be deployed within 72-hours noticesubject to visa, flights and security clearance. Requests for deployment in non-emergency situations may be considered as long as the assignment is not simply to fill a management gap. It should be understood, however, that these assignments are time-limited, require a clear terms of reference, and that the SEA may be withdrawn in case of a new emergency situation. The mission costs of a SEA will be charged to the respective country programme.***

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## **EFAA** Emergency Finance and Administrative Assistants

Three EFAAs are based in EPRS on a standby capacity. These staff members have experience and training in all practical aspects of administration (human resources, finance and general administration). Particular attention has been paid to solid financial and accounting skills. During an emergency deployment, the EFAA's main objective is to set up proper administrative procedures, Financial Procedures, Recruitment Procedures. In addition, train locally recruited staff in UNHCR office administration, practices and procedures so that they could work independently upon the departure of the Emergency Response Team. While in HQS, on stand-by, EFAAs could be assigned to non-emergency situations where the need for skilled administrative capacity is deemed by the concerned technical/functional section in HQs (e.g. Desks, HRS, PCOS, & FRS, etc.) to be critical. EFAAs have also been trained as Programme Assistants and can act in this capacity in an Emergency Response Team. Assignment lengths for all EFAA deployments will be up to three months. The EFAA may supervise local administrative staff.

A brief description of possible EFAA functions includes:

- establish Field Office Accounts/Budget System(FOAS/FOBS)
- identify banking facilities and make banking arrangements
- prepare and monitor administrative budgets
- establish Administrative Procedures for proper utilization of resource, control measures (Overtime, DSA/SOLAR/MARS/VARI/R&R/Security/Medical Evacuation monitoring, vehicle & telephone logs, inventories, travel authorizations, etc.) for all operational expenditures .
- establish recruitment procedures to suit the operational situation and/or train local staff in finance and personnel administration
- handle all Staff/Personnel administration matters
- assess working and living conditions
- Establish office premises and guest houses.
- Liaise with FSA for the safety of the staff members and property of the Organization and when identifying office premises and staff accommodation .
- programme management and administration

### **HOW TO REQUEST:**

***A written request from the Head of Desk/Liaison Unit, cleared with the Bureau Director/Regional Director, addressed to the Chief of EPRS, stating the destination, proposed duration, terms of reference, language requirements, background information and any other specific skills required for the assignment. The request should clearly state the plan to replace the EFAA after the deployment period (2 to 3 months). EFAAs may in principle be deployed within 72-hours notice subject to visa, flights and security clearance. Requests for deployment in non-emergency situations may be considered as long as the assignment is not simply to fill a management gap. It should be understood, however, that these assignments are time-limited, and require a clear terms of reference. The EFAAs may be withdrawn in case of a new emergency situation. The mission costs of EFAAs will be charged to the respective country programme.***

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## **ERT** Emergency Response Team

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The Emergency Response Team (ERT) Roster comprises a poll of some 25 internal staff members and 10 external including a number of senior staff drawn from the field and HQs, who are on standby for deployment to emergencies/repatriation operations. While ERT members may be proficient in specific functional areas of UNHCR operations (protection, programme etc) they are expected to function with as much versatility and flexibility as possible in order to cope with the demands of emergency situations. The roster is valid for 6-9 months according to each staff member's commitment and is reviewed before each of the three WEM. The inclusion of staff members on the ERT Roster is cleared in advance with supervisors, who also give approval for their immediate deployment. At the time of actual deployment, approval from the supervisors is therefore not required. ERTs not deployed during one six month period may, with the agreement of the staff member and their supervisor, be included in the following roster. Shortly before their terms on the roster, staff members attend the Workshop on Emergency management (WEM) [see page 61 on Emergency Training] where they are prepared for deployment as members of an ERT.

**D**

Members of the ERT can only be deployed to meet the critical needs of an emergency, including a repatriation operation, when existing resources are unable to cope or where UNHCR has no prior presence. While ERT Roster members are normally deployed with an EPRO, they may exceptionally be deployed to complement existing staff or to act as Team Leader depending on the nature of the emergency and on EPRS' resources at a given time.

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ERT Roster members are on standby for emergency deployment within 24 to 72 hours for a duration of two to three months depending on each member's commitment. No extension of an ERT roster member's deployment can be envisaged, as this could have adverse repercussions on the releasing office. ERT missions will be included in fact sheets if deployment reaches two months.

**F**

UNHCR staff who wishes to be considered for inclusion on the ERT Roster should write to the Chief of EPRS through their supervisor. Such communications should be copied to their administrative Officer. Lastly, staff members already posted in emergency area are not usually considered for inclusion in the ERT.

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### **HOW TO REQUEST:**

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*Once emergency response has been decided at the Bureau Director level, the overall staffing needs for the specific emergency should be discussed among the Desk, HRS and EPRS, on the basis of which the profile and source of staff will be determined. If ERT Roster members are required, EPRS will activate their deployment. As with all staff resources, by a written request by the Head of Desk/Liaison Unit to the Chief of EPRS with clear terms of reference, language, background information, duration of deployment and special requirements need to be specified from the outset by the Desk. Furthermore, It is important for the Desk and HRS (with EPRS if required) to work out a clear plan for replacement of the ERT Roster members after the deployment period (2 and in some cases 3 months). The mission costs of ERT Roster members will be charged to the country programme as indicated in the request.*

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## FSA Field Safety Advisors

The Field Safety Section (FSS) is responsible for the implementation of UNHCR's Security policy, provision of advice and support to managers in Headquarters and to the Field operations on staff and field security matters. To discharge this responsibility, FSS structure is organized at four levels: namely, the Current Operations Unit(COU) at HQ, Outposted Staff, Regional Officers located either in "hubs" or selected country offices and Security Advisors at UNHCR Country Offices.

- i) **The Current Operations Unit(COU)** comprises three Senior Field Safety Advisors(SFSA) based in Geneva. They interface with the field and senior managers ,at HQ to provide support, analysis and reporting as well as development of training and policy/guidelines on staff safety and security. They follow up issues and incidents affecting refugees and other persons of concern. The SFSAs undertake missions to carry out security audits, security risk assessments, staff training and assist the field operations in setting up security management system. Finally, they create and maintain linkages with UNDSS counterparts to foster the spirit of partnership and achieve the UN Security systems goals.
- ii) **Global/Regional Capacity:** FSS has a total of three "Global/Regional" Senior FSAs, one each based in West Africa, East/Horn of Africa and Asia). Up to now, the role of the RSFSAs has primarily consisted of performing missions in the region concerned. Toward achieving a more even and rational distribution of labor among the available pool of professional security staff, it is agreed the RSFSA will take the lead in covering their respective regions. This will allow the HQ-based SFSAs to focus on regions more on regions where this capacity is not available. They will be responsible for planning training events and policy related initiatives based on regional specifications.
- iii) **Outposted Field Safety Advisors:** There are currently five outposted FSAs who are nominally assigned to Geneva but provide emergency support extending upto six months, to country operations for unforeseen situations. They cover staff safety and security issues and needs in emergency operations in crisis locations.
- iv) **Field Safety Advisors:** There are 34 FSAs deployed to country-specific operations through-out the world. Their responsibility is to advise senior managers in their respective duty stations about the security situation that would impact on staff safety and operational programmes.

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### **HOW TO REQUEST:**

***A written request should be addressed from the Field to the Head of Desk/Liaison Unit and copied to the Chief of the Field Safety Section, stating destination and proposed duration of mission, language requirements, background information and other specific skills required.***

***The mission costs normally will be charged to the respective country programme.***

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[A Ext - External stand-by-arrangements](#)

In the event of an emergency when the UNHCR Branch Office lacks adequate resources to respond or has no prior presence, and when ESS staff members cannot be deployed, UNHCR may use external standby arrangements with a variety of partners able to support UNHCR operations by providing staff and/or services.

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## SRSA Swedish Rescue Services Agency

In the most extreme field conditions, where an operation has to be established in an environment where almost all infrastructure support would need to be brought in from the outside, the Swedish Rescue Services Agency (SRSA) is on standby for deployment to provide a comprehensive range of staff support for UNHCR staff. SRSA can be deployed, with 72-hours notice, with equipment and a team of staff to establish

- office
- housing facilities
- sanitation,
- water
- electricity
- telecommunications
- transport
- nursing services

On the basis of deployment experience, SRSA has repackaged its staff support services in order to be able to meet needs under different climatic condition, as well as when only a part of its services are required.

It has been agreed that the involvement of the SRSA should be limited to a period of four to twelve weeks, which should provide sufficient time for UNHCR to establish longer-term support facilities. Should it be necessary, a base camp manager can be deployed to maintain the facilities established by the SRSA until such time as local arrangements can be found for the longer term. The decision to deploy the SRSA support team should only be made after a field assessment (including a SRSA representative). While this standby arrangement has been provided to UNHCR free of charge, the actual cost of deployment will be charged to the relevant programme.

Where the UNHCR Staff and Office Accommodation package is used, the SRSA is able to provide a base camp manager familiar with the package to manage the facility during the initial stages of its use.



### **HOW TO REQUEST:**

***The deployment of the SRSA package for staff support is normally part of a comprehensive emergency response package and has been approved by the HQ Task Force established to mount the emergency operation. On the basis of detailed information about the emergency situation and conditions in the field provided by the head of Desk/Liaison Unit, EPRS will formulate an official request to the SRSA in order to obtain the deployment.***

***The Head of Desk/Liaison Unit should ensure that budgetary provisions have been made and a project agreement between UNHCR and SRSA should be prepared immediately after the budget has been submitted by the SRSA and agreed by UNHCR.***

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## **DRC/NRC** Danish/Norwegian Refugee Council Emergency Staff

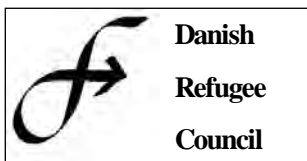
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To complement internal staff resources for emergencies, a standby arrangement has been established with the Danish and Norwegian Refugee Councils. Under this arrangement, NRC/DRC staff who have been pre-identified, screened and trained can be deployed within 72-hours notice to UNHCR operations anywhere in the world. DRC/NRC staffs are issued UN certificates and form an integral part of UNHCR teams. Although, in principle, this arrangement can provide for any profile normally needed in a UNHCR operation, it has been found to be particularly effective in the deployment of field officers, telecommunications experts, base managers and logistics officers. With prior training, NRC/DRC staff have also been found to be effective protection and repatriation officers.

**C**

As an emergency resource, DRC/NRC staffs are usually deployed up to six months since they are generally on leave of absence from their normal jobs. Accordingly, it is important that no extension beyond this period be requested. It must be emphasized that all costs related to the deployment of staff will be charged to the relevant programme, although the possibility of partial funding is occasionally considered. NRC/DRC staff will only be deployed if it has been established that urgent staffing requirements cannot be met from internal sources.

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NOTE The terms and conditions of deployment are governed by the Agreement between UNHCR and DRC/NRC which is with EPRS. The Desk and Field should avoid independent negotiations with the DRC/NRC staff.

### **HOW TO REQUEST:**

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***A written request for DRC/NRC deployment should be sent by the relevant Head of Desk/Liaison Unit and submitted to the Chief of EPRS describing briefly: the emergency situation; details of staff requirements (number of staff required, functional title(s), mission location, date of deployment, duration, language, if briefing in Geneva necessary, supervision arrangements in the field); background information and information on living conditions at the mission location. EPRS will act as contact with the Councils and liaison with the Desk (specifically on operational requirements, budget submission, preparation of letter of mutual intent and sub-agreements) from the requesting period up to repatriation of the DRC/NRC staff. Checklists providing more detail on the procedures are available from EPRS. DRC/NRC staff are usually free to UNHCR for the first 3 months. Cost per person is approximately USD 5-6,000 per month plus travel and DSA.***

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## UNV United Nations Volunteers

In June 2000, UNHCR has concluded an agreement with UNV Programme for the emergency deployment of international UNV. Since then, the regular close collaboration with UNV Programme, based in Bonn, Germany, has expanded beyond emergency dispatch of skilled specialists. Today, a new, more comprehensive MOU that covers both emergency and non-emergency deployment of international and national UNV is under negotiation. UNV Bonn maintains an emergency standby roster of candidates with functional specialities required for UNHCR's emergency operations. In case of emergency deployment of UN Volunteers requested through EPRS, UNV Bonn will provide UNHCR with CVs of suitable UN Volunteer candidates whose expertise match with the requirement and immediate availability is confirmed, within 3 days from the receipt of the request.

The selection of the finalist UNV is normally done with UNHCR representatives/or designated officers in the field and EPRS in consultation with the Desk. In order to ensure selection of the competent candidates on technical tasks, additional advices could be obtained from the different sections at HQs, depending on the functional responsibilities requested.

UNV under emergency deployment arrangement are commonly deployed for a 3 to 12 month period instead of the traditional 2 years assignment. UNV can also be called upon to meet staffing gaps in the transition from an emergency team to the assignment of long-term staff. Where a longer contract period is foreseen, it is desirable to request this from the outset, instead of starting with a shorter period with number of extensions, as it allows for better planning and the UNV entitlement for short term ( - 1 year) and long term ( + 1 year) assignments are different.



UNITED NATIONS  
VOLUNTEERS

UNV are not legally UN staff. Information on their legal and operational status, such as limit to functional responsibilities, is elaborated under UNHCR's Policy on UNV (February 2004). Former UNHCR staff, Professional and General Service categories, can also serve as a UNV. UNV can be considered for staff recruitment by UNHCR through their registration on UNHCR's International Professional Roster after they have competently served a minimum of 2 years as volunteers.

### **HOW TO REQUEST:**

***EPRS will liaise with UNV Bonn to ensure that UNV are selected and deployed according to the requirements of the emergency operation. The Head of Desk/Liaison Unit will be required to complete a TOR/job description indicating project code to be charged, required functions, reporting lines, length of assignments and the duty station. This is submitted to the Emergency Focal Point of UNV through EPRS, specifying availability of funds. A checklist providing detailed procedures of UNV deployment is available from EPRS. The cost of these deployments will be charged to the relevant programme. Average entitlement for an international UNV per month is USD 3,500 - 4,000.***

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## **RedR (Australia) Registered Engineering for Disaster Relief**

RedR International is a federation of RedR organisations who has offices in Australia, Canada, London and New Zealand. Offices are emerging in East Africa and India. RedR relieves suffering in disasters by selecting, training and providing competent and effective personnel to humanitarian relief agencies world-wide.

UNHCR's operational link through the current standby agreement is only with RedR Australia and the competencies covered are for:

- technical sectors (engineering)
- logistics
- de-mining

The 1.500 members of RedR's registers form a unique body of highly motivated and competent individuals who can be called upon at very short notice to strengthen the response of front-line humanitarian agencies. Since its establishment in 1979, RedR members have undertaken many assignments with more than 100 agencies in over 70 countries.

Members of RedR's registers are carefully interviewed and selected for their personal and professional qualities. While engineering and related technical skills lie at the heart of RedR, the range of professions represented on the registers continues to grow.

RedR seeks to find the best match between the requirements of any assignment and the profile of available members.



RedR is a member of a steering group of relief agencies involved in a pilot project whose overall goal is to improve the accountability of the relief agencies to those they serve. The feasibility of an Ombudsman system is currently being studied. RedR is a non-profit organisation supported financially by individuals, companies, institutions, and governmental and non-governmental aid agencies.

### **HOW TO REQUEST:**

***Under a standby agreement with RedR Australia, nationals and residents of Australia and New Zealand who are on the register can be seconded to UNHCR for up to six months at no cost to UNHCR, specifically and only for emergency type of operations. The Australian Government funds this Programme through AusAid.***

***Alternatively, UNHCR can access the full register through any RedR office, including RedR Australia, but UNHCR will cover all costs (salary, fees, DSA and travel). Average salary per month is USD 4,000 and up.***

***Once it has been determined that additional staff are needed through RedR, please contact Technical Support Section (TSS) by email: [HQTS01@UNHCR.CH](mailto:HQTS01@UNHCR.CH)***

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## Save the Children (Sweden/Norway)

A Stand-by Agreement has been signed with Save the Children (Sweden/Norway) which permits the deployment of trained Community Services Officers to refugee emergency and emergency-like situations within 72 hours notice, in order to take part in UNHCR needs assessment missions and in the initial establishment of community-based structures. The terms of reference of the community services officers normally specify a three-phased approach:

- assessment and situation analysis, action plan
- foundation of community services structures
- building up of community services structures through a community development approach with a gender and age perspective.

Save the Children maintains a sufficiently large stand-by roster of experienced and trained people, with appropriate skill profiles. Save the Children (Sweden/Norway) staff members are normally seconded to UNHCR for a period of three months, but may be extended up to a maximum of six months.

