Multimedia content gathering

29 March 2023

**Key points**

- Take photos and short videos to document what you see. A small glimpse of your daily reality can help audiences round the world to care about the people you serve.

- Focus on an individual or a family and share their story. Consider the protection and security of those you interview or film. Respect their dignity and seek their consent. Do not disclose details that might put them at risk. Explain that the image(s) or story could be seen all over the world on internet, television, radio, etc. Discuss whether to change names or other details to ensure their protection.

- Think of the audience. Ask yourself: why will a reader or viewer living far away find this story interesting? Explain unfamiliar details and avoid jargon.

- Use social media to share up-to-the-minute content in real time.

- Share your content with the Multimedia Content Section, which can help edit and distribute it to a wider audience.

**1. Overview**

The term ‘content' refers to all the editorial material that we publish on our websites, post to social media platforms, or share with external media partners. It includes news and feature articles, tweets, blogs, newsletters, photos, videos, podcasts, infographics and in-depth reports.

Obtaining good content is especially important when major conflicts or natural disasters erupt. Their impact on civilians is often eclipsed by political and military issues, but strong, timely content helps UNHCR to humanize a distant conflict and call attention to the plight of civilians in need of protection and life-saving assistance. Content enables us to raise awareness of the rights and needs of persons of concern, advocate for open borders, humanitarian access and other favourable policies, and mobilize much-needed donor support.
The Global Communications Service often deploys multimedia content producers to capture stories about individuals and families displaced from their homes, but field staff make a vital contribution, especially in the first hours and days of an emergency before the international press corps has arrived, as well as after the press corps has moved on.

2. Main guidance

Underlying policies, principles and/or standards

○ When we share up-to-the-minute content, it helps UNHCR to lead the narrative by showing, that we are on the ground, well-informed, and ready to engage with journalists.
○ Content about an emergency can help generate empathy in ways that advance UNHCR's advocacy and fundraising objectives.
○ Protection is paramount. Never share content that puts someone at risk.

Good practice recommendations

Focus on individuals. Stories and images that focus on an individual are almost always more engaging and memorable than general stories or images of a crowd. Find a sympathetic individual who can articulate his or her experience. Ask what life was like before he or she was displaced. Look for ways in which people exhibit resilience, and ways in which host communities are showing generosity. Look for the unexpected - details or themes that add an element of surprise to the story. When writing, vary the length of your sentences, avoid jargon, and omit unnecessary words. Start at a dramatic moment to hook the reader's interest and fill in context and backstory as you go along. Consider this example from a UNHCR story about desperate journeys on the Mediterranean (please see the first photo below).

Photographs. When taking photos, try to establish eye contact with the subject. Collect detailed captions with names, ages and direct quotes. If possible, take pictures in the early morning or early evening, when the light is often best. Take many photos and choose the best ones later. Take some in portrait format (vertical), which works well for report covers and Instagram stories, but take most in landscape (horizontal) because they fit most of our other online platforms better. Rather than put the subject in the centre of the frame, consider the rule of thirds. (Please see the second photo below.)

Sometimes, nevertheless, images of a crowd can powerfully capture a newsworthy situation – like the below iconic photo of Syrian refugees crossing into Iraq (please see the third photo below).

Video. When shooting video with a smartphone:

○ Hold your phone parallel to the landscape (think of a wide movie screen) so that we can distribute your footage to broadcasters – unless you are intentionally shooting clips for
Instagram stories or TikTok.
- Keep it still (try to brace against a stationary object, like a tree or vehicle).
- Try to capture a sequence, three related shots that give continuity or compress time. This could be a wide, medium and close-up shot of the same subject, or the beginning, middle and end of an action (putting a kettle on to boil, pouring hot water over the tea leaves, pouring a cup for a visitor).
- Hold each shot for about 10 seconds.
- Do not pan (move from side to side), do not tilt (move up and down), do not zoom.
- Let the action move through the frame, rather than follow it with your camera.
- If someone is speaking, get as close as possible and try to minimize wind noise. Better still, use a lav mic.

See media sample below – UNHCR's Vivian Tan with newly arrived Rohingya refugees in Bangladesh.

Share photos, videos and written pieces with the Global Communications Service in Geneva. You can send large video files with shotlists to http://www.wetransfer.com and upload photographs directly to Refugees Media, UNHCR's searchable online distribution platform, at: http://media.unhcr.org.

Considerations for practical implementation

- Show what the subjects' lives were like before they were displaced.
- Capture the moment when they realized they had to flee. What went through their minds?
- Describe their flight to safety, their current situation, and their hopes and plans.
- Record interviews. Quote the interviewee directly. Let the reader hear his or her exact words.
- When writing, start at the most dramatic point in the story and add context and backstory as you go along.

Resources and partnerships

- Key staff including communicators working in emergency operations should be issued smartphones, so that they can create content themselves and share it quickly with social networks and the Global Communications Service in Geneva.

Annexes

UNHCR Guidelines on Engagement with the Media
3. Learning and field practices

4. Links

Refugees Media UNHCR Official Website UNHCR on Youtube UNHCR on Twitter UNHCR on Instagram UNHCR on Facebook

5. Main contacts

Contact the Global Communications Service:

- Chris Reardon, Chief of Multimedia Content Section, reardon@unhcr.org.
- Gisella Lomax, Head of Social Media Unit, lomaxg@unhcr.org.
- Suzy Hopper, Head of Photo Unit, hopper@unhcr.org.
- Michelle Hoffman, Head of Video Unit, hoffmanm@unhcr.org.
- Tim Gaynor, Global Web Editor (English), gaynor@unhcr.org.
- Adrian Edwards, Officer in Charge, Global Communications Service, edwards@unhcr.org.

International Humanitarian and Development Coordination Architecture

27 March 2023

1. Overview

This Entry summarizes the current international humanitarian coordination structures. In addition, it also touches on areas where humanitarian and development coordination intersect. The Entry should be read in conjunction with the Entries on the Cluster Approach, and the Refugee Coordination Model.

2. Main guidance
Underlying rationale / objective of the approach or system

Recent humanitarian emergencies have required a larger and more complex humanitarian response. Humanitarian actors have also had to become more accountable to the populations they serve. Public scrutiny of humanitarian action has increased. These factors have galvanized efforts to make UN coordination effective.

