



At Luanda Military Airport, UNHCR workers process the arrival of a plane carrying emergency relief supplies.

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entities, the Global Learning Centre in Budapest, Hungary, and the e-Centre in Bangkok, Thailand. UNHCR strategically develops its own staff, partners and local actors to facilitate a more effective and empowered local response. This also speeds up the deployment of surge capacity across a number of functional areas, including leadership, human resources, supply and administration.

UNHCR prepositions relief items closer to hot spots and increases logistics capacity immediately when a situation deteriorates. Regional warehouses have relief items such as thermal blankets, jerry cans, solar lamps or tents ready for immediate dispatch to country operations at high risk.

Improving the response based on timely gaps analysis

If there are gaps in a UNHCR operation without facing an emergency, they can get in the way of an effective and efficient response once a crisis breaks out. So through practical support from UNHCR Headquarters or regional Offices, UNHCR country operations need to address existing gaps in order to become ready for a more robust response to a new or escalating emergency.

Working from ahead of a crisis through to solutions after it

Where large movements of refugees occur, a Comprehensive Refugee Response Framework (CRRF) is to be applied in collaboration with Governments, UN agencies, NGO and business partners, development and financial institutions, as well as with local stakeholders. Collaboration should cover admission, reception and registration of new arrivals; support for immediate needs and assistance to institutions and communities that receive refugees.



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UNHCR'S PREPAREDNESS FOR EMERGENCIES

How to better prepare for urgent humanitarian needs of displaced people

What?

UNHCR, the UN Refugee Agency, in its new Emergency Policy of July 2017 makes preparedness for emergencies a key pillar of its approach. Preparedness is grounded in sound and more systematic assessment of risk. Any action taken before an emergency breaks out is part of this preparedness. The better UNHCR, governments, civil society and other actors such as development agencies are prepared for the worst, the more effectively and efficiently the lives of men, women and children forced to flee will be protected and saved. The Policy introduces a Level 1 emergency declaration for proactive preparedness to trigger enhanced preparations for a likely displacement emergency.

How?

UNHCR's priority is to work on emergency preparedness in a collaborative way, locally focused and conflict sensitive. In high risk countries, UNHCR works with relevant authorities and other partners to develop and implement a Preparedness Action Plan based on sound analysis and capacities of local partners. The aim is that a future response to a humanitarian emergency is better prepared and faster.

UNHCR takes four major steps ahead of emergencies in order to better prepared when they happen:

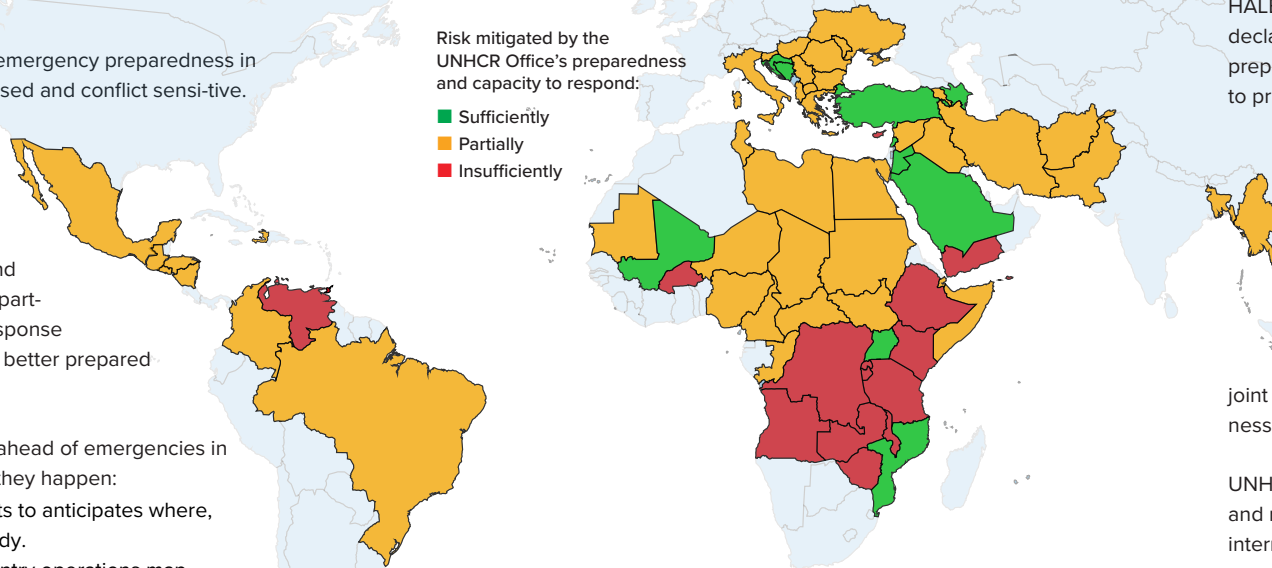
1. Analysis: UNHCR attempts to anticipate where, when and how to get ready.
2. Partnerships: UNHCR country operations map local capacities for humanitarian response and prepare a plan to complement them, i.a. through agreements with civil society actors or communities.
3. Capacity-building: UNHCR complements the training of its staff at dedicated Learning Centres with prepositioning of relief material and missions to support preparations for an emergency.
4. Practical support: Based on gaps analysis, UNHCR improves the quality of the future response through improved planning and other measures of preparedness.

HIGH ALERT LIST FOR EMERGENCY PREPAREDNESS—HALEP

Countries at high risk of influx/displacement and preparedness ratings assessed by UNHCR operations. For countries affected by overlapping situations, this map shows the “lowest” preparedness rating.

Risk mitigated by the UNHCR Office's preparedness and capacity to respond:

- Sufficiently
- Partially
- Insufficiently



Analysis: Know where, when and how to get ready

A key step towards global preparedness includes early warning and alert systems that scan the horizon for forthcoming risks and alert the organisation to new or escalating emergencies. UNHCR's mandate for refugees requires that it works predominantly in situations of conflict and complex emergencies that force people to flee internally, but especially across borders. Therefore, UNHCR is adapting its analysis to cover more systematically the relationship between conflict, political

instability and displacement. A regular exchange with analysts from other organizations is an important element in this effort.

In 2016, UNHCR developed the High Alert List for Emergency Preparedness (HALEP) to rate and monitor potential displacement risks against the capacity of its country operations and their level of preparedness. Through a diagnostic tool, country teams likely to face an emergency conduct an analysis to identify gaps and necessary actions, and their rating is determined in collaboration with the relevant regional Bureau and the Division of Emergency, Security and Supply. The HALEP forms the basis for UNHCR's Emergency Level 1 declaration and provides a global overview of risk and preparedness level by potential situation, which allows to prioritise support services to the field operations.

Partnerships: Preparing to respond at the local level

Consultations with national and international non-governmental organizations (NGOs) in 2016 identified six priority areas which have informed UNHCR's work on preparedness ever since: Joint action on preparedness should include mapping and complementing local capacity, joint analysis and planning, protection-centred preparedness, relationship building and advocacy.

UNHCR is committed to consistently engage with local and receiving communities, including refugees and internally displaced people, in contingency planning and preparedness actions. Emphasis is placed on activities required at the local level. Constant dialogue with government authorities, development actors and civil society, and working more closely with national and international partner agencies on preparedness are additional corner stones of this approach.

Building capacity to respond faster and better

Building capacity to respond faster and better requires a coordinated and cross functional effort, in particular between different UNHCR Divisions, the two training