A UNHCR induction course takes place once a year for selected staff. Save the Children (Sweden/Norway) staffs are funded by Save the Children (Sweden/Norway) in accordance with its personnel regulations.



Agreement signed:  
24/11/2003

### **HOW TO REQUEST:**

***Once it has been agreed that the inclusion of Community Services should be considered as part of the emergency response, a request for Save the Children (Sweden/Norway) deployment should be completed by the Head of Desk/Liaison unit, and addressed to the Chief of Women, Children and Community Development Section (WCCDS) within the Division of Operational Support (DOS), with a copy to EPRS, describing the emergency situation, staff requirements, terms of reference, proposed duration (not exceeding three months), date of deployment, gender/sex, language requirements, if briefing in Geneva necessary, supervision arrangements in the field and information on living conditions at the duty station. There is no cost to UNHCR for the deployment of Save the Children (Sweden/Norway) staff.***

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## CDC US Centers for Disease Control and Prevention

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CDC has standby arrangement with UNHCR. Specific areas covered under the arrangement include:

- rapid health and nutrition assessment
- improvement of epidemic preparedness and response
- prevention and control of communicable diseases
- training of local and international health staff
- co-ordination of health care delivery services
- nutrition programmes in emergencies
- maternal and child health activities
- sanitation
- water supply and environmental health activities

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Within the standby arrangement, CDC has identified a core group of experts who can be made available at short notice to respond to technical assistance requests made by UNHCR for rapid health and nutrition assessments in emergency situations as well as surveys in the post-emergency phase. Furthermore, CDC experts can be deployed as health and nutrition coordinators during an emergency. Deployment of CDC staff members normally vary from four to eight weeks but can be extended to three months upon request.

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Staffs seconded by CDC are deployed as members of the UNHCR team and report to the UNHCR designated officer in charge of the operation. They are, however, funded by CDC and compensated in accordance with PHS policy.

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**Department of Health & Human Services  
U.S. Public Health Services**

MOU signed in 1992

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### **HOW TO REQUEST:**

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***Once it has been agreed that CDC specialists are required in an emergency operation, the TSS (Technical Support Section) will be the focal point for contacts and deployment requests to CDC. Requests should be in writing to the Head of TSS stating the proposed duration, terms of reference, language requirements, background information and any other specific skills required for the assignment.***

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***TSS will inform CDC (and other relevant UNHCR sections) of the Terms of Reference as well as all other details relating to the mission.***

## SHA Swiss Humanitarian Aid Unit

In cooperation with UNHCR and upon request, the Swiss Humanitarian Aid Unit (SHA) former Swiss Disaster Relief Unit (SDRU) can provide Volunteers for the benefit of the refugees(French: Corps Suisse d'Aide Humanitaire (CSA)).

SHA can provide assistance to an emergency operation in three different forms:

- 1 Placing at UNHCR's disposal the volunteers and equipment necessary for a specific operation;
- 2 Providing individual volunteers specialised in the following fields: general management, medical services, health services, engineering, construction, supply services, logistical support, transportation, communication (radio-operators).
- 3 Providing cash contribution with or without the participation of volunteers in a specific UNHCR project.

SHA Volunteers can be deployed at short notice to an emergency for a limited period of time. Under special circumstances and with the mutual agreement of both parties, the period may be extended. This agreement is currently under review and will be updated shortly.



MOU signed: 30/09/2002

Swiss Humanitarian Aid Unit (SHA)

### **HOW TO REQUEST:**

***For emergency deployment, TSS will liaise with the Swiss Humanitarian Aid Unit, to ensure that volunteers are identified, selected and deployed according to the requirements of the emergency operation. The Head of Desk/Liaison Unit will be required to complete a job description indicating project information, requirements, and living conditions at the duty station. The submission will include the terms of reference, the number of Volunteers requested and the duration of assignment. This will be submitted by e-mail (HQTS01@unhcr.ch) with a covering letter, directly to TSS with copy to DRRMS and EPRS. SHAs Website [www.deza.ch](http://www.deza.ch)***

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## Technical Consultants

The Technical Support Section (TSS) of DOS maintains a roster of individual consultants and consultancy companies, covering the following disciplines:

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- agriculture, fisheries and livestock
- development planning and project planning
- economics and finance
- energy
- health/nutrition/food
- income generating activities
- environmental sanitation
- site planning, shelter and other infrastructure
- transport and logistics
- water supply

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Names are regularly being added to the roster which is updated periodically to ensure that all consultants continue to be available. A short list of experienced professionals in each of the major sectors and prepared for immediate deployment is maintained as a sub-category of the roster for emergency response.

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Consultants may be deployed as part of contingency planning or needs assessment missions, and part of Emergency Response Teams. In the response phase, they will often be called upon to provide the necessary technical input into programme development.

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### **HOW TO REQUEST:**

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***Once the need has been identified, requests for consultants will be detailed in a memorandum, with a TOR, from the Desk/Liaison Unit to TSS/DOS and copied to DHRMS. TSS will normally recommend one (or more) consultants for approval and further administrative arrangements to the respective country office. The submission will include the terms of reference, the timing of the assignment, estimated cost and proposed source of funds and the CV of the prospective consultant.***

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***Where consultancy firms are thought to be more appropriate for the task, the selection of suitable candidates or firms must be in accordance with the UN financial rules. Average cost per staff member is between USD 4,500 and USD 6,000 per month plus DSA and travel which will be covered through a sub-agreement.***

## DCPEP Directorate for Civil Defense and Emergency Planning of Norway

In cooperation with UNHCR and upon request, DCPEP maintains a stand-by roster known as the Norwegian Support Team. Individuals or teams can be provided for rapid mobilization and deployment, fully equipped with the tools and material they need to support UNHCR staff operating in emergency situations.

Profiles in the roster are reviewed at least once a year and can include:

- Team leaders
- Telecommunications
- Office managers
- Logistics Officers
- Mechanics
- Cooks
- Nurse



Directorate of Civil  
Defence and Emergency  
Planning of Norway

DCDEP can provide assistance at a 72 hours short notice to an emergency for a limited period of time. Under special circumstances and with the mutual agreement of Directorate of Civil Defense and Emergency both parties, this defined period may be extended.

### HOW TO REQUEST:

***A written request for DCPEP deployment should be sent by the relevant Head of Desk/Liaison Unit and submitted to the Chief of EPRS describing briefly: the emergency situation; details of staff requirements (number of staff required, functional title(s), mission location, date of deployment, duration, language, if briefing in Geneva necessary, supervision arrangements in the field); background information and, information on living conditions at the mission location. EPRS will act as contact with DCPEP and liaison with the Desk (specifically on operational requirements, budget submission, preparation of letter of mutual intent and sub-agreements) from the requesting period up to repatriation of DCPEP staff. Checklists providing more detail on the procedures to be followed are available from EPRS. All costs relating to the deployment will determined on a case by case basis and could range from full-funding by the Government of Norway, to a cost sharing arrangement or full-funding by UNHCR.***

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## **NOREPS** Norwegian Emergency Preparedness System

The NOREPS concept was introduced in 1991 to facilitate emergency response in the most appropriate way.

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NOREPS is a contribution to the efforts of the United Nations agencies and non-governmental organisations (NGOs) to reach disaster areas without delay and provide them with the right kind of personnel and relief supplies. Preparedness stocks comprising carefully selected Norwegian relief items and lifesaving equipment have been established both in Norway and in disaster-prone areas. Supplies can be airborne in less than 24 hours. Teams of relief workers are prepared to take part in relief operations within 72 hours.

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The Norwegian Emergency Preparedness System offers three elements:

- Relief Products and Services
- Personnel
- Service Packages

**E**

The areas where NOREPS can provide assistance are:

- Norwegian Support Teams
- Primary Health Care Clinics/Field Hospitals
- Water and Sanitation
- De-Mining
- Telecommunications
- Norshelter

Find informations and NOREPS catalogue on the web site: [www.noreps.com](http://www.noreps.com)

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### **HOW TO REQUEST:**

***A written request for NOREPS deployment should be prepared by the Field and Desk/Liaison Unit. It should describe briefly, the emergency situation, details of staff/equipment requirements (number of staff required, functional title(s), mission location, date of deployment, duration, language, if briefing in Geneva necessary, supervision arrangements in the field); and information on living conditions at the mission location. Donor Relations and Resource Mobilisation Service (DRRM) will finalise and submit the formal request to the Ministry of Foreign Affairs. DRRM will also act as contact with the Ministry, NOREPS and liaise with the Desk. Checklists providing more detail on the procedures to be followed are available from DRRM.***

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## Emergency Capacities of Non-Governmental Organizations

In recent years many of UNHCR's operational partners have taken steps to develop or enhance their emergency preparedness and response capacities. These are essential elements in complementing UNHCR's response to refugee emergencies, since traditionally; UNHCR relies on non-governmental organisations to implement, on its behalf, activities in support of refugees. It is important that these resources are known and called upon when needed. In order to do this effectively, UNHCR has established a database which captures the emergency capacity of important NGOs which work in refugee programmes.

Moreover, in the spirit of his Plan of Action, UNHCR has developed a framework of objective supports and a real Partnership in Emergencies (PARinEm) with approximately 10 Operational partners, to strengthen this cooperation with NGO's.

The database identifies the sectors below in which NGOs have the capacity to work and provides a link to the NGO's website where information can be found on the agency's policy regarding emergencies, its human resources capacity and material stockpiles.

Community Services	Health/Nutrition
Domestic needs	Management
Economic activities	Shelter
Education	Site Planning and Civil Works
Environmental sanitation	Transport/Logistics
Food	Water

On the basis of this database, UNHCR can determine which NGOs can be called upon to cooperate with UNCR in emergency response to refugee programmes.

The database is updated regularly.

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### **HOW TO REQUEST:**

***In emergencies, Field Offices or Emergency Response Teams may advise Headquarters of operational needs to be filled by NGOs. The database will provide options. Where there is no ERT and country operations have particular gaps or needs, the NGO Liaison Unit at headquarters should be contacted and given details for follow-up.***

***Email address: [NGOUnit@unhcr.ch](mailto:NGOUnit@unhcr.ch)***

***Fax: +41 22 7397302***

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**OPERATION SUPPORT AND  
EQUIPMENT**

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## **MCDA** Military and Civil Defence Assets

Over the past years, in an increasing number of major complex humanitarian emergencies, the MCDA have been utilized, as a matter of “last resort”.

The resort to military assets has proven to be both critical and life-saving when humanitarian agencies have not had the essential capacity to-hand.

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Previously referred to as Government Service Packages, the concept of a formalized use of military/civil defence was pioneered by UNHCR before being adopted by OCHA and the Military/Civil Defence Unit (MCDU). Operational and Evaluation experience led to the establishment of a more predictable framework facilitating humanitarian agency access to MCDA.

In March 2003, MCDA Guidelines were adopted which provide for the use of international military / civil defence personnel, equipment and services in support of the UN in pursuit of humanitarian objectives in complex emergencies. The guidelines also indicate when these resources can be used, how they should be employed, and how UN agencies should interface, organize, and coordinate with international military forces.

C

The Central Register of Military, Civil Defence and Civil Protection Assets contain data on the military, and/or civil defence, and/or civil protection expertise, capacities and range of services which may be offered in case of emergency by Member States. MCDA may be requested through the MCDU by a United Nations Agency or the Government of an affected country (usually through the UN Resident/Humanitarian Coordinator) when all other sources have proved to be insufficient, exhausted, or unavailable.

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The Central Register includes 5 directories of specific disaster management assets:

- SAR (Search and Rescue) Directory;
- MCDA (Military and Civil Defence Assets) Directory;
- Emergency Stockpiles of Disaster Relief Items;
- Rosters of Disaster Management Expertise;
- ATDR (Advanced Technologies for Disaster Response) Directory.

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### **HOW TO REQUEST:**

***MCDA Guidelines indicate that UN humanitarian agencies should request the use of MCDA through the Humanitarian Coordinator or Resident Coordinator who has coordination responsibilities for the complex emergency. Except in situations where there is imminent loss of life or acute suffering, UN humanitarian agencies should avoid ad-hoc local requests for MCDA and the uncoordinated use of other military and civil defence resources. UNHCR requests for MCDA should be copied to HQ (Desk and ESS) and may be facilitated through liaison with the MCDU in Geneva.***

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***Military and Civil Defence Unit, Office for the Coordination of Humanitarian Affairs, Palais des Nations, CH 1211 GENEVA 10, Switzerland***

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***Tel: +41 (0) 22 917 1687 Fax:+41 (0) 22 917 00 23 email: [mcdun@un.org](mailto:mcdun@un.org)***

## EMERCOM of Russia

Under a Memorandum of Understanding signed with EMERCOM of Russia (State Committee of the Russian Federation for Civil Defence, Emergencies and the Elimination of the Consequences of Natural Disasters) UNHCR is provided with priority access to airlift capacity and a trucking fleet maintained by EMERCOM on a standby basis.

These standby capacities include the following:

- Two airfreighters IL-76 TD with a payload of 40 tonnes and cargo hull dimensions of 20 x 3.4 x 3.4 metres.
- At least 15 x 10 metric tonne (6 x 6 or 6 x 4) trucks (Kamaz type) accompanied by fuel tanker, mobile workshop, escort vehicles and personnel (drivers and coordinators) to man the fleet during the initial emergency phase and until such time as local capacities can be trained to take over the operation of the fleet.

The resources can be deployed within 72 hours of receipt of a written request from UNHCR. The maintenance of these capacities on a standby basis is provided at no cost to UNHCR, but the cost of deployment is charged to the relevant programme.



EMERCOM OF RUSSIA  
Ministry of Russian Federation for Civil Defence,  
Emergencies and Elimination of Consequences of  
Natural Disasters



### **HOW TO REQUEST:**

***The Desk/Liaison Unit should consult with EPRS and STS on the appropriateness of the EMERCOM capacities for the specific needs of the operation. Once its deployment is agreed, EPRS will be the focal point for contact between EMERCOM and UNHCR. UNHCR will advise EMERCOM in writing (copied simultaneously to the Government of the Russian Federation through the mission in Geneva) of the type of the emergency operation, location, duration, type and quantity of EMERCOM services, equipment and personnel as well as the technical specifications of any special equipment required. At the time of deployment a "Sub-Agreement" will be signed between EMERCOM and the relevant Bureau which incorporates the actual services to be rendered by EMERCOM and the costs to be borne by UNHCR. Average cost per staff is USD 1,700 per month.***

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## Personal Information Service= Analysis paper ?

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UNHCR has the capacity to commission externally produced country, region, situational, specific and thematic analytical reports to compliment internal efforts. ESS manages this project in coordination with the new Protection Information Section in DIP (a service previously provided by CDR). Papers are commissioned in close collaboration and on behalf of the Bureaux. Bureaux should have a focal point for coordinating with ESS and Protection Information Section on the reports

Analysis papers cover two broad areas

- Forthcoming emergencies, early warning, conflict analysis and staff/ refugee security
- Country of origin-type information

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ESS focuses on analysis that helps strengthen UNHCR's early warning and emergency preparedness measures. The DIP Protection Information Section [PIS] has responsibility for country of origin-type papers, liaising with the Bureaux as necessary. There is some crossover of topics and close coordination between the units will continue.

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The reports can remain internal or can be shared externally, depending on the political sensitivities involved. [Papers do not represent UNHCR's position and include a disclaimer]. The Bureaux decide on dissemination of papers they commission, in close consultation with ESS and PIS. Previous papers can be found on the intranet in Refworld and on the public website.

E

### What is the process?

- Bureaux/field make request to ESS and together develop TORs
- ESS proposes TORs for a paper to WriteNet
- Our contractor identifies author
- Author prepares paper outline
- UNHCR clears outline and author starts writing
- When paper is delivered UNHCR has 3 weeks to respond to author with comments
- Author will reply incorporating comments into a revised and final text as necessary

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### HOW TO REQUEST:

**Submit request to ESS: [HQES00@unhcr.ch](mailto:HQES00@unhcr.ch), - including a broad outline of topic to be covered. ESS considers all requests, but has to prioritise according to available funding and perceived need.**

**No cost. ESS covers costs [between \$800-4500 depending on length of paper]. It can take 3 weeks-3 months depending on the length of paper/topic/author**

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**Hot Spot Briefs are only two pages (Restricted to Hot Spot Commissions by ESS). Medium length (8-10 pages) or longer (25-30 pages)**

## Hotspots Country Briefs

UNHCR commissions an independent provider –Writenet- to prepare the Hotspots Country Briefs. Writenet's analysts synthesize information from a range of sources including specialized publications, the media and personal contacts. The analysis is two pages per countries and follows a standard layout, with a focus on early-warning and security (both staff and refugee).