For UNHCR, the pursuit of effective coordination is not an end in itself, but a means to maximize the positive effects that UNHCR and its partners have on protection, the delivery of humanitarian responses, and solutions to displacement.

UNCHR and other agencies have promoted the connection between humanitarian action and development for many years. By recognizing this and promoting ways of working that increase complementarity, the Global Compact on Refugees has underscored the need to involve development actors. Connections with development should be made from the preparedness phase onwards, and the link is especially crucial when countries emerge from the emergency phase and transition into a phase during which development issues, such as livelihoods and employment, predominate.

Policy, strategy and/or guidance

Chief Executive Board

The UN System Chief Executives Board for Coordination (CEB) is the longest-standing and highest-level coordination forum of the United Nations system. It meets biannually and is chaired by the UN Secretary-General.

It provides broad guidance, coordination and strategic direction for the system as a whole in areas under the responsibility of executive heads. While ensuring respect for organizations' independent mandates, it focuses on inter-agency priorities and initiatives. The CEB is composed of 31 United Nations entities, including the United Nations, executive heads of United Nations Funds and Programmes, Specialized Agencies such as the Bretton Woods institutions (the World Bank and International Monetary Fund), and related organizations (the WTO, IAEA and IOM).

The CEB works through two high-level committees: the High-Level Committee on Programmes (HLCP), and the High-Level Committee on Management (HLCM).

UNHCR is a member of the CEB and its three constitutive pillars; it is represented by the High Commissioner.

UN Reform

The Secretary-General (SG) has initiated an ambitious reform agenda to enhance UN
performance across the three pillars of UN work: peace and security, human rights, and development. Overall, the reform agenda seeks to improve performance at headquarters and in the field by adopting integrated, decentralized, and impact-oriented approaches wherever approaches have been fragmented, centralized or process-heavy.

In 2017, the SG initiated three reforms, to strengthen the UN development system (UNDS), UN (internal) management, and the UN’s capacity to sustain peace (its peace and security architecture). The SG is also reviewing UN gender policies to enhance gender parity; UN efforts to prevent sexual exploitation and abuse; various components of the counter-terrorism architecture; and the UN's whistle-blower policy. It is important to note that UNHCR strongly supports efforts to revitalize the UN development system because doing so is key to bridging the humanitarian/development divide and delivering responses that are sustainable.

The SG has put ‘prevention' at the centre of the reform effort. His vision of prevention requires the UN system to do everything possible to help countries avert the outbreak of crises that take a high toll on human life, undermine their institutions, and weaken their capacity to achieve peace and development. Elements of preventive action include: early identification of risks; intensified diplomacy; acceleration of UN development work; and strengthened member state engagement. To achieve these goals, it is necessary to prioritize efforts to raise prevention concerns with relevant intergovernmental bodies and mechanisms, such as the Security Council, the General Assembly, ECOSOC and the Peacebuilding Commission. The SG has formed a High-Level Advisory Board on Mediation to provide him with advice on mediation initiatives and to support specific mediation efforts around the world. The Board is composed of 18 current and former global leaders, senior officials, and experts. He also relies on the SG's Executive Committee, composed of the Principals of all Secretariat agencies, which raises and discusses issues of critical risk and pursues an overall risk mitigation and prevention strategy.

With regard to peace and security, a broad set of measures seeks to ensure that: risk analysis and responses to risk are shared; women and youth are meaningfully engaged in peace efforts; peace funding increases (including a 'quantum leap' in support to the Peacebuilding Fund); and partnerships for peace multiply, including partnerships with regional and sub-regional organizations and with the World Bank.

In addition, the Security Council is leading a major review of the UN's peacekeeping operations (PKOs), which may change how the Secretariat manages peace and security functions within the UN. Management reforms mainly focus on the UN Secretariat. They seek to improve the efficiency, transparency and accountability of a system that, according to some, is often slow, unresponsive and ineffective. Ongoing UN change processes are taking steps to: review and simplify human resources procedures to raise the quality and speed of staff recruitment, deployment and development; achieve gender parity; improve workforce planning, training and development, paying special attention to the profile of leaders and managers; refocus the UN's strategy on information and communications technology; and improve global supply chain management. Of the three areas of reform, reform of the UNDS currently has the most direct impact on UNHCR operations at country level. After the 2016 Quadrennial Comprehensive Programme Review initiated the UNDS reform process, the Secretary-General issued a report containing proposals for action, most of which Member States approved in the GA Resolution on
UN Sustainable Development Group (UNSDG)

At global level, the UNSDG provides a forum for joint policy formation and decision-making. It guides, supports, tracks and oversees coordination of development operations in 165 countries and territories. It brings together 36 UN funds, programmes, specialized agencies, departments and offices that play a role in development.

The UNSDG's current **strategic priorities** are to: assist countries to achieve the Sustainable Development Goals (SDGs) more swiftly and implement the 2030 Agenda for Sustainable Development; assist national partners to implement their human rights obligations and integrate human rights principles and international standards into the work of the UN; and deliver effective support that will help crisis and post-crisis countries to build resilient societies and achieve sustainable recovery.

The UNSDG's current **strategic approaches** are to: promote coherent development results across the entire UN development system in order to improve transparency and accountability; ensure that Resident Coordinator systems are participatory, collegial and mutually accountable; simplify and harmonize business practices more swiftly; develop effective partnerships and wider multi-stakeholder engagement; strengthen capacity development as a core function of the UN development system; and integrate planning, programming and policy more completely.

Implementation of UNSDG strategic priorities and work plans is driven by **working mechanisms** – working groups and task teams – that focus on fostering system-wide norms, standards, and policies, as well as operational effectiveness.

The UNSDG meets twice a year under the chairmanship of its Chair, Ms. Amina J. Mohammed, Deputy Secretary-General, who chairs the UNSDG on behalf of the SG. The UNDP Administrator, Mr Achim Steiner, serves as Vice-Chair.

The UNSDG is composed of the executive heads of UNSDG member entities. The UNSDG Vice-chair convenes the **UNSDG Core Group**, whose members include DESA, FAO, ILO, UNDP, UNFPA, UNHCR, UNICEF, UN Women, WFP, WHO, the rotating chair of the Regional Economic Commissions, and chairs of the UNSDG Strategic Results Groups.