The briefs provide an overview of recent developments in each of the countries concerned, concentrating on the humanitarian situation for IDPs and refugees. UNHCR commissions the analyses for up to 12 "Hotspots" countries each month. A "Hotspots" is a country or situation where UNHCR may be required to launch a new or expanded operation in the short term (3 months). "Hotspots" are reviewed every month and ESS welcomes input from the field or elsewhere in HQ.

The purpose of the briefs is to provide accurate and pertinent information devoted to issues of forced displacement by:

- Maintaining constant situation displays;
- Providing risk assessment and early warning indicators;
- Alerting on refugees movement and encouraging corrective action;
- Advising on repatriation operations and possible destabilizing consequences;
- Indicating possible threats to refugees/humanitarian staff in a specific area;
- Enhancing crisis management by providing an external forecast of events;
- Addressing aspects of refugee security and camp security;
- Providing a cultural fiche on involved ethnic groups;
- Expanding knowledge base for preventive diplomacy in refugee issues;
- Enhancing visibility on crisis situation so as to stimulate political will for action
- Helping to identify country, regional, sub regional.



### **HOW TO REQUEST:**

***The monthly reports may be obtained from ESS by e mailing to HQES00@unhcr.ch and requesting to be included on the distribution list. The reports are also accessible on the Intranet under "Operational Support- Emergency and Security Service".***

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## ACTION ALERT

For UNHCR, early warning is predominantly about making sure we are aware and ready for new refugee emergencies, wherever they might be – scanning the globe, identifying risk situations and planning accordingly.

But as part of the UN family, UNHCR must also have a wider agenda in identifying and recommending preventive measures [for action not necessarily by UNHCR, but other UN actors] prior to the outbreak of violent conflict and corresponding refugee crises.

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ESS and DIST have developed Action Alerts Initiative from the start of 2005.

### The Action Alert System

These “Action Alerts” are intranet based summaries of global early warning analysis. The Action Alert system classifies countries into one of four early warning categories (Red, Orange, Yellow, Blue) based on anticipated increase in UNHCR’s operational activities within short, medium and long terms. The assessor is also required to assess the current level of preparedness in the country to handle the anticipated activity. The assessment and categorization of a country is the trigger point for the Bureaus/Desks to take actions according to a list of predetermined recommended preparedness activities.

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### The benefits of the Early Warning Action Alert system:

- Be a convenient summary tool for Managers at all levels and in relevant support sections.
  - Predefine “trigger points” for preparedness activities.
  - Link Early Warning and Preparedness with ongoing Emergency Operations Procedures – to provide a systematic transition from early warning through preparedness to ultimate action and response.
  - Spark better liaison with the Inter-Agency partners, including the IASC Sub-Working Group on Preparedness and Contingency Planning.
- Be an enhanced post-action evaluation tool.

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***A revision of the system is expected to be completed by mid-2006, introducing the concept of scale and likelihood components and link the preparedness activities directly with the country assessment based on the categorization/ranking of the country. With the new system, UNHCR will enhance its early warning capacity and increase its preparedness for the next humanitarian crisis.***

F

***The Action Alert system will be supplemented by the continuing HotSpots analysis, the externally commissioned papers on some of the areas considered most likely for changing UNHCR operations.***

### HOW TO REQUEST:

*For more information contact [ESS:HQES00@unhcr.org](mailto:ESS:HQES00@unhcr.org) or the relevant Bureaux Desk Officer or Intranet-perations-Action Alerts \_\_\_\_\_*

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Telecommunication & Emergency Equipment

## Telecommunication & Emergency Equipment

A stock of telecommunication equipment, adequate for establishing communication links for emergency operations has been established. This equipment is intended to provide emergency staff with immediate communication links even from the most remote locations.

ITTS can deploy Telecomms Kits available for the start up of an emergency operation:

**Hand Held Network:** VHF repeater and 12-15 handsets to be used within a 10 km area.

After initial deployment, equipment can be ordered from the central emergency stockpile which comprises:

8	Data Transmission System HF	US\$16,000per unit
4	Packet Stations VHF	US\$2,200 per unit
80	Codans NGT HF Mobile sets	US\$3,600 per unit
100	Motorola GM 300 VHF Mobile sets	USD\$400 per unit
300	Motorola GP340 VHF Handsets	US\$360 per unit
20	Motorola GR 500 Repeater Station	US\$3,750 per unit
9	Inmarsat Mini-M's	US\$2,600 per unit
10	Fax Machine (Canon)	US\$800 per unit
10	Thuraya Satellite Telephone	US\$800 per unit *
2	Thuraya Docking Station. (enabling indoor use)	US\$1500 per unit *

This stock, which will be replenished as it is deployed.

\* Not world-wide coverage check with Telecom before ordering.

### **HOW TO REQUEST:**

***Written requests for Telecommunications Equipment should come from the Desk/Liaison Unit to the Chief of Telecoms Section at HQTU00 with a copy to SMS, and EPRS. All requests should also include the number of Radio Technicians and Radio Operators needed.***

***Costs will be charged to the relevant programme after authorization by the Desk/Liaison Unit. Please check directly with the Chief of Telecoms Section for current prices of equipment and consult the Regional Telecoms Officer (RTO) in the area for assistance in requesting this type of equipment.***

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## IT Emergency Equipment

A stock of IT emergency equipment, adequate for establishing communication links and providing email and other IT services for emergency operations has been established. This equipment is intended to provide emergency staff with communication links even from the most remote locations.

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*IT Equipment:* There are three types of Emergency IT Kits available for the start up of an emergency operation:



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- Type 1 Kit: Deep Field IT Kit: Each kit consists of a laptop computer and Mini-M sat-phone to give access to email via GroupWise Remote and includes standard UNHCR software packages such as MS Office, etc. A portable printer can also be included if required.

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- Type 2 Kit: Field Office IT Kit: A wireless network for start up of an office. Kit includes file/email server, laptops, printers and the networking equipment required to provide email access as well as other standard UNHCR software to each workstation. Other equipment such as a sat-phone, generator, etc. can be supplied if required.

E



- Type 3 Kit: Field Operations IT Kit: Same equipment as for Type 2 Kit but it is planned that it will also include a portable building to be used as a temporary office.

The above equipment is held in a central stockpile in ITTS at Headquarters in Geneva. Kits can be deployed with staff if they are leaving or travelling through Geneva or they can be requested after arrival at the emergency operation site.

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### **HOW TO REQUEST:**

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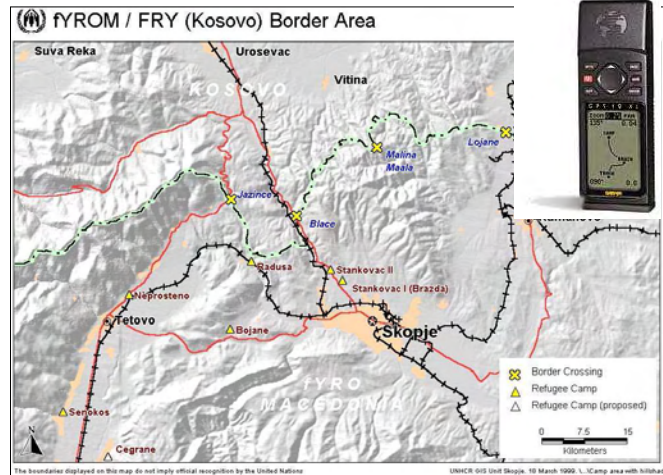
***Written requests for IT Equipment should come from the Desk/Liaison Unit and be sent to the Chief of User Services/ITTS with a copy to SMS and EPRS. Costs will be charged to the relevant programme after authorisation by the Desk/Liaison Unit.***



## Geographic Information and Mapping

On the onset of an emergency, the Geographic Information, System, (GIS) databases from the Field Information and Coordination Support Section (FICSS) can be useful, on providing access to maps indicating:

- topography
- refugee/IDPs/asylum seekers locations
- UNHCR offices
- existing camps
- border crossing areas
- landmine areas
- road networks
- water resources...



The section, archives more than 400 topographic maps at various scales, which can be scanned and delivered within 72 hours to the emergency team deployed. It also maintains a digital database covering the entire world at 1:1 M scale or below for specific countries (including road network, elevation, more than 500,000 cities/villages, administrative units at various levels, rivers and major environmental features, etc.). FICSS is also part of various UN and non-UN geographic information networks from which critical information can be accessed. Thematic maps showing environmental parameters and other topics of interest, such as climatic information, can be produced within one day. Information such as border crossings, location of refugee camps and transit centers should be collected in the field during the emergency and maintained/stored into a Geographic Information System (GIS).

FICSS provides support for and/or access to:

- Geographic Information Systems (GIS)
- Global Positioning Systems (GPS)
- Satellite Imagery (1 to 30 meters resolution, on large-areas up to 200 km by 200 km, including regions inaccessible to field staff, high details...)
- Personnel Field Training (how collecting and using geographic information (manuals available upon request).
- Guidelines, standards and tools for the collection, storage, analysis and dissemination of geographic information.

The Senior GIS Officer also maintains a roster of GIS experts which can be deployed to the field during humanitarian crisis.

### **HOW TO REQUEST:**

**Requests related to geographic data should be directed to the Geographic Information System team of the Field Information and Coordination Support Section (FICSS) (email) [mapping@unhcr.org](mailto:mapping@unhcr.org). FICSS is part of the Division of Operational Services (DOS) at UNHCR headquarters in Geneva. Cost of GPS unit is around 250 US\$ (as of June 2006)**

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## Visibility Material

In any emergency operation it is important to consider the value of greater UNHCR visibility, namely:

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- Security (in certain circumstances)
- Protection (recognition by authorities and asylum seekers)
- Public Relations (visibility in the media)

EPRS will provide, at no charge to a new emergency operation, a start-up supply of visibility material up to a maximum of 50 for each of the following items: caps, winter caps, visibility vests (see picture below), armbands, identification badges, UNHCR stickers, ponchos and T-shirts depending on the climate needs.

C

EPRS will also provide up to 10 UNHCR flags which are, for emergencies, available in two sizes (medium: convoy flag 150cm x 100cm and large: building flag 200cm x 300cm).

The request must be justified and will be agreed upon only after EPRS authorisation.

D

For more than 50 items required and other visibility material and articles, orders should be placed using the ordering form available on the HCRNET

<http://INTRANET.HCRNET.CH/METACART/DEFAULT.ASP>

and the additional items will be charged to the operation at its own cost.

E

Order forms may be obtained from HQPI00 by

the latest and most updated one to availability and the most accurate price.



F

### **HOW TO REQUEST:**

***Justified requests for the first 50 items should be made by the team leader and addressed to EPRS. For additional items purchased from PI Section, an order form should be completed and an account code must be provided.***

G

## Security Equipment

In a critical emergency situation where there is some danger of fighting still sporadically occurring or where there is a threat of same, consideration should be given to obtaining the following items to ensure more safety for staff and NGOs. Although these items have been used in the past and have been effective at protecting staff, their use particularly that of flak vests and helmets which are quite visible, tends to send a political message which should be considered when contemplating the use of these items. They are listed as follows:

- A. Portable Metal detectors
- B. Ballistic Blankets for vehicles.
- C. Bullet proof vests.
- D. Helmets
- E. Whistles
- F. Flashlights
- G. Anti-ballistic walls
- H. Paper Shredding Machine
- I. Demarcation tape



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### **HOW TO REQUEST:**

***Requests for these items should be made in writing through the Head of Desk/Liaison Unit to SMS which has standby agreements for these items.***

***Email address: [HQSF00@unhcr.ch](mailto:HQSF00@unhcr.ch)***

***Fax: 00 41 22 739 7306***

***The Field Safety Section can also be called for advice on security items.***

***Email address: [HQFS00@UNHCR.ORG](mailto:HQFS00@UNHCR.ORG) or Fax: +41 22 739 7304***

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## EOR Emergency Operations Room

Based on past experience in emergency operations, the flow of information between Headquarters and field has hampered effective emergency response. As of mid-98, an Emergency Operations Room (EOR) was established as part of EPRS at Headquarters. In order to facilitate better management and coordination of emerging or on-going emergency operations, EPRS can provide managers and key decision-makers with:

- ◆ assisting the Bureaux to put into place emergency structures,
- ◆ a 24-hour, self-contained work environment
- ◆ flexible set of operational procedures;
- ◆ broad array of operations equipment.



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The actual use of the EOR will vary from operation to operation and will often depend on the specific requirements of emergency managers. The basic layout consists of global and situational displays, files on current contingency and operations plans, archives of emergency management references, security procedures, meeting space for up to 40 persons, full access to news, information, and communications services, and links to other HCR offices and agencies through email, videoconference, and teleconference.

### The EOR is equipped with:

- 70 m2 of multi-use floorspace with capability to create
- two separate operations rooms with sound proof dividing wall
- computer workstations connected to the HCR LAN, Internet access.
- Teleconference and videoconference facilities with
- dedicated telephone/fax numbers and email userids.
- Multi-channel TV, video, and LCD projector
- GIS operational maps of emergency areas

The primary purpose of the EOR is to provide the Field with immediate access to the Task force/HQ managers during an Emergency.

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### **HOW TO REQUEST:**

***The EOR is available to all bureaux and sections at HQs with priority given to emergency operations. Requests should be submitted to EPRS (by email) with details on any special requirements such as communications equipment, dedicated telephone numbers, fax numbers, and e-mail addresses of key personnel from the operation. The Bureau will take full responsibility for supplies (stationery, photocopy paper, etc) and running costs (communications charges, staff costs) during the period it occupies the EOR. It is emphasised that the EOR will be at the disposal of a given Bureau for the initial stages of an emergency operation only, in principle, for a maximum period of three months. Thereafter it should be possible to integrate the emergency operation into the normal activities of the Desk. Use of the EOR during non-emergency periods is also available by contacting EPRS.***

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**OPERATIONS SUPPLY AND KITS**

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## **CES** Central Emergency Stockpile

UNHCR operates a centrally controlled emergency stockpile in Copenhagen with the capacity to meet initial requirements of an emergency operation for 250,000 beneficiaries. The stockpile contains inventories of blankets, plastic tarpaulins and rolls, cooking sets, generator, jerry cans, and 4 wheel drive vehicles. Stocks of computer and telecommunications equipment, and office start up kits are also maintained.

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While the emergency stockpile is intended to serve at times of emergencies, regular UNHCR programmes, when stock levels permit, may also order their requirements for direct delivery. Over the years, the emergency stockpiles have reduced the response time to emergencies from weeks to days; usually the time it takes to organise a charter flight.

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Essential Items in Central Emergency Stockpile are:

- Toyota Land Cruisers (20 vehicles in Copenhagen)\*
- Trucks (Mercedes) – 10 units (in Germany)
- Blankets (250,000 units)
- Plastic Sheeting (50,000 Pieces),
- Plastic Rolls (2000 rolls)
- Kitchen Set (50,000 sets)
- Jerry Cans (50,000)
- Lightweight tents (10,000 units in the pipeline)
- Pre-Fabricated Warehouses (Rub Halls) – 10 units

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\* Including pre-wiring for radio equipment.

\* 10 additional vehicles are kept on standby by a supplier in Gibraltar.

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Tents (emergency light weight shelters) are being considered to be part of the Central Emergency Stockpile.

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### **HOW TO REQUEST:**

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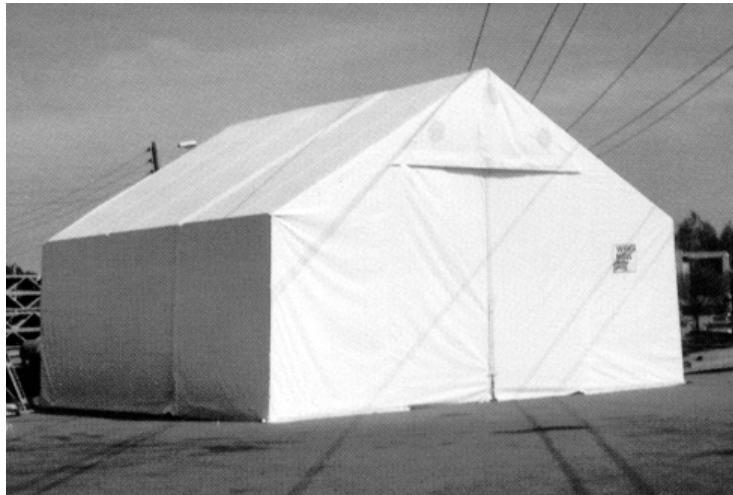
***Request for items from the Central Emergency Stockpile should be sent in writing from the appropriate Bureau/Liaison Office directly to the Chief of EPRS, with a copy to the Head of SMS, clearly stating needed quantities of items and budget codes to be charged.***

## Prefabricated Warehouses

10 prefabricated warehouses are held at CES in Copenhagen and can be order from various suppliers and others are available from regional stockpiles.

The warehouse, once erected, is 24 metres long, 10 meters wide, 5.8 meters high at the apex and 3.35 meters high at the side. Each end has an opening allowing through access for heavy vehicles.

The average capacity is 1,000 m3.



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### **HOW TO REQUEST:**

***Written requests for the release of items from the Central Emergency Stockpile (CES) should be made by the Bureau/Liaison Unit through the CES Focal Point in SMS to EPRS. After approving the request by EPRS, SMS will initiate form ESF(1) which will be forwarded to the Certifying Officer (Head of Desk/Liaison Unit or other authorized signatory). The transfer of appropriate funds to the Central Emergency Stockpile project will be authorized by the Certifying Officer with availability of funds being confirmed by the Finance Section.***

**The unit cost is approximately US\$ 10,000.**

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## Field Vehicles

A stock of 20 left-hand drive vehicles (20 LHD) is maintained in the Central Emergency Stockpile in Copenhagen for deployment to emergency operations. In addition to these, additional requirements for emergencies can also be met through loans from regional stocks in various locations and through ex-stock procurement from manufacturers' stockholder.

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The UNHCR 4x4 vehicle fleet is standardised on Toyota or Nissan depending on availability of local servicing and spare parts. Specifications:



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- 4,200cc Diesel, 5 speed floor shift, power steering
- Air condition, front/rear heating, side defroster
- 6 seater, front seat bench, lateral seats back door swing out type
- F/R seat belts
- Tyres: 235/85R16 T/L 6.5 JJ STD, Free wheel hub, Front disc brakes, rear drum
- 95 litre fuel tank, double fuel filter
- Air cleaner cyclone with precleaner, Engine oil cooler
- Analogue speedometer Km/h and tachometer, intermittent wiper, halogen lights
- Vinyl floor carpet, rear quarter window fixed, radio
- Rough Road area spec, rust protection, Engine under cover protection
- Spare wheel under with lock, tool kits, fire extinguisher

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Insurance and UNHCR number plates: SMS is now able in certain circumstances to arrange third party insurance and UNHCR number plates pending completion of formalities with the authorities concerned so that UNHCR-owned vehicles can be immediately operational upon arrival in a country. However, this is not applicable to all countries.

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### **HOW TO REQUEST:**

***Requests for the release of items from the Central Emergency Stockpile (CES) should be made by the Bureau/Liaison Unit to the CES Focal Point in SMS and confirmed in writing, preferably by email. After reviewing the request, SMS will initiate form ESF1 which will be forwarded to the Certifying Officer (Head of Desk or other authorized signatory). The transfer of appropriate funds to the Central Emergency Stockpile project will be authorized by the Certifying Officer with availability of funds being confirmed by the Finance Section. Average cost of a standard vehicle: 24.000 US\$ (01/07/2004)***

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## Tents

UNHCR's standard (most frequently purchased) tents for a family of 4 – 5 persons are:

- 1) Double fly double fold centre pole tent (made of cotton canvas) 4x4m with front and rear doors, windows on both sidewalls and PVC ground sheet. Weight including accessories and repair kit: approximately 100 kg.
- 2) Double fly single fold ridge tent (made of cotton canvas) 4x4m or 3x4m with front and rear doors, windows on both sidewalls and PVC ground sheet. Weight including accessories and repair kit approximately: 70 kg



In continuation of efforts to enhance UNHCR's emergency preparedness and response capacity, TSS, SMS and EESS initiated a process to develop lightweight emergency shelter to be stockpiled for rapid mobilization at the time of refugee emergencies in the future.

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### **HOW TO REQUEST:**

***Requests for tent should be made by the Bureau through SMS and confirmed in writing, preferably by e-mail. SMS has established long term agreements for the supply of family tents. Complete specifications can be obtained from SMS. Selection of the type of the tent depends on the region and the nature of the operation.***

***Indicative cost per tent is: 1) US\$ 150, 2) US\$ 80.00***

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## Light Weight Emergency Tent

Two main items used by UNHCR to provide shelter on emergency basis have been plastic sheeting and canvas tents. They both have their pros and cons.

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Plastic sheeting though light weight, hardly provides a solution to shelter and canvas tents though have lower cost, they are very heavy, have limited storage life and costly to mobilize by air.

In order to overcome these challenges, relevant sections in UNHCR have developed a Light Weight Emergency Tent (LWET) with the following main characteristics:

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▪ <b>Shape:</b> tunnel shaped	▪ <b>Size:</b> 16.50 m <sup>2</sup> (3.00m x 5.50 m)
▪ <b>Type:</b> double fly	▪ <b>Height:</b> 2.10 m
▪ <b>Weight:</b> 41.5 kg	▪ <b>Material:</b> special woven polyester
▪ <b>Special Characteristics:</b> two separate doors, partitioning, doors and windows have mosquito net, equipped with two canopies, light weight, ease of assembly, ease of handling, long shelf life	

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### **HOW TO REQUEST:**

***Requests for tent should be made by the Bureau through SMS and confirmed in writing, preferably by e-mail.***

***Complete specifications can be obtained from SMS. Selection of the type of the tent depends on the region and the nature of the operation.***

***Indicative cost per tent is approx. US\$ 200.00 (under negotiation)***

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## Plastic Sheeting

A minimum stock of 40,000 sheets of plastic are stockpiled at the Central Emergency Stockpile (CES). The sheeting, procured by UNHCR is of woven high density black polyethylene fibre, laminated with low density polyethylene on both sides with a reinforced rim and eyelets along the edges. The standard size is 4 x 5 meters. It is white with the UNHCR blue logo.



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### **HOW TO REQUEST:**

***Written requests for the release of plastic from the Central Emergency Stockpile (CES) should be made by the Bureau/Liaison Unit through the CES Focal Point in SMS to EPRS. After approving the request, SMS will initiate form ESF(1) which will be forwarded to the Certifying Officer (Head of Desk/Liaison Unit or other authorized signatory). The transfer of appropriate funds to the Central Emergency Stockpile project will be authorized by the Certifying Officer with availability of funds being confirmed by the Finance Section.***

***The cost per sheet is US\$ 6.50. The same material is available in rolls of 4 x 50m for USD\$70.00 per roll (Min. stock of rolls are 250 rolls).***

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## Jerry Cans

A minimum of 50,000 semi-collapsible plastic 10 litre jerry cans are in the Central Emergency Stockpile. Jerry cans are usually packed in cartons of 100. Gross weight in kgs per PU: 24.

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The delivery time for the 10l water is usually:

- 9600 pcs (1x20' container): 8-10 days after receipt of order
- 19200 pcs (1x40' container): about 2 weeks after receipt of order
- 22800 pcs (1xJumbo Trailer used for delivery to Copenhagen: about 3 weeks after receipt of order
- 30400 pcs: about 4 weeks after receipt of order.

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### **HOW TO REQUEST:**

***Written requests for the release of jerry cans from the Central Emergency Stockpile (CES) should be made by the Bureau/Liaison Unit through the CES Focal Point in SMS to EPRS. After approving the request, SMS will initiate an Emergency Stockpile Release form (ESF1) which will be forwarded to the Certifying Officer (Head of Desk or other authorized signatory). The transfer of appropriate funds to the Central Emergency Stockpile project will be authorized by the Certifying Officer with availability of funds being confirmed by the Finance Section.***

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***The cost per jerry can is US\$ 1.50***

## Blankets

There is a minimum stock of 250,000 blankets. Additional stocks are available from regional stockpiles.

Blankets are packed in bales of 30 pieces weighing about 48kg. Blankets from the Central Emergency Stockpile can be delivered to an emergency within 72 hours.



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### **HOW TO REQUEST:**

***Written requests for the release of Blankets from the Central Emergency Stockpile (CES) should be made by the Bureau/Liaison Unit through the CES Focal Point in SMS to EPRS. After reviewing the request, SMS will initiate form ESF(1) which will be forwarded to the Certifying Officer (Head of Desk or other authorized signatory). The transfer of appropriate funds to the Central Emergency Stockpile project will be authorized by the Certifying Officer with availability of funds being confirmed by the Finance Section.***

***The cost of each blanket is approximately US\$ 3.50.***

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## Kitchen Sets

30,000 Kitchen Sets are maintained by suppliers in India. There are three types of set:

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### Type A

- 1x7 litre cooking pot
- 1x5 litre cooking pot
- 5 aluminium bowls
- 5 deep aluminium plates
- 5 cups
- 5 knives, forks, spoons
- 1 kitchen knife
- 1 x 15 litre steel bucket

### Type C

- 1x7 litre cooking pot
- 5 aluminium bowls
- 5 cups
- 5 bowls or plates

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### Type B

- Same as Type A
- but does not
- include knives, forks and bucket.
- choice of plates or bowls
- The cost is thus reduced

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Kitchen sets can be produced at a rate of 20-30 000 per week.



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### **HOW TO REQUEST:**

***Written requests for the release of Kitchen Sets from the Central Emergency Stockpile (CES) should be made by the Bureau through the CES Focal Point in SMS to EPRS. After approving the request by EPRS, SMS will initiate form ESF(1) which will be forwarded to the Certifying Officer (Head of Desk or other authorized signatory). The transfer of appropriate funds to the Central Emergency Stockpile project will be authorized by the Certifying Officer with availability of funds being confirmed by the Finance Section.***

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***Cost Type A US\$ 15.00, Cost Type B US\$ 10.00, Cost Type C US\$ 7.00***

## Staff and Office Accommodation

A major difficulty encountered in some emergency situations has been that of providing staff with acceptable living and office accommodation in areas where there is little or no infrastructure.

To this end, SMS will work to identify suitable office and staff accommodations packages that provide acceptable living and working conditions for UNHCR staff assigned to extreme hardship duty stations.

One option may be deployment of office / accommodation package for a maximum of 25 people and office space for approximately 40; it has been designed on a modular concept thus enabling deployment only of selected elements based on field requirements. Such packages typically can include:

- fully furnished individual accommodation
- local staff/visitors sleeper modules
- dining hall
- laundry
- kitchen
- latrines
- showers
- offices
- meeting rooms

They are equipped with all necessary fixtures, electrical systems and plumbing.

SMS will provide detailed costing of individual elements of the package, exclusive of transport and onsite installation. Ideally, before requesting deployment of this package, the field office should provide detailed information on the living conditions in the country concerned, as well as the number of staff members for whom the accommodation is required. In addition, the supplier will require detailed information relating to local conditions. This technical assessment is best prepared by a qualified expert.

**CURRENTLY UNDER REVISION**

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### **HOW TO REQUEST:**

- 1. Requests for staff and office packages items are made by the Bureau/Liaison Unit to SMS and copied to TESS. After reviewing the request, SMS will initiate the sourcing.**
- 2. Responsibility for the erection of the accommodation is with the Supplier or qualified equivalent. UNHCR will facilitate the work of the Supplier and assist in obtaining visas, permits, etc To facilitate coordination, a copy of the contract with the Supplier, which spells out respective obligations, will be provided to each requesting office.**

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## Personal Travel Kits

The travel kit is a carry bag of 8 kg (airline cabin size) which includes basic necessities such as:

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- 1 self-inflating mattress HIGH PEAK incl. repair kit
- 1 tarpaulin 3X3M HIGH PEAK
- 1 Sleeping bag Wasatch (North Face) 190CM
- 1 cotton sheet/liner with head insert
- 1 travel pillow
- 1 thermos EVERYDAY – 1 liter
- 1 kitchen utensil set CAMP-A-BOX
- 1 fire lighter FIRE STEEL
- 1 box waterproof matches 25 pcs
- 1 whistle
- 1 pack of refreshing tissues 100 pcs
- 1KATADYN Micropur tablets 1 x 100
- 1 hand + body soap, no rinsing – Dry Wash
- 1 padlock with key 30mm
- 1 compass Suunto A 10
- 1 head lamp Tikkina(Petzl)
- 1 safety rope Petzl width 7MM, length 10 M with one hook
- 1 rope PP – length 65M, width 2.8MM
- 1 set of mosquito coils
- 1 sewing set
- 1 pack general purpose cloths
- 1 clothes line(for drying clothes)
- 1 travel bag (85 lbs) to contain kit contents – Barell II (Takonka)
- 1 fleece blanket 130x180CM

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Travel kits are provided to emergency response staff deployed to difficult locations in the early phase of an operation where staff support arrangements have not yet been established. It can also be provided to field staff required to travel frequently to locations in the "deep" field where living conditions are unpredictable. Staff members provided with travel kits will not be entitled to another kit on subsequent assignments.

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Once the emergency operation is underway, living conditions should improve, and at this stage the office should advise HQs that travel kits are no longer required by new staff. In some instances a number of travel kits may be sent in advance to a new office and allocated to staff in the field.

**CURRENTLY UNDER REVISION**

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**HOW TO REQUEST:**

***Personal travel kits are released on the basis of information from the field on living conditions. The Desk/Liaison Unit or other authorized signatory should submit a request to EPRS by email providing an account code (project or admin code). Upon approval of the request, EPRS will forward the request to GSS who will dispatch the kits. Cost per Kit is US\$282.***

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## Emergency Items Kits

Emergency items kits (replacing the former Field kits), can be provided for deployment to difficult locations. These include a comprehensive range of survival items for improving living conditions. The kit is intended to provide staff with total self sufficiency for three days.

Items to be included will be:

- 1 Kitchen set – Trangia 400240
- 1 Set of 3 plastic food containers + small bottles
- 1 Fuel stove – Primus Omnifuel incl.maint. Kit
- 1 Mosquito tent (dome)/food store
- 2 Jerry-can(soft) – each 10 lts
- 1 Set kitchen utensils and washing-up liquid/sponge
- 2 Storm lanterns
- 1 Mini-spade
- 1 Camping axe
- 1 Foldable saw
- 1 Repair kit(screws, nails, steelwire, tape etc)
- 4 Collapsible basins – Ortlieb
- 1 Roll plastic bags(125l), black 30 pcs
- 1 Shower – 20 ltrs
- 1 First Aid Kit OUTDOOR
- 2 Water Filters – Nerox Emergency Kit, each U-Bag, Nerox-02 filter, and U-can
- 4 Foldable beds – TRIGANO Camp Bed
- 4 Foldable armchairs – TRIGANO
- 2 Camp tables, alu – TRIGANO
- 2 Toilet/shower tent
- 1 Tent – 6 person
- 2 Plywood cases to contain above items, each case 1200x400x550.

**CURRENTLY UNDER REVISION**

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### **HOW TO REQUEST:**

***Emergency items will be released on the basis of information from the field on living conditions. The Desk/Liaison Unit or other authorized signatory should submit a request to the Chief of EPRS by email providing an account code (project or admin code). Upon approval, EPRS will forward the request to GSS that will dispatch the items to the field.***

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## Office Kit

The Office Kit comprises items of stationery, supplies, forms and some small non-expendable office items, packed in 2 aluminum trunks, and which together weigh approximately 80 kg. Trunks can be dispatched separately or together based on the need in the field.

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### Trunk A includes basic office material such as:

Stapler, scissors, staple remover, hole punch, pencil sharpener, adhesive tape, staples, elastic bands, paper clips, pins, pencils, ball point pens, felt tip pens, rulers, correction fluid, stamp pad, date stamp, blank CD ROMs, blank diskettes, ream of A4 paper, blank notebooks, post-it pads, calculator, folders, labels and batteries.

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### Trunk B includes UNHCR specific material such as:

UNHCR stationery (letterhead, envelopes of various sizes)  
 UNHCR forms including leave application, sick leave report, vehicle accident report, travel claims, project cards inventory form, leave and absence report, entry medical exam, MIP claim & enrolment - UNLP issuance and separation, sickness insurance claim, property survey board report, travel authorization, personal history, status report, short-term appointment, analysis work sheet, reference letter, bank/petty cash journal, field accounts sheets, bank reconciliation and payment voucher

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The UNHCR seal, A Chrono register, Car pennants, key tags, UN flags, UNHCR visibility items including vests, logos, UNHCR operations manuals, Refworld CR-rom...

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The Office Kit is intended as a start up for new offices. One kit per location should be sufficient, although in larger new offices 2 kits may be necessary. Thereafter procedures for the normal procurement of office supplies should be followed.