**Resident Coordinators**

The new **Resident Coordinator system** (RCS) remains focused on sustainable development; its overarching objective is ‘the eradication of poverty in all its forms and dimensions’. As of January 2019, it is independent (separate from UNDP). Resident Coordinators (RCs) report to the SG through the UN Deputy Secretary-General. The UN Development Coordination Office (UNDO) in the UN Secretariat will manage and oversee the system, reporting to the Deputy Secretary-General. RCs will have authority to lead UN Country Teams (UNCTs) when they implement the UN Sustainable Development Cooperation Framework (UNSDCF) and assist countries to implement the 2030 Agenda for Sustainable Development. In this context, they have **authority** to:
Ensure agency programmes for development are fully aligned with national development needs and priorities as well as with the UNSDCF.

Ensure inter-agency pooled funding for development is used to further national priorities.

Coordinate the UN's operational development activities in support of countries' efforts to implement the 2030 Agenda.

Appraise the performance of UN country team heads.

Where international humanitarian assistance is required, and a separate Humanitarian Coordinator (HC) or lead agency is not designated, the RC leads and coordinates the response efforts of UN and other relevant humanitarian actors. In refugee crises, UNHCR is the designated lead agency and leads the response. To enable the RC to deploy and coordinate the UN development response coherently and effectively, UNHCR should brief the RC on all aspects of this work.

The accountabilities of UNCT agencies

Members of a UNCT are accountable and report to their respective agencies on matters relevant to their mandates. They are also expected to report periodically to the RC, on the activities of their individual agencies and on their agencies' contributions to the collective results of the UNSDCF. UNCT heads also report to the RC. In compliance with a recent UNDS resolution, they must now report on all activities that relate to the UNSDCF.

Funding

Funding for the new system will come from the following sources:

- A 1% coordination levy on tightly earmarked non-core contributions to UN development-related activities, to be paid at source.
- A doubling of the current UNSDG arrangement for cost-sharing between UN entities.
- Development system entities.
- Voluntary, predictable, multi-year contributions to a dedicated trust fund that will provide resources for inception periods.

Additionally, a Joint SDG Fund for Agenda 2030 has been created. It will receive voluntary contributions to implement country-level projects that support initiatives to achieve the SDGs. The aim is to raise and disburse USD 290 million annually. Because this target had not been reached at the end of 2019, the 2020 funding formula may be revised.

Regional set-up

Regional development structures (regional offices of UN agencies, regional UNSDGs, regional economic commissions) are being revitalized. The UN Sustainable Development Group (UNSDG) coordinates global and regional UN development programmes. It provides oversight, guidance and capacity building, addresses policy guidance issues related to country-level operations, and supports the Resident Coordinator system.

UN country teams
UNCTs organize UN inter-agency cooperation and decision-making at country level. The UNCT includes every entity of the UN system that delivers operational activities for development, emergency, recovery and transition in a country. Its main purposes are to ensure that UNCT members plan and work co-operatively, within the Resident Coordinator system, to deliver tangible results in support of the Government's development agenda.

The UN Resident Coordinator (RC) is the designated representative of the UN Secretary-General for development issues. The RC leads the UNCT. The UNCT meets at least once a month to make decisions through a consultative process. All UNCT members are collegially accountable to the RC and the UNCT, as well as directly accountable to their own organizations, for producing results under the UNSDCF and the joint UNCT workplan.

UNHCR can use the UNCT mechanism to exercise its protection leadership role and advocate for the inclusion of refugees in the UNSDCF. Advocacy is recommended both to engage UNCT members in support of UNHCR's advocacy objectives, and ensure that people of concern to UNHCR (PoC) are included in the UNSDCF and other national planning mechanisms.

**The UN Sustainable Development Cooperation Framework**

The UNSDCF is a multi-year strategic programme framework for UNCTs. Each national UNSDCF is designed to streamline UN development programmes at country level by introducing shared objectives, strategies and timeframes; it is prepared in close cooperation with the national Government. The World Bank may also participate in a UNSDCF when it contributes to development programmes.

The **UNSDCF process** starts with a Common Country Analysis (CCA). The CCA identifies needs and achievable changes. It provides the essential evidence base from which the UNSDCF's theory of change is derived and sets the direction and content for a strategic UN development assistance framework (UNDAF). CCAs are forward looking. In developing them, the UN system uses its convening power to consult and engage with the Government and other stakeholders. The analysis itself is the UN's, and does not require formal endorsement by Government. At the same time, preparing a CCA creates opportunities to build partnerships with key actors in a country, including international financial institutions, civil society organizations, and the private sector.

Unlike humanitarian and refugee planning exercises, the UNSDCF does not include NGO or civil society programmes, although these organizations may be consulted and may be implementing partners. Inter-agency humanitarian plans, IASC-led humanitarian response plans (HRPs), and UNHCR-led refugee response plans (RRPs) will continue to be independent but as far as possible should complement the UNSDCF.

**Inter-Agency Standing Committee (IASC)**

The IASC is a global humanitarian forum established in 1992 under UN General Assembly Resolution 46/182. Led by the Under-Secretary-General for Humanitarian Affairs and the Emergency Relief Coordinator (ERC), who is also head of OCHA, its members are operational
organizations that have links to the UN system. Standing invitees include the International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC), the International Council of Voluntary Agencies (ICVA), InterAction, OHCHR, the World Bank Group, and the UN Special Rapporteur on the human rights of internally displaced persons. In practice, no distinction is made between ‘members' and ‘standing invitees', and the number of participating agencies has expanded significantly since 1992. The IASC's main purpose is to improve the effectiveness of humanitarian action by coordinating the activities of IASC members and other humanitarian actors, assigning responsibilities, and sharing resources and knowledge. The IASC develops and agrees system-wide humanitarian policies and resolves disputes or disagreements between humanitarian agencies or over system-wide humanitarian issues.

Role of partners involved

Overview of UNHCR's role in the IASC

- The IASC system deals with humanitarian issues that do not involve refugees. General Assembly Resolution 48/116 (December 1993) provides the legal foundation for UNHCR's engagement with internally displaced persons (IDPs). It is supported by the 2005 Humanitarian Reform that in turn led to the cluster approach and the Transformative Agenda. UNHCR is actively involved in the IASC. It leads the protection cluster, and co-leads the camp coordination/camp management cluster (CCCM) and the shelter cluster. (On shelter, UNHCR leads in situations of conflict and IFRC leads in natural disasters.)
- The High Commissioner is a ‘Principal' (head of agency) in the IASC.
- The Partnership and Coordination Service of the Division of External Relations represents UNHCR in IASC Working Group meetings.
- The Division of Emergency, Security, and Supply represents UNHCR in the Emergency Directors' group.
- UNHCR has made firm commitments to fulfil its global and national cluster roles and obligations, and to report to the ERC on these.