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### **HOW TO REQUEST:**

***The Office Kit is released on the basis of information from the field on living conditions. The Desk/Liaison Unit or other authorized signatory should submit a request to the Chief of EPRS by email providing an account code (project or admin code). Upon approval, EPRS will forward the request to GSS that will dispatch the kits to the field.***

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***Cost per Kit is 1,200 US\$ ....and the boxes... 170 US\$ each***



## Medical Kit

This is the medical kit given, in Geneva, by the Medical Service to staff members travelling on mission.

### Contents:

- ❖ Bug net: impregnated insect net to be used on beds or windows
- ❖ Cethexonium: antiseptic eye drops
- ❖ Condoms: to protect against the spread of sexually transmitted illness
- ❖ Amoxycyline: broad spectrum antibiotic
- ❖ Bio vectrol -“Special Tissus”: insect repellent for clothes  
-“Mosi Guard”: insect repellent for the skin
- ❖ Loperamide: treatment for severe diarrhoea
- ❖ Maalox: antacid
- ❖ Micropur: water disinfectant
- ❖ Oral rehydration salts
- ❖ Paracetamol: pain killer and fever reducer
- ❖ Pevaryl: powder and cream for the prevention and treatment of fungal infections.
- ❖ Stilnox: sleeping pill
- ❖ Sterile needles syringes and i.v. giving set
- ❖ Zyrtec: antihistamine



### **HOW TO REQUEST:**

***For more information please consult the medical service's intranet site or call: 00 41 22 739 70 10***

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## PEP Post Exposure Prophylaxis for HIV

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Post Exposure Preventive (PEP Treatment is an emergency medical response for individuals exposed to the HIV virus. The PEP treatment consists of medication, laboratory tests and counselling. The PEP Treatment must be initiated within hours of possible HIV exposure and must continue for a period of approximately four weeks.

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PEP Treatment was originally designed for medical workers who accidentally became exposed to HIV during the course of their work, for example by accidental needle jabs. However, the value of PEP Treatment is now recognized for other situations involving possible exposure to the HIV virus, such as sexual assault.

The PEP Treatment has not been proven to prevent the transmission of the HIV virus. However, research studies suggest that if the medication is initiated quickly after the possible exposure – that is, ideally within two to twenty four hours and not later than 72 hours following possible HIV exposure – it may be beneficial in preventing HIV infection.

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The kits are provided so that: the medication can be initiated soon after possible HIV exposure, that is, ideally within two to twenty four hours and not later than 72 hours after possible exposure; and the Head of Office of the organization for which the individual works can make the necessary arrangements for the evacuation of the patient to a location with adequate medical facilities in order to continue the PEP treatment.

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The kits are available for individuals with a UN contract (and their recognized spouses and dependent children) who are exposed to the HIV virus because of sexual assault or occupational accident. The starter kits are not available for individuals who are infected with the HIV virus already or who are exposed to the HIV virus in ways other than sexual assault or occupational accident.

The kits may only be used if: the attending Physician, following his/her evaluation of the patient, recommends to start PEP Treatment; and the patient consents in writing to start PEP Treatment.

### How to Request

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Representatives and Heads of Field-Offices are requested to ensure that their staff are informed about this. Questions may be referred to the UNHCR Medical Services, Dr. M. Baduraux (email: [Baduraux@unhcr.org](mailto:Baduraux@unhcr.org); tel.: 739 8952) and/or S. O'Donovan-Rogerson (email: [Rogerson@unhcr.org](mailto:Rogerson@unhcr.org); tel.: 739 8953).

## Emergency Health Kit

The New Emergency Health Kit 98 has been designed to meet the needs of a population with disrupted medical facilities in the acute phase of a natural or other disaster, or a displaced population without medical facilities. Its contents are calculated to meet the needs of a population of 10,000 persons for three (3) months or for 30,000 persons for one (1) month. The NEHK98 consists of 10 basic units and one supplementary unit

**THE BASIC UNIT:** 10 identical boxes of +/-40 kgs/box.

To facilitate distribution to smaller health facilities on site, the quantities of drugs and medical supplies in the basic unit have been divided into ten identical units, each for 1,000 persons. The basic unit contains drugs, medical supplies and some essential equipment for primary health care workers with limited training. Simple treatment guidelines, based on symptoms, have been developed to help the training of personnel in the proper use of drugs.

**THE SUPPLEMENTARY UNIT:** boxes of drugs, five boxes of boxes of renewable supplies of equipment) for a total of 420



14 boxes (3 infusions, three and three boxes kgs.

The supplementary unit and medical supplies for a 10,000 persons for three months and is to be used only by professional health workers or physicians. It does not contain any drugs and supplies from the basic units and can therefore only be used when these are available as well. A manual describing the standard treatment regimens for target diseases, is included in each unit.

The NEHK98 is not designed for immunisation or nutritional programmes.

### **HOW TO REQUEST:**

*The NEHK98 is in stock at supplier's warehouse in Copenhagen. Requests should be made by the Bureau/Liaison Unit to SMS with a copy to HCDS indicating quantities of complete kits, markings needed, project to charge.*

*One complete NEHK98 is a total of 24 boxes weighing 830 kgs, volume 3.40 cbm, packed on two pallets. Total cost– subject to confirmation at the time of ordering- is approximately US\$ 5000, exclusive of transport. Delivery is within 24/48 hours to the airport of departure. The NEHK98 is convenient in the acute phase of an emergency, though specific local requirements need to be assessed as soon as possible and further supplies must be ordered accordingly. SMS maintains a frame agreement for the list of UNHCR Essential Drugs for which quick delivery of reasonable quantities can be assured. Please contact SMS before ordering.*

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## Health kits for emergency situations

The following additional kits covering reproductive health, immunisation, and nutrition may be provided after assessment of needs:

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Reproductive health kits for emergencies: This kit consists of 13 subkits available for populations ranging from 10-, 30, and 150,000 persons for three months. Subkits include equipment, materials, and drugs/medical supplies.

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Immunisation kit for 10,000 immunisations using 5 teams:

This kit may be used for epidemic control of prevention of measles, meningitis and yellow fever. It is composed of cold chain, logistic and medical material divided into seven modules including a generator, refrigeration, cold chain transport and medical equipment, logistics and registration material, and renewable medical items. Vaccines must be ordered separately.

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Nutritional support – feeding kits: OXFAM and MSF have developed kits for nutritional support. All kits are packed by OXFAM and should be ordered through them.

For organisation reasons, the kits have different OXFAM and MSF codes but have identical contents, including:

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- Survey kits for measuring height and weight of children to assess
- the nutritional status and materials needed for nutritional surveys by two teams
- Registration kits (for feeding programmes)
- Supplementary feeding (wet) kit that is designed for 250 moderately malnourished children or other vulnerable groups and includes feeding and cooking equipment
- Supplementary feeding (dry) kit designed for 500 moderately malnourished children or other vulnerable groups and includes equipment for mixing/distributing food.
- Therapeutic feeding kit designed for therapeutic feeding of 100 severely malnourished children. This kit should be used by trained staff and there should be access to medical care as the kit contains no drugs.

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### **HOW TO REQUEST:**

*The Field should request in writing, preferably by e-mail, to the appropriate Bureau/Liaison Unit. Technical clearance must be given by the Health and Community Development Section (HCDS). For the Immunisation Kit and the Nutritional Support Kits, drugs must be ordered separately.*

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**For more information contact HCDS at HQ**

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**EMERGENCY TRAINING**

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## SET Situational Emergency Training

A new initiative to hold Situational Emergency Training workshops (SET) commenced in 2002. This workshop replaces the Emergency Management Training Programme (EMTP), which was first introduced in 1985 and since then has trained over 2000 staff members from UNHCR, NGOs, Government and other UN agencies.

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The Situational Emergency Training is offered to mid level managers and support staff preferably with some emergency and field experience. The SET workshop differs from the original EMTP training in that it focuses on a particular refugee emergency situation in a given region and places a high priority on team planning for a specific emergency operation. However, the SET workshop also acquaints participants with some key emergency planning and management skills in priority areas such as coordination, protection, operations, etc. Each course normally lasts 6 full days and is attended by 25 to 30 participants with equal participation between Government(s), NGO, and UN staff. Each course includes a one day simulation of a refugee emergency.

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The SET is facilitated by an external consultant with the support of relevant resource persons from UNHCR and other agencies.

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EPRS can also support ad hoc emergency training with guidance on a course outline and training materials to assist in the preparation of courses organised by:

- External standby staff from agencies such as the Norwegian and Danish Refugee Councils, Save the Children (Sweden/ Norway) etc.
- UNHCR Branch offices even though EPRS is unable to provide funds or resource persons for these local initiatives.

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### **HOW TO REQUEST:**

***Training requests will normally originate from the field and should be sent to EPRS through the relevant Desk/Liaison Unit. EPRS, together with field offices, will decide on the participating countries, the numbers of UNHCR, NGO, government and other UN participants. Although UNHCR field offices will normally propose the participants within these categories, EPRS may also identify a small number of participants from outside the region, including the headquarters of NGOs or UN agencies. Depending on availability of EPRS funds for SET workshops, the Bureau may have to share costs. SET workshops are usually scheduled in high risk emergency areas at a short notice. However, EPRS will make every effort to respond to training requests from the field, particularly for operations in emergency prone areas.***

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## **WEM/ERT** Workshop on Emergency Management for Emergency Response Teams

WEM/ERT aims to prepare members of the Emergency Response Team (ERT) Roster for deployment to emergency/repatriation operations. A pilot Workshop on Emergency Management was first held in October 1993. Thereafter, and until 2000, there were two Workshops per year (March and September). Since 2001 WEM/ERT is organized three times a year, usually in March, June and September.

The WEM has a different focus than the SET specifically in that there is a high priority given to team building activities. While prior participation in the SET is not a prerequisite to attend a WEM, it is an asset. The WEM is highly participatory within the limitations of a training course and every effort is made to create the atmosphere of an actual deployment mission. The emphasis of the course is therefore on the sharing of experiences including practical tools and tips rather than only on the imparting of theoretical knowledge.

The five stages of emergency deployment are covered during the workshop: pre-deployment, arrival, planning, program implementation, handover and return. Team building is a thread that runs through the course.

WEM/ERT is an intensive, field-oriented and practical training with subjects ranging from team-building, pre-departure, operations planning, systems and procedures setting, working with operational partners, negotiation, security, coordination and management, telecommunications, initial needs assessment, and, of course, protection in emergencies. The workshop normally hosts up to 40 participants, 25 of whom are ERT roster members. Some 10 external standby roster members who may be deployed to work with a UNHCR team in an emergency attend each WEM. In order to reinforce the inter-agency approach towards emergency response, an additional 5 places are set aside for other UN agencies, donor representatives and NGOs. These 5 participants do not figure on any UNHCR roster but are often deployed by their own agency to work side by side with UNHCR roster members in an emergency.

An external consultant and relevant resource persons from within UNHCR facilitate the course.

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### **HOW TO REQUEST:**

***Since participation in the Workshop is dependent on membership of the ERT, it is first necessary to be placed on the ERT roster. An all staff email is issued three times a year inviting interested UNHCR staff to apply to attend a WEM workshop and to be on the roster. EPRS in cooperation with the Bureaus then selects the participants and covers the costs for 25 internal participants. Invitations are also issued to 15 selected external participants who attend the WEM at the expense of their respective agencies.***

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## Security Training

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The Field Safety Section (FSS) deploys a Field Safety Advisor (FSA) either from one of its postings in the field or from headquarters whenever EPRS deploys one of its teams in a critical emergency. Not only is this FSA to provide support, guidance and counsel on security matters for the emergency team, he/she is also there to provide security training which can be tailored according to the venue and emergency. UNHCR has 24 security training modules which range from first aid to office and convoy security. These modules are listed as follows:

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1. Personal and Family Security	14. Detention, Arrest & Hostages
2. Women and Security	15. Mines and Weapons
3. Residential Security	16. Survival Outdoors
4. Office Security	17. Compounds-Security & Safety
5. Fire Security	18. Stress and CISD
6. First Aid	19. Crowds and Security
7. UN Security Arrangements	20. Convoys and Evacuation
8. UN Security Planning	21. Guards and Security Officers
9. UN Crisis Management	22. Disasters (Natural & Nuclear)
10. Travel Safety and Security	23. Threat Assessment
11. Communications	24. Self-Defence
12. Reporting	25. Information Security
13. Briefing on Security	...

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### **HOW TO REQUEST:**

***To request any of the above, please contact FSS in Geneva, and/or the FSA being deployed with the emergency team or the nearest FSA.***

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***Email address: HQFS00@UNHCR.ORG  
Fax: 00 41 22 739 7304***

## SECURITY MANAGEMENT LEARNING PROGRAMME (SMLP)

The Security Management Learning Programme is an initiative developed by the Emergency and Technical Support Service (ETSS), designed to support managers in the field by increasing capacities and awareness in handling the difficult challenge of balancing operational imperatives and the safety of staff.

It is a blended learning programme consisting of a distance learning module followed by a 5 and ½-day workshop. The distance learning module consists of a Readings Book of selected materials and a Coursebook to guide readings. It requires approximately 20 hours of study and reflection time. The workshop is intensive, interactive and work-oriented and involves extensive practical application of security risk management methods, including a full day of real-life field simulations.

The SMLP is intended primarily for heads of sub-offices, heads of field offices and Representatives, but is open to others with a significant managerial component in their responsibilities; e.g., senior admin/programme, protection, and sometimes Field Safety Advisers. Participants' personal grades are normally between P3 and P5. Most participants are working in Security Phase Two or above duty stations, or locations otherwise facing significant security challenges.

The programme includes the following topics:

<ul style="list-style-type: none"> <li>• The current humanitarian security context: challenges and changes ahead</li> <li>• UNHCR security policy and standards</li> <li>• Roles and responsibilities of managers in security management</li> <li>• Definitions and limitations of accountability</li> <li>• Security risk management concepts and tools: threat, vulnerability and programme assessment</li> <li>• Security plans and planning; skills and resources</li> </ul>	<ul style="list-style-type: none"> <li>• Balancing and integrating staff and refugee security</li> <li>• Working with the military</li> <li>• Coordination and the UN security management system</li> <li>• Security and partnerships: host governments and implementing partners</li> <li>• Critical incident management</li> <li>• Security and welfare</li> </ul>
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**At the end of this programme participants should have:**

- **An increased ability to identify and assess threats and associated risks to their programmes;**
- **Knowledge of tools and approaches that can reduce their staff's vulnerability;**
- **Knowledge of appropriate safety and security planning and management resources available, and how best to use them;**
- **An ability to identify and manage one's own stress, and the stress of the staff or team;**
- **Experience, through simulation, of several situations which will help manage office security better in the future.**

The SMLP is organized by the ETSS Senior Security Training Officer, in conjunction with an external consultant/facilitator, and is supported by other resource persons from throughout UNHCR and other agencies.

### HOW TO REQUEST:

ETSS normally solicits nominations from the bureaux, country programmes and other sections, ultimately determining priorities in conjunction with the bureaux based on security conditions and needs of the candidates. Normally the programme is held twice a year pending funding considerations.

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## Land Mine and Safety Project

Mines and UXO killed 82 and injured 431 United Nations peacekeeping staff since 1957.

Learning how to avoid landmine accidents is the responsibility of each individual travelling to a mine-affected area. But employers also have a responsibility to ensure that everyone receives a proper landmine-safety briefing. The “duty of care” extends to UN organizations, non-governmental organizations (NGOs), governments, construction companies, the media, and other private-sector entities that hire people to work in areas where there is the threat of landmines or UXO.

The United Nations in partnership with CARE International have developed the LSP, including a Landmine and UXO Safety Handbook and a CD-ROM.

This program is NOT an instruction manual for working with mines or UXO, for surveying mined fields, or for finding and removing mines. Proximity to mines and UXO is always dangerous and should be avoided. Only trained specialists should seek out or handle mines and UXO.

The LSP is intended to provide general landmine and UXO awareness and safety information to minimize the risk of accidents. This information includes:

- Safety procedures
- Details about the local threat of mines and UXO
- Guidelines for action for emergency situations such as inadvertent entry into a mined area.

The project involves safety training and briefings, along with supporting materials:

- A general mine/UXO safety handbook
- Leaflets tailored to specific countries
- A safety-training video
- A Landmine & UXO Training Module
- Landmine/UXO posters and pictures to aid identification

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### **HOW TO REQUEST:**

***Visit [www.mineaction.org](http://www.mineaction.org) or contact:***

***Mine Risk Education Officer  
United Nations Mine Action Service  
Two, United Nations Plaza, 6<sup>th</sup> Floor  
New York, N.Y. 10017 USA***

***Tel.: (+1 917) 367-2455***

***Fax: (+1 212) 963-2498***

***E-mail: [kasack@un.org](mailto:kasack@un.org)***

## Distance Learning Modules

The Emergency Preparedness and Response Section (EPRS) of UNHCR in collaboration with the eCentre have developed six distance education modules.