It should be borne in mind that, in line with the new IDP policy:

- UNHCR will always strive to lead the protection cluster. Because UNHCR is not operational in all countries, however, in natural disaster settings leadership may be allocated to other agencies that have strong in-country capacity (such as UNICEF, OHCHR or UNFPA), subject to the agreement of peers.
- UNHCR will strive to lead the shelter and CCCM clusters in forced displacement settings. In general, UNHCR is not in favour of merging these clusters because each requires distinct technical expertise.
The IASC/ERC does not lead on refugee matters, which are exclusively the domain of the High Commissioner, who reports directly to the UN General Assembly. (The ERC reports to the Secretary-General on matters that concern the IASC.)

The ERC activates cluster-based responses to IDP and natural disasters via the IASC. The ERC does not have authority to declare a refugee emergency. Equally, UNHCR may not issue a system-wide emergency declaration or initiate cluster coordination at its own initiative.

One of the central roles of the IASC is to declare that an emergency has been scaled up. In November 2018, protocols for 'system-wide scale-up' replaced the previous arrangements for activating 'Level 3 emergencies'. An IASC system-wide scale-up mobilizes the entire IASC humanitarian system in response to a sudden onset crisis, or a rapidly deteriorating situation, in a country or region. System-wide scale-ups are called when the local or regional capacity to lead, coordinate and deliver humanitarian assistance does not match the scale, complexity, and urgency of a crisis. The five criteria for determining a system-wide scale-up emergency are: scale, urgency, complexity, capacity, and risk of failure to effectively deliver to affected populations.

Key steps include:
1. Consultation with the IASC Principals.
2. Mobilisation of cluster lead agency response capacities.
3. Immediate deployment of cluster coordination teams, possessing information management expertise, with capacity to scale up.
4. Activation of clusters, including designated leads.
5. Appointment and empowerment of a Humanitarian Coordinator. The HC:
   - Leads the Humanitarian Country Team (HCT). The HCT draws up a Multi-Sector Initial Rapid Assessment (MIRA), and uses it to prepare a strategic statement and response plan.
   - Leads requests for Central Emergency Response Fund (CERF) allocations.
   - Seeks consensus in the HCT on key decisions, but has authority to finalize proposals.
   - Raises any cluster lead performance problems with the ERC for discussion with IASC Principals.
   - Oversees effective coordination and delivery, monitoring, reporting and reviews.

Important processes
The World Humanitarian Summit
UNHCR took part in the World Humanitarian Summit, convened by the United Nations Secretary-General in Istanbul in May 2016.

In addition to subscribing to 32 commitments under the five core responsibilities of the Agenda for Humanity, UNHCR made 33 individual commitments and joined several initiatives. Among these, UNHCR undertook to steer inter-agency efforts to place protection at the centre of humanitarian action, ensure predictable engagement in situations of internal displacement, and champion efforts to end statelessness.

In line with its commitment to the ‘Grand Bargain’ which key donors and humanitarian organizations approved at the summit, UNHCR is making internal changes to improve its
effectiveness, efficiency, transparency and accountability. It has also prioritized fulfilment of the *Commitment to Action*, also signed at the Summit, which calls for a ‘new way of working’. Through the Agenda for Humanity platform, UNHCR reports annually on its progress towards achieving these *commitments*.

**Commitment to Action: a New Way of Working and collective outcomes**

Against the backdrop of the SDGs, which promise to leave no-one behind and end needs by reducing risks and vulnerabilities, the New Way of Working is now a shared commitment in the UN and the IASC. Building on major global processes, including the 2030 Agenda for Sustainable Development, the World Humanitarian Summit, the *Global Compact on Refugees*, the *Compact on Facilitating Safe and Orderly Migration*, and *twin resolutions on Sustaining Peace*, the introduction of new working methods is recognized to be an imperative for both humanitarian and development action. From UNHCR's perspective, the aim should be to improve the protection environment and contribute to peace and prevention of conflict. To reduce the impact of protracted crises on affected populations, it is necessary both to meet immediate needs and make investments in the medium- and long-term that will reduce the chronic vulnerabilities and risks faced by affected communities.

It is widely recognized that aid actors must evolve their thinking and working methods to address these issues more coherently. The adoption of ‘collective outcomes’ analysis and a ‘whole-of-society' approach may make it possible to bring together sectors and intervention timeframes that have traditionally been separate. IASC expects to release Collective Outcomes Guidelines in 2020.

Collective outcomes analysis seeks to employ the comparative advantages enjoyed by different agencies to transcend conventional thinking, silos, and other attitudinal, institutional, and funding obstacles. In practice, participating agencies define a collective vision based on a joint analysis of context and risks (in the short-, medium- and long-term) and agree strategies, roles and responsibilities based on the comparative capacity (advantage) of participating actors to deliver the different outcomes. It is important to remember that the definition of comparative advantage includes an organization's mandate, capacity, and ability to act.

Concretely, HCTs and UNCTs are applying the New Way of Working by:
1. Jointly conducting predictable situation and problem analyses.
2. Planning and programming in ways that are more inclusive and coherent, enabling humanitarian and development actors to agree collective outcomes.
3. Strengthening leadership and coordination.
4. Introducing financing modalities that can support collective outcomes.

Adopting a collective outcome approach implies objectives that deliver sustained positive change and, in particular, make future humanitarian interventions unnecessary by reducing vulnerability and risk. In most cases, achievement of such objectives requires multi-year action. ‘Positive change’ might include humanitarian, development and peace-building elements. Humanitarian action might continue to be relevant but would be implemented in ways that promote sustained positive change.
Refugee coordination

Under its Statute, UNHCR provides international protection to refugees and seeks permanent solutions for them, acting on the authority of the General Assembly (GA). In that capacity, it is the lead agency with respect to refugee protection, responsible for seeking solutions in the UN system in association with a wider array of stakeholders. As set out in subsequent GA resolutions, its responsibilities include coordination, provision of protection and assistance, obtaining solutions, and advocacy. Importantly, UNHCR also has a supervisory role: it is the UN entity most immediately responsible for ensuring that States adhere to internationally accepted standards with respect to refugees and stateless persons and for strengthening States' capacity to protect both groups.

UNHCR has led and managed refugee operations effectively for decades. For many years, however, it did not articulate a model of refugee coordination that took account of changes in the humanitarian landscape. The Refugee Coordination Model (RCM), formalised in 2013 and further updated in 2019, makes UNHCR's approach to coordination more predictable by clarifying roles and responsibilities. Recent UN General Assembly Resolutions have confirmed the RCM and UNHCR's mandate to lead and coordinate the refugee response (A/RES/69/152, A/RES/70/135).

States are primarily responsible for protecting refugees. However, several factors can inhibit their capacity to fully discharge this responsibility. Over two thirds of all refugees live in low- and middle-income countries that face economic and development challenges. The arrival of large numbers of refugees strains already over-stretched infrastructures and service delivery. In addition, the institutions of many States across the development spectrum are not equipped to appropriately receive, protect or otherwise respond to the challenges of receiving large numbers of refugees. For these reasons, it has long been recognized that international cooperation is required to support States that receive refugees. This understanding lay at the heart of UNHCR's creation and the 1951 Convention on the Status of Refugees. The importance of cooperation was subsequently confirmed in a range of regional instruments and was underscored by the Global Compact on Refugees (GCR) which stated that "there is an urgent need for more equitable sharing of the burden and responsibility for hosting and supporting the world's refugees, while taking account of existing contributions and the differing capacities and resources among States. Refugees and host communities should not be left behind." The GCR calls for a multi-stakeholder and partnership approach to reach this objective, to achieve which UNHCR plays both a support and catalytic role.

UNHCR is mandated to affirm and support the right of every refugee to a safe and dignified voluntary return to his or her own country. UNHCR provides advice and guides UN action to facilitate voluntary return to countries of origin where conditions are such that return is safe, dignified and sustainable.

The UN system expects UNHCR to advise it on refugee returns, based on its assessment of the country's readiness to receive returnees, guarantee their security, provide essential services, and do so sustainably over time.

In practical terms, UNHCR's coordination responsibilities fall operationally in the following broad areas:
1. **Preparedness.** It works with Government and partners to: assess the likelihood of refugee inflows; determine the impact of inflows on national response mechanisms; and, depending on the level of risk, take preparedness actions.

2. **Advocacy.** It intervenes politically, diplomatically and legally to influence legislation and national practices. When doing so, UNHCR may engage directly with host Governments.

3. **Strengthening national capacity.** It may strengthen the capacity of national institutions and local actors to protect refugees and find solutions for them.

4. **Delivery.** It delivers protection and assistance and facilitates solutions.

5. **Coordination.** It involves UN partners and other stakeholders in developing and implementing a protection and solutions strategy that supports refugees and assists host countries to support refugees.

6. **Participation.** It works with refugees and host communities in ways that are sensitive to age, gender and diversity, and ensures they participate in designing responses to their needs that are appropriate, accessible and inclusive.

7. **Resource mobilization.** It raises funds for responding to refugees, including through inter-agency plans and appeals. *Inter alia,* it sets protection objectives; coordinates resource mobilization; drafts initial inter-agency plans; reports on their implementation and impact; and tracks contributions.

8. **Broadens the support base.** It seeks out and works with a wide array of stakeholders, including private sector, multilateral and bilateral development actors, to strengthen institutional capacity and assist host communities to address their urgent humanitarian needs. Where applicable, it works with such stakeholders to overcome shocks that result from conflict or large refugee arrivals.

9. **Monitoring and reporting.** It monitors and reports on the situation of refugees and application of the international protection regime.

10. **Prevention.** UNHCR uses the High Commissioner’s good offices to prevent situations that cause refugees to flee, address root causes of migration and displacement, and promote the involvement of refugees in efforts to sustain peace.

11. **Solutions.** It promotes durable solutions; designs refugee responses that facilitate solutions; and ensures that solutions are implemented in ways that are safe and sustainable. This work includes efforts to secure return and reintegration, resettlement, local integration, obtain complementary pathways, and achieve other local solutions.

For more information on the interface of refugee coordination with the development and cluster systems, see the Entry on the [Refugee Coordination Model](#).

### 3. Links

[Chief Executive Board IASC Cluster Guidance UN Reform](#)

### 4. Main contacts
Humanitarian programme cycle (IASC)

09 March 2023

Key points

- Engage fully in HPC processes.
- Familiarize yourself with, and follow, HPC procedures and guidance.
- Fulfill cluster obligations and commit financial and human resources to support cluster roles and responsibilities. Request support from HQ if there are gaps.
- The HPC does not apply in refugee emergencies, which are covered by the UNHCR Refugee Coordination Model (RCM). In "mixed situations", contact the Partnership and Coordination Service in the Division of External Relation (DER), to determine the best coordination and delivery arrangements.

1. Overview

The humanitarian programme cycle (HPC) is an operational framework developed by the Inter-Agency Standing Committee (IASC) in the context of the Transformative Agenda. It sets out the sequence of actions that should be taken to prepare for, plan, manage, deliver and monitor collective humanitarian responses. It applies directly to inter-agency responses in situations involving internally displaced persons (IDPs) and in emergencies linked to natural disasters, including system-wide scale-up activation. The IASC has prepared a HPC reference module.

The HPC has five elements, coordinated in a seamless manner: each step builds logically on the previous step and leads to the next. Its successful implementation depends on emergency preparedness, effective coordination between national and local authorities and humanitarian actors, and information management.

The process for implementing the HPC is a new way of working that builds on what humanitarian organizations have learned. It focuses on taking better decisions and improving outcomes at field level, rather than preparing well-designed ‘appeal' documents for donors and headquarters. This
requires a shift from past practice. The model is driven by collectively owned, evidence-based plans, direction by humanitarian country teams (HCTs) led by a humanitarian coordinator (HC), and accountability for results. Its process and tools focus on humanitarian actors working at national and subnational level in the field, not on external audiences.

Note. The HPC does not apply in refugee emergencies, which are covered by the UNHCR refugee coordination model (RCM), a framework for coordinating and delivering protection and relief services for refugees and host communities. UNHCR leads the entire cycle during a refugee response, including inter-agency contingency planning, needs assessment, information management, response, and resource mobilization. In mixed situations (where operations to assist IDPs and refugees occur side by side), the UNHCR’s and OCHA's Joint Note on Mixed Situations; Coordination in Practice describes the respective roles and responsibilities of the UNHCR representative and the HC, ensuring that coordination is streamlined, complementary and mutually reinforcing.