Distance Learning provides a flexible method targeted for staff of UNHCR and organisations involved in humanitarian work to improve their skills in areas related to emergency operations and preparedness - thereby increasing their institutional and situational preparedness.

- EP01-Contingency Planning
- EP02- Planning an Emergency Response
- EP03- Managing an Emergency Response
- EP04- Managing External Relations
- EP06-Providing Emergency Support and Advice
- EP07- Co-ordination



Each module consists of approximately 16 hours.. The self study package includes a pre-test (with answers) for self assessment and similar lesson based self assessments exist for each section of the course. The courses are available completely free of charge by downloading from the eCentre website. Students who wish to take the exam can apply directly with the University of Wisconsin for the examination papers to be sent to a proctor nominated by the student. Upon successful completion of the exam, the University of Wisconsin will record their Continuing Education Units(CEUs) on a University transcript and send them a Certificate of Completion for each course. Completion of each course earns 2.0 CEUs towards the UW-DMC Diploma in Disaster Management.

### How to begin:

Students can download the modules directly from the e-centre website. For those interested in taking the exam, they can apply directly to the University of Wisconsin for final examinations. The enrollment fee for taking the exam is USD 225 per course.

To download material: <http://www.the-ecentre.net>

For requesting the examination: <http://dmc.engr.wisc.edu>

### **HOW TO REQUEST:**

**If you are interested in enrolling in these courses, please apply through the website of eCenter: <http://www.the-ecentre.net/training/1-1-1.cfm>**

**For more information: [jpntocen@unhcr.org](mailto:jpntocen@unhcr.org)**

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**INTER-AGENCY TRAINING**

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### **UNDAC: United Nations Disaster Assessment and Coordination team**

The United Nations Disaster Assessment and Coordination (UNDAC) team is a stand-by team of disaster management professionals who are nominated and funded by member governments, OCHA, UNDP and operational humanitarian United Nations Agencies such as WFP, UNICEF and WHO.

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Upon request of a disaster-stricken country, the UNDAC team can be deployed within 6-24 hours to support national Authorities and the United Nations Resident Coordinator in coordinating the international relief response on-site. Teams are provided free of cost to the disaster-affected country.

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Members of the UNDAC team are permanently on stand-by to deploy to relief missions following disasters and humanitarian emergencies anywhere in the world. On average, a team is deployed once per month. The UNDAC team is responsible for providing first-hand information on the disaster situation and priority needs of the victims to the international community through OCHA. Following earthquakes, the UNDAC team is mobilized rapidly in order to assist National Authorities in effectively coordinating international urban search and rescue (SAR) teams.

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#### **Training**

UNDAC members are selected on the basis of pre-defined selection criteria. Prior to deployment, they take part in an intensive two-week induction course during which they are prepared for the role they will play on-site following a disaster. The main topics covered during the course are coordination, information management, assessment, operational management and practical skills training, including a 24-hour full-scale simulation exercise. The course is based on use of a common methodology and includes interaction between participants, OCHA staff and other international responders, with discussions and exchanges of experience in emergency response, and also includes aspects such as psychological pitfalls of emergencies, how to combat stress, team-building and working within the United Nations system. Induction courses are held in each of the three UNDAC Regions (Americas, Asia-Pacific & Africa-Europe).

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Each year, this initial course is supplemented with four days' refresher training held regionally to ensure that the members of the UNDAC team are updated on developments with the UNDAC methodology, additional skills training and sharing of lessons learned from missions.

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Specialized emergency response training programmes are also run on a regular basis. These typically include regional meetings and exercises of the International Search & Rescue Advisory Group (INSARAG), training for support staff from the International Humanitarian Partnership (IHP) and its regional equivalents, training in set-up and operation of an On-Site Operations Coordination Centre (OSOCC) as well as familiarization modules and train the trainer

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**EFCT: Emergency Field Coordination Training**

The main aim of the Emergency Field Coordination Training (EFCT) programme is to reinforce the humanitarian field coordination skills, knowledge and attitudes of OCHA staff that support the Humanitarian Coordinator and contribute to the effective humanitarian response in complex emergency situations. The training is aimed at mid-level professionals with field experience. Each workshop consists of 30 places from which two-thirds are reserved for OCHA Staff, with the remainder going to IASC partners and other external collaborators.

Subject to funding, the programme is held three times per annum (Spring, Summer & Autumn) in Switzerland over 10 consecutive days.

OCHA Staff Development & Learning Unit assume the cost of board and lodging. However, it is the responsibility of the participant's Agency/Office to meet the travel costs to/from Switzerland plus DSA for the duration of the workshop.

**Curriculum**

The training concentrates on inter-agency coordination skills - mechanisms and tools, first and foremost related to complex emergencies. Since effective communication and teamwork is essential to successful inter-agency coordination of humanitarian emergencies, the programme also puts a strong emphasis on participants' roles and responsibilities in that respect.

The EFCT is highly participatory and includes a simulation exercise that exposes participants to a variety of coordination challenges. These challenges are examined and discussed in classroom modules, debriefings and group work. Core learning points of the programme are:

Coordination Approaches & Emerging Practices  
Programmatic Skills  
Interpersonal Skills & Relationship Management  
Legal & Ethical Frameworks

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**ETLP**



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## EMERGENCY OPERATION AND SUPPORT GUIDES

[Emergency operations guides](#)

[Activity Manuals](#)

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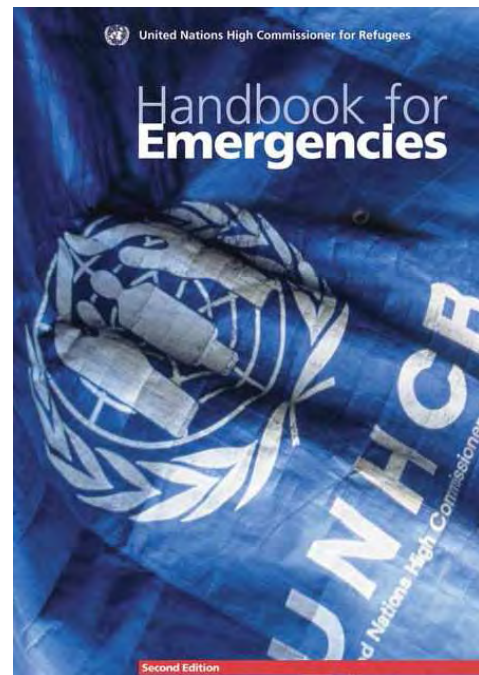


## Handbook for Emergencies

The first edition of Handbook for Emergencies was published in December 1982 and the second, which is currently being revised, re-issued in late 1999.. The UNHCR Handbook for Emergencies is a guide, as well as an informative tool, providing UNHCR staff, donors, partners and other individuals guiding principles, standards and operational considerations for emergency preparedness and response to persons of concern to UNHCR. Conveniently available in A5 format and e-card(micro-CD-Rom), the third edition will be available in English, Japanese, Russian, Arabic, Chinese, French, Spanish and Italian from January 2007.

The Handbook is divided into the following chapters:

1. Aims and principles of response
2. Protection
3. Emergency Management
4. Contingency planning
5. Initial participatory assessment, immediate response
6. Operations planning
7. Coordination and site-level organization
8. Implementing arrangements
9. External relations
10. Community services and education
11. Population estimation and registration
12. Site selection, planning and shelter
13. Commodity distribution
14. Health
15. HIV/AIDS
16. Food and nutrition
17. Water
18. Sanitation & Hygiene
19. Supplies and transport
20. Voluntary repatriation
21. Administration, staffing & finance
22. Communications
23. Coping with stress
24. Staff safety
25. Working with the military



### **HOW TO REQUEST:**

*The third edition of the Handbook will be available from June 2006; other languages will be available from January 2007. In principle an adequate supply of the Handbook is available at every UNHCR field location for the use of UNHCR staff members. It is also available on the UNHCR RefWorld 2004 CD-ROM and under UNHCR web site. The Handbook can be provided to NGOs and local authorities upon request. When requesting copies the name of the recipient organization and the intended use of the Handbooks should be specified.*

*Requests should be made directly to EPRS stating the number and language required. Email address: HQEM00@unhcr.ch,*

*Fax: 0041 22 739 7301*

*The sum of \$15 is charged per copy.*

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## Practical Guide to The Systematic Use of Standards and Indicators

Standardised indicators are expected to be used as a global yardstick to measure operational progress towards targets or standards of delivery of refugee protection and assistance. They are critical for UNHCR to:

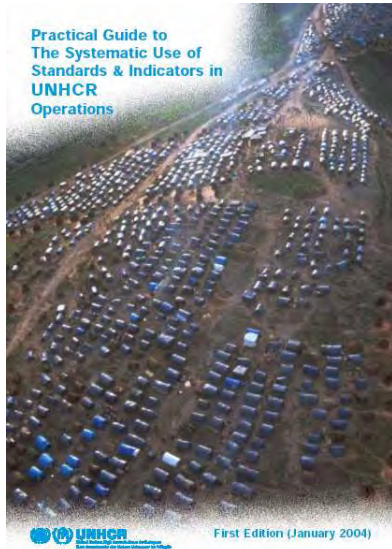
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- identify existing protection and assistance gaps
- plan global activities efficiently within limited resources
- measure the impact of UNHCR's operational intervention
- streamline performance in diverse situations and locations
- mobilise resources based on transparent and credible data

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The set of 52 and supplemental standards included in this Guide are not meant to be an exhaustive list of indicators to monitor refugee operations. Neither will they provide a complete picture of the quality of protection and assistance activities worldwide. The snapshot of the well-being of refugees which these indicators produce must be complemented with additional information from qualitative indicators, project-level indicators, detailed sectoral data, and various narrative reports.

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This Guide has therefore been developed to serve as a practical manual and reference tool for UNHCR staff and managers in the field, as well as for implementing and operational partners involved in programme assessment, planning, design, monitoring, management and evaluation. It may also prove useful for UNHCR staff and decision makers at various levels who review and coordinate operations. This includes operations managers, resource managers, technical and policy officers, Regional Bureaux, Department of International Protection and External and Donor Relations Services.

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The Guide is divided into six chapters.

- 1 introduces the Guide, definition of UNHCR's standards/indicators.
- 2 explains how the standards and indicators relate to UNHCR's Results-Based Management methodology and to its Operations Management System (OMS).
- 3 provides suggestions for systematic and reliable data collection.
- 4 describes how to use standards/indicators in the context of the UNHCR programme planning, assessment, and design cycle.
- 5 describes how to integrate the standards/indicators into UNHCR planning and reporting documents.
- 6 presents the 52 core standards and indicators and their supplements with explanations on rationale, methods of measurement, reporting and resources.

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### **HOW TO REQUEST:**

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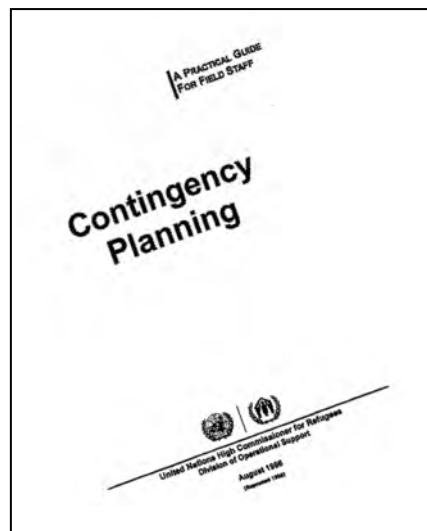
## Contingency Planning: a practical guide for field staff

Since the last re-write of UNHCR Contingency Planning Guidelines in 1996, an Inter-Agency group created the 'Inter Agency Contingency Planning Guidelines'. The new (2004) edition of the UNHCR Contingency Planning Guidelines brings UNHCR planning under the umbrella of the inter-agency planning process, to help achieve a more streamlined UN response to complex emergencies.

These guidelines are to assist you in the creation of the UNHCR component of the inter agency contingency plan, that should be integrated into regional plans where necessary – and be used as a spark to create inter-agency plans if they do not already exist.

The Guidelines are available in two formats. The first, detailed format, gives guidance for each step on the Contingency Planning Process. Second, a pocket-book Aide-Mémoire is available for experienced Contingency Planners in a check list format.

The 'full version' guidelines contains and outline contingency plan, and gives useful background information such as the purpose of contingency planning, concepts of contingency planning (particularly 'scenarios' and 'indicators'), and gives guidance on how to start a contingency planning process. There is also an annex that contains several checklists and reminders.



### **HOW TO REQUEST:**

**Copies of the Guidelines may be requested directly from EPRS.**

**Email address: [HQEM00@unhcr.org](mailto:HQEM00@unhcr.org)**

**Fax: 0041 22 739 7301**

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## IACP Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance

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These guidelines were developed to address this need in a collaborative effort within the Inter-Agency Standing Committee (IASC) by the Reference Group on Contingency Planning and Preparedness. The guidelines build on agency-specific contingency planning approaches, experiences and lessons learned. It is envisaged that these guidelines will evolve as UN country teams around the world continue inter-agency contingency planning.

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For humanitarian response to be effective, co-ordinated, dependable and timely emergency preparedness is a prerequisite. Within the broader field of preparedness, contingency planning is recognised as an essential management tool.

### SECTION 1: INTRODUCTION

What is Contingency Planning?

Why Plan?

When to plan?

What to plan for?

Who to plan with?

Who leads the Inter-Agency planning process?

Where to plan (Geographical coverage)?

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### SECTION 2: THE PLANNING PROCESS

Step 1: Co-ordination and preparing for the contingency planning process

Step 2: Context analysis, scenario building, planning assumptions

Step 3: Defining strategies and objectives

Step 4: Defining management and co-ordination arrangements

Step 5: Developing operational response plans

Step 6: Consolidating the process, follow-up actions and activation

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### SECTION 3: THE PLAN

Content

The outline

Sharing the plan

Maintenance

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Annexes



### HOW TO REQUEST:

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**Copies of the Guidelines may be requested directly from EPRS.**

**Email address: HQEM00@unhcr.org**

**Fax: 0041 22 739 7301**

## Security Awareness Documentation

Almost by definition, in any emergency deployment there may well be an element of danger for which staff must be prepared. The UN system and UNHCR have several security booklets which contain UN security regulations as well as excellent guidelines for this purpose. All emergency deployments should have a sufficient number of these booklets to appropriately accommodate staff.

- A. UNSECCOORD Field Security Handbook**  
(for the team leader since document is restricted – available in all UN languages)
- B. UNSECOORD Handbook, “Security in the Field”**  
Available in all UN languages
- C. UNHCR/UNSECOORD “Security Aide-Memoire”**  
Available in all UN languages
- D. Landmine and UXO Safety Handbook**  
Available in English and French
- E. Guidelines for Women**  
Available in English and French
- F. Instructions for Drivers in Humanitarian Convoys**  
Available in English only
- G. Basic Security in the Field - Staff Safety, Health, and Welfare ...**  
Interactive CD-Rom available in English and French or online (not at duty stations)



### **HOW TO REQUEST:**

*These documents can be obtained from the Field Safety Section in Geneva.*

*E-mail address: HQFS00@UNHCR.ch*

*Fax: 0041.22.739.7304*

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## Refugee Registration Package

This package consists of three elements: the UNHCR Handbook for Registration, standard registration materials, and computer software.

**For the Handbook for Registration see page**

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Standard registration materials are stockpiled at HQ and managed by the Population Data Unit of PGDS (Population and Geographic Data Section). The stock is sufficient to carry out registration exercises for up to 300,000 refugees. The “package” can be assembled for any other number of refugees depending on the estimated caseload.



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In conjunction with the standard UNHCR registration form, the Field Based Registration System [FBARS] has traditionally been used to handle large prima facie caseloads. Due to technology considerations, FBARS is being phased out. Until a global registration software package is available to operations, an alternative database solution, the Refugee and Asylum Population Information Database [RAPID] has been developed by the Application Development and Support Section [ADSS] of ITTS. This software can be used for both camp and urban registration scenarios. It is recommended that operations liaise with PGDS and ADSS for guidance and available tools should the operation alternatively opt to use standard MS Office applications to capture and manage basic refugee registration data at the initial stage of emergencies. Any inquiries regarding technology tools to support registration activities can be addressed to ADSS.

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Refugee Registration Package includes:

- manual counter
- fixing token
- control sheet,
- family card
- hole puncher
- wristbands
- registration form
- registration card
- invisible/indelible ink
- UV lamps for ink detection
- megaphones

### **HOW TO REQUEST:**

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***The Population Data Unit of PGDS at Headquarters manages the stocks of guidelines and standard registration materials. All requests should be made directly to PGDS in consultation with the Regional Registration Officers. The software may be requested by contacting PGDS or ITTS. Except for emergency situations, requests should be made well in advance stipulating the estimated number of persons to be registered. Budgetary provision will need to be made for the supplies requested. Additional supplies required such as megaphones, arm bands, etc. should be budgeted for and requested separately through the responsible Desk/Liaison Unit at HQ. The registration material for 30,000 refugees is valued at approximately US\$ 11,000.***

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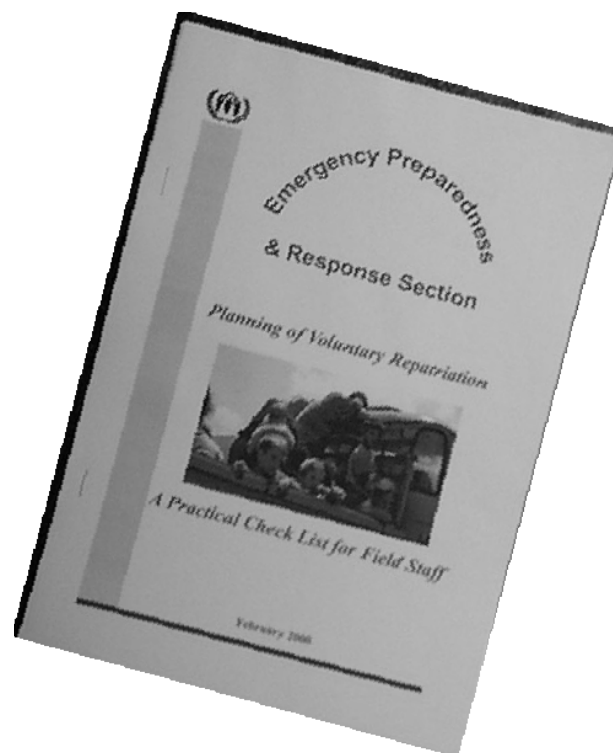


## Planning of Voluntary Repatriation: a practical checklist for field staff

This checklist is written to help field staff when planning and organizing a phased organized voluntary repatriation. It ensures that appropriate actions are taken during the planning process in order to avoid misconception surrounding the planning process of an organized voluntary repatriation.

It emphasizes the importance of a phased approach during the planning process, by group repatriation. It is necessary to arrive at an effective plan of voluntary repatriation, in conjunction with the absorption capacity in the areas of return.

The checklist also set out a framework and the scope of a phased organized repatriation operation. The readers are UNHCR field staff members (Protection and Programme Officers), Government officials and UNHCR implementing partners, where a need to promote voluntary repatriation would be necessary.



### **HOW TO REQUEST:**

***In principle an adequate supply of this new booklet will be available at every UNHCR Field location for the use of UNHCR staff members. Additional requests should be made directly to EPRS stating the number of copies required.***

***Email address: HQEM00@unhcr.ch***

***Fax: 0041 22 739 7301***

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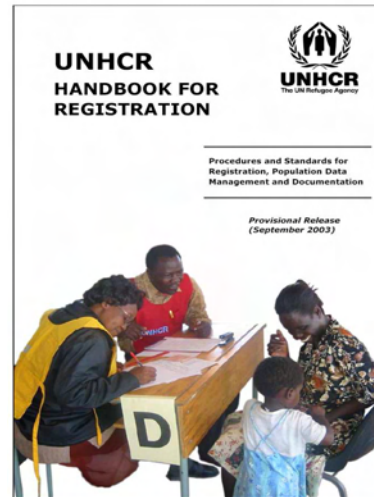
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## Handbook for Registration

The Handbook for Registration is targeted at registration planners and practitioners at different levels throughout the organization, and can also serve as a guide for governmental and other partners conducting registration activities. It lays out the organization's policies, practices and standards with regard to registration, and should be used whenever registration, documentation or population data management activities are undertaken.

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This Handbook provides a recommended generic registration process of defined steps, including reception and fixing, interviewing groups and individuals, assessing the quality of data, setting up a registration strategy, and deregistration. In addition, the standard set of data to be collected on persons of concern to the organization is clarified. The Handbook also gives new guidance such as the instructions on taking photographs, dealing with fraud, techniques for verifying data, and instructions for issuing individual identity cards.



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Six new registration forms are presented to replace forms currently used in the field. These include the new common inter-agency form for registration of unaccompanied and separated children and the form to use for registration of asylum applicants when mandate RSD is the norm.

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### INTRODUCTION

#### **PART ONE: PRINCIPLES AND STANDARDS**

1. The Basics
2. The Unified Approach
3. Operational Standards for Registration and Documentation
4. Overview of the Generic Process
5. Standard Data Set and Registration Levels
6. Registration of Birth, Death and Marriage
7. Management of Registration Activities

#### **PART TWO: HOW TO REGISTER, MANAGE POPULATION DATA,**

8. Assess Current Situation
9. Consult with Population of Concern
10. Determine Registration Strategy
11. Estimate Size and Composition of Population of Concern

12. Prepare and Maintain Registration Infrastructure and Capacity
13. Contact and Inform Population about Registration
14. Reception and Fixing of Persons of Concern
15. Initiate Data Collection
16. Photograph Persons of Concern
17. Interview Persons of Concern
18. Accept and Validate the Quality of Registration Data
19. Provide Appropriate Documentation
20. Apply Verification Techniques
21. Deregister Households and Individuals
22. Plan Data Management Scheme
23. Enter and File Records
24. Update Individual and Group Data
25. Prepare Reports

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### **HOW TO REQUEST:**

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## Opening an Office: Checklist for the Emergency Administrator

The Checklist is intended as a practical tool for UNHCR staff when responding to emergencies, who are assigned to duty stations where there is no established UNHCR presence or where the existing UNHCR office requires additional administrative support as a result of a changed refugee situation. However it is also most useful as a reference tool in established offices, and for administration training purposes.

1. The Checklist: lists most activities requiring attention when establishing a (Branch, Sub or Field) Office. The list is broken down into 5 main sections:

Premises  
 Communications and Transport  
 Personnel, Staff Conditions and Security  
 Finance, Equipment and Supplies  
 Filing and Documentation.

The list does not cover administrative procedures and action required for the ongoing needs of the office but concentrates solely on those matters related to the establishment of an office.

2. Annexes: extracts from existing documentation, which have been included for ease of reference and are not substitutes for existing manuals and instructions.

3. Computer diskette: contains the format for many forms or documents. These forms or documents can be copied and amended to suit local needs. The disk also includes a wide range of Printer Action Tables (PATs) and a standard memo Macro.

One Checklist should be available in all UNHCR Offices. The most recent version, Revision 6, was issued in March 1998 but a newly revised edition is anticipated by mid-year 2002.

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### **HOW TO REQUEST:**

***Checklists are routinely updated and available on request from EPRS for new UNHCR offices. Since stocks are limited, please ensure that copies are not removed from the field offices.***

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## Commodity Distribution: a Practical Field Guide

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This guide outlines the procedures by which UNHCR field staff and operational partners can design and implement systems for commodity distribution. The field guide points out important issues on distribution and offers techniques and ideas based on best current practice. First published in June 1997, this document was produced through a series of consultations with agencies with a long involvement in commodity distribution, namely the World Food Programme, the Red Cross and Red Crescent Societies, and NGO implementing partners.

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The Commodity Distribution field guide begins by acquainting the reader with a glossary of terms, commonly-used acronyms, and a summary of key points covered in the document. An overview of commodity distribution follows with a brief look at definitions, the main actors and their roles, the relationships between food and non-food items, and programme planning.

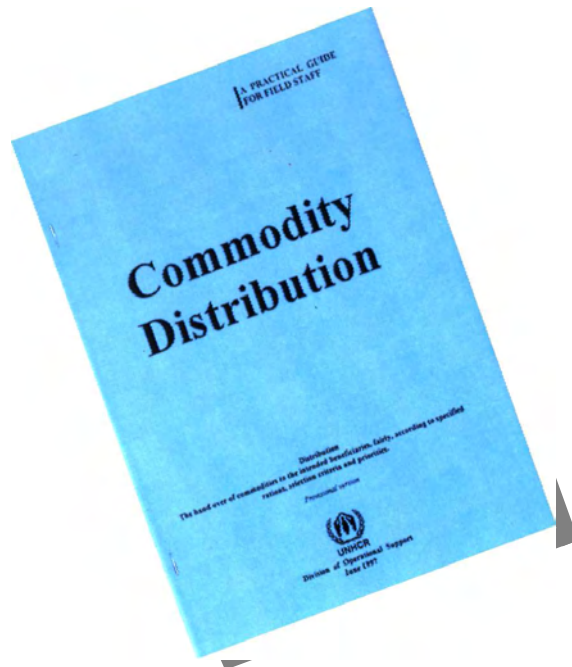
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Other chapters of the field guide are devoted to the beneficiaries, categories of distribution and how to select the best for your particular situation, refugee involvement, and commodity distribution management. A final chapter addresses special issues in commodity distribution and provides answers to many of the common questions and problems encountered in the field.

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A series of annexes provide (with some explanatory notes) commonly-used monitoring and reporting forms for both food and non-food item distribution.

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### **HOW TO REQUEST:**

***Copies of Commodity Distribution: A Practical Field Guide can be made available by HCDS***

## SC CBT Supply Chain Computer Based Training

The Supply Chain project is a streamlining of the structures and processes that UNHCR uses to support its operations with goods and logistics services. The flow of goods and services begin when a need is articulated and resources for meeting that need are committed. UNHCR's Supply Chain begins at this point and ends only when the services requested are delivered or when the goods are transferred to a non-UNHCR owner or disposal. The set of CBTs includes the Introduction to the UNHCR Supply Chain, Source, Deliver, Support Implementation and Manage Assets, and Essentials

The Introduction CBT is an overview and will provide users an understanding of the structure and flow of the new supply processes. The Source CBT provides users with detailed information on how to source goods and services as well as an overview of INCOTERMS. The Deliver CBT covers getting the goods to their intended destination; it includes operational guidance on customs clearances, warehouse management and selecting transporters. Support Implementation is the term used to indicate Supply Chain activities to implement transport, logistics and maintenance functions



at a regional or country level. Manage Assets is the process that links other Supply Chain components through asset tracking, recording, maintenance and disposal. The Essentials is a short version of the Introduction targeted at new middle managers in UNHCR, which allows for a quick understanding of their role in the supply processes.

The CBTs are the result of a collaborative effort within UNHCR to provide supply staff with an overview of UNHCR's Supply Chain, and the best practices that UNHCR can carry out to provide a level of service that is better, faster, more cost effective and closer to the requirement of UNHCR, in support of its response to refugee needs and donor requirements. The CBTs can be viewed by installing the CD-ROM on any laptop or desktop, which has a CD-ROM drive, or access through the UNHCR Intranet for staff that have access to this feature.

### **HOW TO REQUEST:**

***The Supply Chain CBT set can be obtained from SMS at Headquarters:  
Email: HQSF00@unhcr.ch  
Fax: 00 41 22 739 7306***

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## A Refworld on CD Rom

UNHCR's Refworld 2004 collection on CD-ROM allows easy access to reliable and up-to-date information related to refugees and human rights. It has been referred to as a "refugee encyclopedia" as it contains documents ranging from background country reports to legal position papers and guidelines.

The information has been collected not only from UNHCR's global network of field offices, but also from governments, non-governmental organizations, academic institutions and judicial bodies in order to facilitate the work of decision-makers, analysts, human rights activists and academics.



Refworld 2004 is a unique information tool comprised of nearly 90,000 full-text searchable documents, the International Thesaurus of Refugee Terminology, national legislation on issues pertaining to asylum and statelessness, international and national jurisprudence, newly-added documents in French, Spanish and German, and 700 maps of countries of origin and of transit. The user can also browse through UNHCR's library catalogue, which contains nearly 18,000 references to books, refugee magazines, articles and conference reports. Refworld contains all public domain documents relating to emergency management, including the Handbook for Emergencies, the Catalog of Emergency Response Resources, the Contingency Planning Guidelines...

Parts of the Refworld CD-ROM collection are also accessible on the UNHCR website at [www.unhcr.ch/refworld/](http://www.unhcr.ch/refworld/)

### **HOW TO REQUEST:**

***Refworld on CD Rom can be obtained free of charge for UNHCR staff by contacting the Protection Information Section (Department of International Protection) at HQs.***

***e-mail: [hqpr11@unhcr.ch](mailto:hqpr11@unhcr.ch)***

***For technical support contact:***

***Electronic Publishing Unit, Division of Communication and Information, UNHCR, 1211 Geneva 2, e-mail: [hqrd01@unhcr.ch](mailto:hqrd01@unhcr.ch), fax: +41.22.739.7396***



## Library: UNHCR Emergency Management

This box of publications, almost all of which are available on KIMS CD-ROM, has been prepared as a portable reference library for emergency operations. Almost 50 UNHCR publications provide background, guidelines and technical reference on protection, management, security, administration, logistics, voluntary repatriation, programme, health, nutrition, community services, registration, and planning and assistance. The library is packed into a small cardboard box (32 x 22 x 38 cm) weighing some 14 kgs.

This list of publications mentioned below is regularly revised:

- Staff Admin. & Managt Manual
- Handbook for Emergencies
- Compendium on UN org. Funds
- MOUs with WFP, UNICEF, WHO & UNOPS
- Duty Officer Handbook
- Actions for the Rights of Children
- NGOs & UNHCR Directory
- Guidelines for unaccompanied children
- Catalogue of Emergency Resp. Tools
- Refugee Children
- Checklist of the Emergency Admin. Handbook
- Working with unaccompanied children
- Managing the Stress of Humanit. Emerg.
- Mainstreaming Gender in the Hum. Resp.
- TORs for the UN Humanit. Co-ordination
- Sexual Violence
- Field Security Handbook
- Sexual Violence in Refugee Crises, a synopsis
- Instructions for drivers in UNHCR
- International Legal Standards applicable
- Security Awareness
- Working with Military
- Security Guidelines for Women
- Collection of International Instruments
- Security in the Field
- Conclusions on the International Protection
- Special Mines Awareness
- UNHCR Handbook: Voluntary Repatriation
- UNHCR procedures for Radio Comms.
- Guidelines on the protection of Ref. women
- Refugee Emergencies: A Community approach
- UNHCR Policy on Refugee Women
- UNHCR Community Sces, Inform. Kit
- Emerg. Registration for unaccomp. children
- Partnership: A progr. Managt Handbook
- People-Oriented Planning at Work
- EPRS Emergency Planning a Volunt. Response
- The Sphere project
- Asset Track User Guide
- Standard Operations Proc. For synops
- AIDS & HIV Infection
- Supply & Food Aid Handbook
- Reproductive Health in Refugee Situations
- Warehouse Management
- Using G.P.S in the Field
- Logistics Kit
- UNHCR Manual (Chap.2,4,9)
- UNHCR KIMS CD-ROM
- Emergency Planning

### **HOW TO REQUEST:**

**Contact EPRS directly via fax or email and provide relevant details concerning the location, contact person, and mailing address of the receiving office or operation.**

**Due to limited stocks of publications and the packaging required by EPRS, this library of publications is only furnished to emergency operations.**

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**FINANCIAL RESOURCES**

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## UNHCR Operational Reserve

The Operational Reserve is established to:

- a) provide financial assistance to refugees, returnees and displaced persons in emergency situations for which there is no provision in the programmes approved by the Executive Committee; and
- b) provide such additional administrative expenditure resulting from those emergencies as cannot be met from the **Annual Programme Budget** or **Supplementary Programmes**, pending action by the Executive Committee or the General Assembly.
- c) provide additional unbudgeted contributions for activities compatible with the mandate and with the organization's competence.

**Operational Reserve I** shall be constituted at an amount equivalent to 7.5 percent of the proposed programme activities in the Annual Programme Budget being submitted for approval.

**Operational Reserve II** fixed at US \$ 50 million (**OR I** reduced from 10 percent to 7.5 percent to accommodate **OR II** which is experimental as far as Excom approval is concerned)

The Operational Reserve shall be maintained at not less than US\$ 10,000,000 by replenishments from the Working Capital and Guarantee Fund.

The High Commissioner may make transfers of appropriations from the Operational Reserve to other parts of the Annual Programme Budget provided that the amount made available for any one programme shall not exceed \$ 10,000,000 in any one year.

The High Commissioner may also make allocations from the Operational Reserve to other parts of the Annual Programme Budget and to Supplementary Programmes provided that the amount made available for any one programme shall not exceed \$ 10,000,000 in any one year.