2. Relevance for emergency operations

The HPC is a component of the IASC Transformative Agenda (TA). It operationalizes the accountability pillar of the TA by introducing a model of action with which all humanitarian actors cooperate to achieve collective results. The HPC defines the standard for inter-agency joint programming in humanitarian emergency situations.

Underlying principles

Protection. Protection of human rights and of people affected and at risk should inform the HPC and all operational activities. In practical terms, this means that agencies should identify who is at risk at the outset of a crisis, and determine how they are at risk and why, taking underlying vulnerabilities into account. The model requires agencies to analyse and prioritize protection needs; adopt a rights-based and participatory approach to collective action; and respond promptly to human rights violations ('rights up front'). See IASC, Statement on the ‘Centrality of Protection' and IASC, Policy on Protection in Humanitarian Action (2016).

Accountability to affected people. The HPC requires humanitarian actors to listen to, communicate with, and involve affected populations throughout an emergency. They are expected to establish a direct, responsible and respectful relationship with affected communities and ensure that, during planning, implementation and monitoring, affected communities participate in and provide feedback on decisions and activities that affect them. Complaint mechanisms should be established. Where their needs cannot be met or planned for, affected communities should be informed; and they should regularly receive programme updates. Good communication between humanitarian workers and affected communities improves trust and dialogue and strengthens agencies’ understanding of needs and concerns, thereby improving the quality of the response. See Revised IASC, Commitments on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse (AAP/PSEA) 2017.

Note. IASC Preliminary Guidance Note on Protection and Accountability to Affected Populations in the Humanitarian Programme Cycle sets out actions to be undertaken
throughout the HPC to fulfil commitments on accountability to affected populations (AAP) and ensure that protection is central to humanitarian response. The guidance note is intended to accompany the IASC's HPC Reference Module (2015) and the tools and guidance on protection mainstreaming developed by the Global Protection Cluster (GPC). Protection mainstreaming is the process of incorporating protection principles and promoting meaningful access, safety and dignity in humanitarian aid. Accountability is one of the four key elements of protection mainstreaming, alongside participation and empowerment, meaningful access and providing safety and dignity and avoiding causing harm. Priorities and desired protection outcomes should be identified, pursued and achieved collectively across sectors/clusters and with communities through meaningful participation. Meaningful participation reinforces a rights-based approach, empowers communities, recognizes differences in age, gender and diversity, guarantees transparent responses to community feedback, and leverages the complementary roles, expertise and mandates of humanitarian actors.

Cross-cutting issues: inclusion and data disaggregation. Affected people are not a homogeneous group and humanitarian organizations acknowledge differences of experience and need due to sex, gender, ethnicity, disability, age, and other social markers of exclusion. These differences should inform the implementation of a response. Cross-cutting issues such as gender, age, disability, and HIV/AIDS should be recognized and mainstreamed. Gender equality is of particular importance; data disaggregated by sex and age should be collected in support of gender analysis, and the design, implementation, monitoring and evaluation of humanitarian programmes must take into account the implications for women and men, as well as other dimensions of diversity that can lead to exclusion. See IASC Reference Group on Gender and Humanitarian Action, Gender Handbook on Humanitarian Action (IASC, 2018). Similarly, Disaggregated data on disability should be collected on the same grounds, to support inclusion of persons with disabilities in every aspect of the humanitarian programme cycle. See IASC, Guidelines on Inclusion of Persons with Disabilities in Humanitarian Action (2019).

Environment. Humanitarian action must take the environment into account. Environmental issues underlie and contribute to humanitarian crises, and humanitarian action can damage the environment, harming affected people and host communities. Reducing the environmental footprint of humanitarian interventions can ease the transition into sustainable recovery and help to strengthen the resilience of affected communities.

Exit and early recovery. Plans for recovery should start when a crisis begins. A response should address recovery needs that arise during the humanitarian phase using humanitarian mechanisms that align with development principles. This approach enables affected populations to use the benefits of humanitarian action to create development opportunities, strengthens their resilience, and establishes a sustainable pathway to recovery. For humanitarian organizations, it provides a pathway to durable solutions and an exit strategy. On both grounds, programmes that promote sustainable long-term solutions, including greater system and community resilience, should be integrated in the HPC and explicitly identified in humanitarian strategies and planning.

Under the HPC, all partners:
Support the national authorities, who have the primary responsibility to assist and protect populations affected by disaster.
Promote the participation of affected populations.
Operate under the leadership of the HC (or Resident Coordinator, if an HC has not been appointed).
Accept the direction of the HCT (or UN Country Team if an HCT has not been created).
Support inter-cluster or sector coordination and cooperate with clusters or sectors (when they are activated).
Welcome and include a broad range of actors, including at sub-national level.

3. Main guidance

Underlying process - how does this work?

Pre-emergency
The HPC recommends that agencies should take a broad range of actions to promote emergency response preparedness (ERP). These make it possible to respond more quickly, more appropriately and more efficiently when a disaster strikes; and to take decisions on the basis of more reliable information. The HC is responsible for leading the ERP process, for creating an effective and coherent HCT (or similar in-country mechanism), and for coordinating with national structures and plans. The HC is expected to work closely with the HCT, clusters/sectors, national authorities, and NGOs.

HPC in sudden-onset emergencies - system-wide scale-up protocols
In November 2018, IASC introduced new protocols for humanitarian system-wide scale-up. These strengthened the coordination of emergency responses and replaced arrangements for 'humanitarian system-wide emergency activation' (L3) which had been in place since 2012.

The IASC Principals have agreed that, when major sudden-onset crises occur, or a humanitarian situation deteriorates significantly as a result of natural and human-induced hazards or conflict, justifying system-wide mobilization, IASC will declare a humanitarian system-wide scale-up activation (henceforth referred to as 'scale-up activation'). This exceptional measure will last for a time-bound period of up to six months in circumstances where the gravity of the humanitarian situation justifies the mobilization of system-wide capacities and resources, beyond standard levels, to respond to critical humanitarian needs on the ground. A single three-month extension may be considered, but only in exceptional situations.

Specifically, the declaration of an IASC scale-up activation is justified when it is necessary to respond to a sudden onset and/or rapidly deteriorating humanitarian situation in a given country, including at subnational level, and when the local or regional capacity to lead, coordinate and deliver humanitarian assistance does not match the scale, complexity and urgency of the crisis.

The procedure activates a range of mechanisms and tools. These ensure that (a) the
humanitarian system delivers effective support to national authorities that complements existing capacities, and monitors its own performance; (b) the humanitarian system puts in place adequate capacities and tools for empowered leadership and coordination; and (c) IASC member organisations and global cluster lead agencies install systems and mobilize resources that are sufficient to enable them to comply with their mandates.

**Within 48 hours:** Activation of a humanitarian system-wide scale-up.

**Within 72 hours:** The HC is designated and relevant clusters are activated.

**Within 5 days:** A flash appeal is launched.

**By day 30:** A flash appeal is issued; a humanitarian response plan (HRP) is prepared.

**5 months:** Review period.

**6 months:** The system-wide scale-up ends (subject to a single extension of 3 months).

**12 months:** An inter-agency humanitarian evaluation is commissioned.

**UNHCR’s role and accountabilities**

UNHCR performs a number of roles during the HPC.

As an IASC Principal, the High Commissioner takes part in decisions to declare a system-wide scale-up emergency response and is consulted on the activation of clusters.

As a member of the national HCTs, the UNHCR representative is closely involved in developing the overall strategic objectives of the emergency operation, and recommending which clusters should be activated.

At country-level, UNHCR is frequently the cluster lead for protection, shelter/non-food items (NFI), and camp coordination and camp management (CCCM), and in that capacity shapes cluster-level strategies and preparation of the HRP.

As an agency, UNHCR plays a key role in delivering services (according to the level of its engagement) and supporting agreed cluster-level strategies.

When UNHCR leads a refugee operation in a country in which an HRP is developed, it prepares the refugee chapter in the HRP, based on active and inclusive consultation with partners involved in the refugee response. See the Entry on Humanitarian Response Plan and Flash Appeals (IASC).
Considerations for UNHCR’s engagement at country level

When and how to engage in the HPC. UNHCR will fulfil its obligations with regard to clusters that it leads globally. When clusters are activated at national level, UNHCR will involve itself in all aspects of the HPC. In refugee emergencies, UNHCR will apply the Refugee Coordination Model (RCM) for coordination and planning. See Note above. In "mixed situations", UNHCR will apply the RCM and the arrangements agreed in UNHCR’s and OCHA's Joint Note on Mixed Situations: Coordination in Practice. See Note above.

Applying the HPC in non-refugee situations

Preparedness. Actively participate in shaping emergency response planning and related activities, for example by preparing risk profiles, establishing, early warning procedures, completing minimum preparedness actions, and drafting standard operating procedures (SOPs). Keep the Regional Bureau and the Division of Emergency, Security and Supply (DESS) informed of all initiatives and progress.

Assessment. Ensure that key staff members, especially cluster-related staff, are aware of inter-agency processes such as the multi-sector/cluster initial rapid assessment (MIRA). Provide personnel for inter-agency assessments.

Flash appeals (FA) and the HRP. Actively contribute to developing the HRPs and FAs. Participate in the inter-agency assessment team, and help to complete the planning process. Ensure that protection underpins every cluster plan and the HRP. Provide necessary support to coordinator(s) of clusters relevant to UNHCR and help develop cluster specific response planning.

Resource mobilization. Individual cluster plans determine the allocations of pooled funds, such as the Central Emergency Response Fund (CERF) and Country-based pooled funds (CBPF). Ensure that the actions prioritized by clusters that UNHCR leads are included in all available pooled funds.

Information management. Ensure that UNHCR cluster coordinators are supported by one or more information management officers, and that these feed information into OCHA's information management system (the humanitarian dashboard).

Annexes

Refugee Coordination Model

UNHCR-OCHA, Joint Note on Coordination in Mixed Situations

IASC Humanitarian Programme Cycle Module July 2015
4. Links

Updated Refugee Coordination Guidance Note, April 2019  
Memo on UNHCR's Engagement in the 2020 HRP (DER)  
IASC, Policy on Protection in Humanitarian Action  
Humanitarian Programme Cycle  
Protocol 1: Humanitarian System-Wide Scale-Up Activation: Definition and Proced...  
Protocol 2. 'Empowered Leadership' in a Humanitarian System-Wide Scale-Up Activ...  
www.sheltercluster.org  
http://www.globalcccmcluster.org/.  
http://www.globalprotectioncluster.org/.

5. Main contacts

- The Partnership and Coordination Service in UNHCR's Division for External Relations.
- The global protection cluster.
- The camp coordination and camp management cluster.
- The shelter cluster, via the DPSM, Shelter and Settlement Section, Global Shelter Cluster.
- At: HQShelter@unhcr.org.
- The Division for Emergency Security and Supply (DESS). At: hqemhand@unhcr.org.

UNHCR Supplementary Funding Appeals

09 March 2023

**Key points**

- Request and release a supplementary appeal, but only for new emergencies. Act quickly.
- Briefly and succinctly:
  - Review the situation.
  - Describe the high-level needs of populations that are affected.
  - Summarize the activities that UNHCR plans.
  - Summarize UNHCR's activities and achievements to date.
  - Provide relevant information on the coordination mechanisms in place (UN Country Team, Humanitarian Country Team, RRP, HRPs, etc.).
  - Set out the implications for persons of concern if UNHCR's strategy is not supported.
  - Make sure that the supplementary appeal's financial requirements are in line with the decision of the Budget Committee.
  - Make sure that the operational/situation pages of the Global Focus website are up to date.
- Related tips
Do not rely on a single channel (a supplementary appeal) to communicate or capture needs.

- Make use of press briefings, human interest stories, social media and other media before, during and after an emergency.
- Use external updates/dashboards to update immediate needs and financial requirements.
- Organize donor briefings or missions.

1. Overview

A supplementary budget is an internal UNHCR process, in which the Budget Committee approves budgetary space for extra funding for an operation, usually for new needs.

If a supplementary budget for more than USD 10 million is approved, UNHCR should issue a supplementary appeal to external audiences.

2. Main guidance

When and for what purpose

When a regional bureau faces a new or worsening emergency which generates needs that were not foreseen in the original approved budget, and these needs exceed USD 10 million, it must make a submission to the Budget Committee for increased budget space.