An Operational Reserve allocation may be cancelled if sufficient funds are subsequently received in response to a related supplementary appeal (be it by UNHCR, an inter-agency appeal or a Consolidated Appeal); or if the funds, or part thereof, have not been obligated at the end of a given year.

Please see IOM/FOM No. 97/1999

The Desk/Liaison Unit addresses their request for funds to the Authorizing Officer.

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Amount	Authorizing Officer	Alternate
Up to \$250,000	Controller and Director, Division of Financial & Supply Management & Director, Division of Operational Services	Deputy High Commissioner & Assistant High Commissioner
From 250,000 to 1,000,000	Deputy High Commissioner & Assistant High Commissioner	High Commissioner
Above \$1,000,000	Chairperson, ORB	Alternate Chair, ORB High Commissioner

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1/ when an emergency requires resources above US\$ 4.5 million (being pushed to US\$ 5 million) a special appeal is authorized, thus creating a special budget (SB)  
 2/ Rules are being reviewed to suit new situations, 3/ Operational Reserve is not only for emergencies, but also for adjustments in operational resources resulting from changed circumstances e.g. a planned repatriation that would reduce caseload from 100,000 to 50,000, instead only 20,000 repatriated leaving 80,000 instead of 50,000 refugees, flood that destroys half refugee camp etc would qualify for access to the reserve.

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## CERF OCHA Central Emergency Revolving Fund

The Central Emergency Revolving Fund (CERF) of the Office of the Coordinator of Humanitarian Affairs was established in December 1991 to provide funds within the UN system to respond rapidly to emergencies. CERF, which has a target level of US\$ 50 million, is financed from voluntary contributions and is used for cash advances to operational organisations and entities within the system. These advances are to be reimbursed as a first charge against income subsequently received, usually as a result of consolidated appeals. Under exceptional circumstances, the rules allow for the non reimbursement on allocations made under the Fund. CERF is managed by the UN Under Secretary General for Humanitarian Affairs.



The Bureau Director/Regional Director or Chief of Section addresses a memorandum to the High Commissioner, through the Director of DOS and the Donor Relations & Resource Mobilization Service for approval to request an allocation from the CERF. Once agreed, a letter is to be sent from the High Commissioner to the Under Secretary General for Humanitarian Affairs, requesting an allocation from the Fund. This letter should: 1) define the purpose and objectives of the programme; 2) specify the amount of money requested; 3) indicate the initiatives which are being undertaken to raise funds for this programme to allow for the Fund's reimbursement.

The USG for Humanitarian Affairs will reply confirming the conditions under which an allocation can be made and the reporting requirements. These two letters constitute a formal agreement between the Organisations. In exceptional circumstances, the USG may authorise advances prior to the formal exchange of letters, however, this must be followed with a formal exchange within 30 days.

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## ANNEXES

Stand-by arrangements UNHCR

Government Service Packages UNHCR

Framework Agreements with Suppliers

Emergency Stand-by arrangements Request form

Emergency Stand-by arrangement Request



## A **Duty Officer System at Headquarters**

On 15th January 1999 the duty Officer System was reviewed at the request of the High Commissioner, to ensure that it met the Organization's operational requirements.

B The system aims at providing reliable communications with UNHCR Headquarters outside working hours and on non-working days. Therefore, the duty officer system and the Emergency Operations Room (EOR) have been integrated in order to provide continuity of HQ services to both outsiders and UNHCR Field Offices. The after-hours service is simply intended as an alternative contact point. Responsibility for monitoring events arising outside office hours rests with the Desk Officer. Representatives are not obliged to contact the Duty officer in case of an emergency and may decide to contact Desk Officers directly.

C The Duty officer acts mainly as a contact with the Desk Officer if the latter cannot be informed directly of an urgent matter. All Headquarters officers at P.2/L2 to P4/L4 level may be called upon to act as Duty Officers. Staff Services Section is responsible for drawing up the duty roster which is issued each week (in coordination with the Travel Unit which issues the Mission Roster). Staff Services Section periodically monitors the system by contacting Duty Officers to ensure compliance with the schedules and procedures.

D In case of an Emergency, the Hotline number (739 8000) can be linked on a 24-hour basis to the Emergency Operations Room where the emergency can be directly handled by the operation at headquarters. The decision to change from a standard phase to an emergency phase is decided by the Executive Office at the request of the operation itself.

E The Duty Officer on duty must collect a Duty officer file from the Telecommunications Unit as well as a mobile phone. The Duty officer file contains all necessary telephone numbers as well as procedures to follow in case a problem occurs (i.e. medical, security, asylum seekers in Switzerland, public information procedures...).

F All incoming calls for the Duty Officer are to be made by dialling the 'Hotline':

**00 41 22 739 8000**

If the Duty Officer fails to respond, the call will be re-routed to the UNHCR Security Guards.

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## Synthesis of Global Analysis

Through a monthly digest of sources selected and analyzed by a pool of country/regional experts the *Synthesis of Global Analysis*, commissioned by UNHCR through WriteNet practical management, functions as a support tool for UNHCR/Donor Governments in early warning, contingency planning and crisis management.

To complement in-house reports of events, development or trends of significance affecting UNHCR mission's mandate and operations the *Synthesis of Global Analysis* prepares consolidated summaries for a selected number of high risk countries screened and selected from a varied choice of global/regional/humanitarian/political/commercial risk publications on countries in conflict or at high risk.

The reports purpose is to provide proactive and preventive measures on issues of forced displacement by:

- Maintaining constant situation displays and providing continuous event monitoring;
- Providing risk assessment and early warning indicators in order to support contingency planning
- Alerting when a refugee movement begins and encouraging corrective action to be taken;
- Advising on repatriation operations and when pertinent point to possible destabilizing consequences of large-scale returnee influxes;
- Indicating possible threats to humanitarian staff working in a specific area and advise, when necessary, the need for upgrading staff security and/or support situation specific training;
- Enhancing crisis management;
- Addressing aspects of refugee security and camp security;
- Providing a cultural fiche on displaced ethnic group;
- Expanding the current knowledge base for preventive diplomacy in refugee issues;
- Enhance visibility on crisis situation so as to stimulates political will for action
- Help identify country, regional, subregional and theme related profiles for which to commission a more in depth analysis.

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## Stand-by arrangements UNHCR

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UNHCR Emergency Response Stand By Arrangements	Field Staff	Logistics Staff	Protection Staff	Repatriation Staff	Telecoms Staff	Base Camp Manager	Accommodation	Telecoms	Security	Emergency Stockpile	Protection	Food	Transport Logistics	Domestic Needs	Water	Sanitation	Health/Nutrition	Shelter	Engineering	Community Services	Education	Income Generation	Legal Assistance	Mine Clearance		
<b>UNHCR Internal Arrangements</b>																										
Staff/Roster	X	X	X	X	X		X	X	X	X	X		X	X		X	X	X	X	X	X	X	X	X		
<b>UNHCR External Arrangements</b>																										
Consultants (administered by DOS)	X		X	X							X				X	X	X	X	X	X	X	X	X	X		
<b>UN Organisations</b>																										
World Food Programme		X								X		X	X													
UN Volunteers	X	X	X	X	X								X													
<b>Non-Governmental</b>																										
Danish Refugee Council	X	X	X	X	X		X	X																		
Noreps	X	X	X	X			X	X				X			X	X	X	X								X
Norwegian Refugee Council	X	X	X	X	X		X	X																		
Redda Barnen-Sweden																				X						
Red R-Australia	X	X			X	X	X	X	X				X		X	X		X	X							X
Telecoms Sans Frontieres					X			X																		
<b>Government Arrangements</b>																										
Swiss Disaster Relief								X					X				X	X	X							
Bundesanstalt Technisches Hilfswerk (THW)								X					X		X		X	X								
US Public Health														X	X	X										
Swedish Rescue Services Agency							X	X					X		X	X										
EMERCOM Of Russia		X											X													

07-Mar-00

## UNHCR Government Service Packages

\*Administered by MCDU/OCHA

Country	Air Operations Cell	Strategic Airlift	Theatre Airlift	Airport Ground Handling	Warehousing Storekeeping	Road Transport	Field Hospital	Hydrogeological Survey	Water Tank Operations	Surface Water	Borehole Drilling	Water Treatment	Water Distribution	Water Storage	Latrine Construction	Vector Control	Solid Waste Management
Denmark					X	X											
Germany						X				X		X	X	X			
Netherlands	X	X	X	X		X	X		X			X					
Norway						X	X				X	X	X	X	X		X
Sweden						X			X	X			X		X		
United Kingdom	X	X	X	X	X	X			X								
United States	X	X	X	X	X	X	X		X		X	X	X	X			

## Framework Agreements with Suppliers

<b>Framework Agreements</b>		<b>* Administered by STS</b>	
<b>1. Vehicles</b> 4x4 Nissan/Toyota Mini-Buses Buses 2x4 Various Types	<b>3. Domestic Items</b> Blankets Kitchen Sets Jerry Cans Plastic Buckets	<b>4. Telecoms</b> Satphone Cellular phone Fax Machine Computers Generator	<b>5. Security</b> Kevlar Helmets Kevlar Jackets Flak Jackets Vehicle Mine Blan
<b>2. Shelter</b> Plastic Sheeting		Codan/VHF Radios Polaroid Camera Polaroid Film Photocopiers	<b>6. Health</b> Emergency Health UNHCR Essential



## Emergency Stand-by arrangement Request

### EMERGENCY STAND-BY ARRANGEMENT REQUEST

To be used for deployment requests of internal (EPROs, SEAs, EFAAs, ERTs) and external (NRC, DRC, UNV and others) stand-by arrangements.

For details please refer to the Catalogue of Emergency Response Tools

Section 1. To be completed by the Requesting Bureau/Office in the Field

To: Emergency Response Service, UNHCR HQ Geneva

From: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_ (dd/mm/yy)

1.a Please initiate a deployment of below listed stand-by arrangements (list the profiles required, location(s), duration and source of funding):

Profile Location Duration Project or ABOD code

1.b Please find attached Terms of Reference for each profile listed above.

Important Notice: Please note that provision of insufficient information on the profiles required, terms of reference, location(s), duration and source of funding will result in a delay of activation of the stand-by arrangements.

MAXIMUM MISSION LENGTH FOR AN ERT IS 2 MONTHS ONLY

Section 2. To be completed by the Emergency Response Service

Date received: \_\_\_\_/\_\_\_\_/\_\_\_\_ Stand-by Activated (indicate against the name): EPRO, SEA, EFAA, ERT, NRC, DRC, UNV





## **ALPHABETIC ORDER LIST**

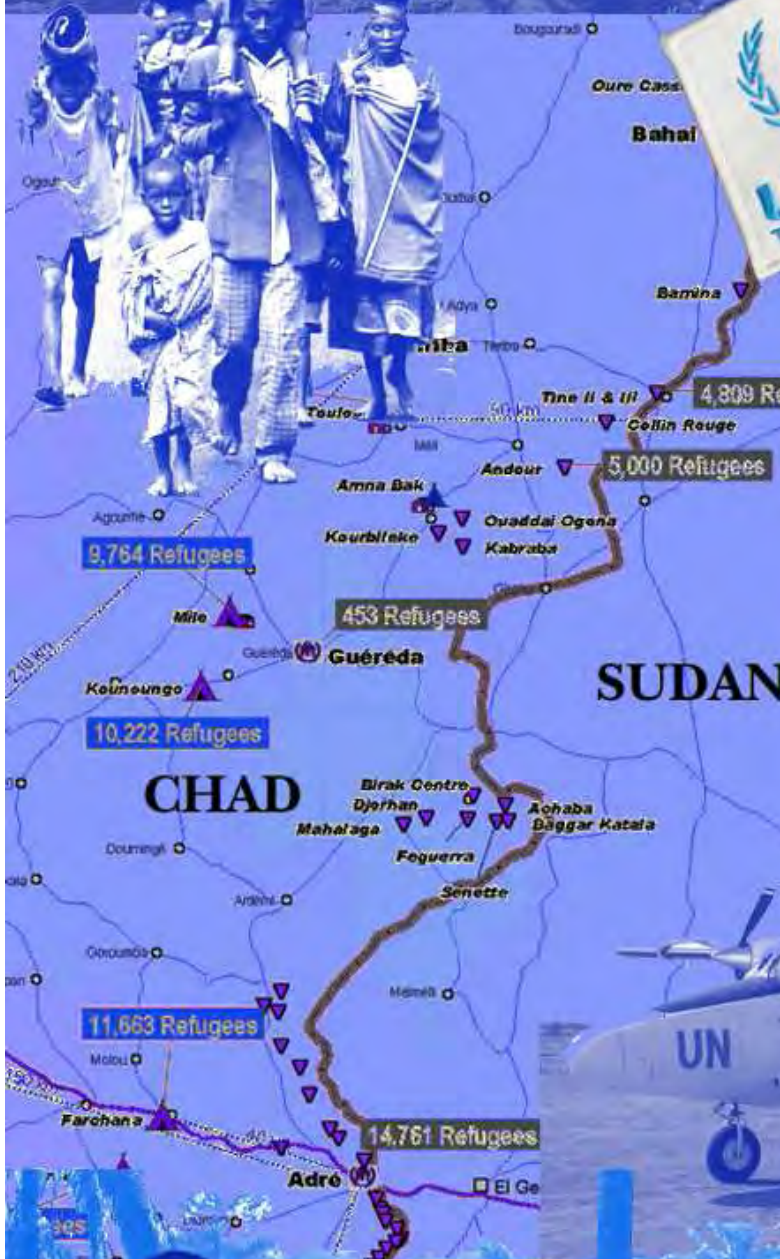
Blankets  
CDC US Public Health Services–Centers for Disease Control  
CES Central Emergency Stockpile  
Contingency Planning: a practical guide for field staff  
Commodity Distribution: A Practical Field Guide  
DCPEP Directorate for Civil Defense and Emergency Planning of Norway  
DFID British Government’s Department for International Development  
Distance Learning Modules  
DRC/NRC Norwegian and Danish Refugee Council Emergency Staff  
Duty Officer System at Headquarters  
EFAAs Emergency Finance and Administrative Assistants  
EMERCOM of Russia  
Emergency Capacities of Non-Governmental Organisations  
Emergency Health Kit  
Emergency Item Kits  
Emergency Kit for Unaccompanied Children  
Emergency Stand-by arrangement Request  
Emergency Stand-by arrangements Request form  
EOR Emergency Operations Room  
EPRO Senior Emergency Preparedness & Response Officers  
ERT roster Emergency Response Team  
ESS EWS training  
EWS Early Warning System  
Field Vehicles  
Framework Agreements with Suppliers  
FSA Field Safety Advisors  
GIMU Geographic Information and Mapping Unit  
Government Service Packages  
Government Service Packages UNHCR form  
Handbook for Emergencies  
Handbook for Registration  
Health kits for emergency situations  
Hotspots Country Brief  
IACP Inter-Agency Contingency Planning Guidelines for Humanitarian Assistance  
International UNHCR Former staff  
IT Emergency Equipment  
Jerry Cans  
Kitchen Sets  
Land Mine and Savety Project  
Library UNHCR Emergency Management  
Light Weight Emergency Tent  
Medical Kit

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National UNHCR Former staff  
NOREPS Norwegian Emergency Preparedness System  
OCHA Central Emergency Revolving Fund (CERF)  
Office Kits  
Opening an Office: Checklist for the Emergency Administrator  
Operational Reserve UNHCR  
Personal Travel Kits  
Planning of Voluntary Repatriation: a practical checklist for field staff  
Plastic Sheeting  
Prefabricated Warehouses  
Protection Information Service  
RedR (Australia)  
Refugee Registration Package  
Refworld on CD-rom 2004  
Save the Children (Sweden/Norway)  
SC CBT Supply Chain Computer Based Training  
SEA Senior Emergency Administrator  
Security Awareness Documentation  
Security Equipment  
Security Training  
SET Situational Emergency Training  
SHA Swiss Humanitarian Aid Unit  
SRSA Swedish Rescue Services Agency  
Staff and Office Accommodation  
Stand-by arrangements UNHCR  
Synthesis of Global Analysis  
Technical Consultants  
Telecommunications Emergency Equipment  
Tents  
TSF Telecoms Sans Frontières  
UNV United Nations Volunteers  
Visibility Material  
WEM/ERT Workshop on Emergency Management

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UNITED NATIONS VOLUNTEERS  
 RÄDDNINGSVÄRKET Swedish Rescue Services Agency  
 Red Cross  
 FLYKTINGRÅDET NORWEGIAN REFUGEE COUNCIL  
 Weatherhaven  
 RÄDDA BARNEN SWEDISH SAVE THE CHILDREN  
 CDC