If the Budget Committee approves the request in whole or in part, a supplementary appeal is usually generated, which presents these new needs and the activities that UNHCR plans to address them. Supplementary appeals are prepared for external audiences, including donors and partners, and support advocacy as well as mobilizing resources.

Summary of guidance and/or options

Once the Budget Committee has approved a supplementary budget for more than $10 million, the regional bureau that submitted the request drafts and produces a supplementary appeal, using a template supplied by the Global Appeals and Reports Section (GARS) of the Donor Relations and Resource Mobilization Service (DRRM) in the Division of External Relations (DER). When it drafts a supplementary appeal, the regional bureau should consult GARS/DRRM, which is available to provide support.

The Division of Financial and Administrative Management reviews the financial information presented in supplementary appeals to make sure it is consistent with the Budget Committee's decision. GARS/DRRM advises on content, messaging, editing, and brand compliance.
Note:

- Even if its request for a supplementary budget is rejected, a bureau should continue to communicate about issues of concern. Available options include UNHCR websites, social media, press outlets, and other forms of communication, including external relations officers. GARS/DRRM will not always be able to provide help in these areas, however.
- Where an inter-agency regional or refugee response plan (RRP) or humanitarian response plan (HRP) has been prepared, to tackle a complex displacement situation that affects several countries or a sudden onset emergency that requires international humanitarian assistance, any supplementary appeals launched in the countries concerned should be aligned with the RRP or HRP in question.

How to implement this at field level?

After a supplementary budget has been approved, the relevant regional bureau(x)/Pillar III focal point should contact GARS (DRRM/DER) for advice on preparing a supplementary appeal.

The bureau should use the pre-approved supplementary appeal template. If it believes the context requires an individualized appeal, it should discuss this with GARS.

The bureau is responsible for coordinating the production of its supplementary appeal; the draft should be shared with GARS/DRRM before it is finalized.

The final supplementary appeal is uploaded to UNHCR’s websites (Global Focus, at http://reporting.unhcr.org/) and released to other appropriate channels that render it more visible or advance advocacy aims. DRRM donor focal points may circulate the appeal to donors in capitals or missions.

3. Links

Global Focus website

4. Main contacts

Contact GARS. At: hqfr00@unhcr.org.

Transformative agenda (IASC)

09 March 2023
1. Overview

In light of the growing recognition of the weaknesses in the multilateral humanitarian response, the Inter-Agency Standing Committee (IASC) Principals decided to review the approach to humanitarian response and made adjustments, building on the lessons learned from the Haiti and Pakistan disasters of 2010 and 2011. In December 2011, the Principals agreed on a set of actions, known as the ‘Transformative Agenda' (TA), focusing on three areas: leadership; coordination; and accountability.

It commits humanitarian agencies to a reform process designed to improve the effectiveness of humanitarian responses by making them more predictable, accountable and responsible, and by promoting partnership. The TA aims to improve the quality of leadership and strategic planning, and further strengthen the coordination between IASC actors, who include UN agencies, international and national NGOs.

The TA created a set of procedures for a collective response to humanitarian crises. Central to the TA is the declaration of a ‘Level 3' (L3) emergency, which is a major sudden-onset humanitarian crisis, triggered by natural disaster or conflict that requires a system-wide mobilization and response, as determined collectively by the IASC Principals under the leadership of the Emergency Relief Coordinator (ERC). Level 3 emergencies have set activation and deactivation mechanisms (see entry Humanitarian system-wide Level 3 emergency declaration policy). For Level 3 emergencies, additional protocols such as the Humanitarian System-Wide Emergency Activation: definition and procedures;Inter-Agency Rapid Response Mechanism and Empowered Leadership are also applicable.
The TA recognizes the unique mandate of the High Commissioner; a footnote included in its protocols states the following: ‘Noting that in emergencies which involve refugees, the UNHCR representative has the mandate to prepare for, lead and coordinate the refugee response’.

2. Relevance for emergency operations

The Transformative Agenda represents a renewed commitment by humanitarian actors to work together in an accountable manner to achieve collective results. The TA's main aim is to strengthen and streamline humanitarian responses; for emergencies especially those declared L3 ones. For determining an L3, five criteria have been agreed: scale, urgency, complexity, national capacity, and reputational risk.

The implementation of the humanitarian response to an L3 emergency is guided by the set of protocols referenced below.

Humanitarian system-wide emergency activation (specific for Level 3)

This document sets out the activation procedures for an IASC system-wide L3 emergency declaration, applying the five criteria set out above. Following an initial analysis led by OCHA and based on a recommendation from the Emergency Director's Group, the ERC consults with IASC Principals and determines whether or not an L3 declaration is warranted. The IASC Principals meeting generally also examines the most appropriate leadership model; the composition of the Inter Agency Rapid Response Mechanism (IARRM) to be deployed; the initial period for which the declaration will be in place; common advocacy priorities and messages; and other context-specific arrangements.

An L3 declaration triggers a number of measures, including the following, if not already in place:

- Establishment of an HCT (with the current RC hatted as HC on an interim basis pending a decision on the most appropriate leadership model);
- Deployment within 72 hours of a Senior/Emergency Humanitarian Coordinator for up to 3 months;
- Deployment of an IARRM core team on a 'no regrets' basis;
- Immediate implementation of the Multi-sector Initial Rapid Assessment (MIRA), particularly the Preliminary Scenario Definition;
- Elaboration of a strategic statement within 5 days (laying out priorities and a common strategic approach);
- Immediate initial CERF allocation of US$10-20 million
- Activation of the ‘empowered leadership' model

Concept paper on ‘Empowered leadership' (specific for L3 only)

This paper focuses on the ‘empowered leadership' of the Humanitarian Coordinator during the initial 3-month period following the declaration of a system-wide L3 emergency. It also acknowledges that the HC can only be effective as leader if the other leaders within the Humanitarian Country Team (HCT) are also empowered to meet their responsibilities. As ‘empowered leader', the HC takes decisions on behalf of the HCT when there is no consensus.
and a delay in decision-making could have a serious effect on the welfare of people for whom the humanitarian operation exists.

**Responding to L3 emergencies: what ‘empowered leadership' looks like in practice**

This protocol describes empowered leadership in practice. It includes a summary of what needs to be done in the first 10 days of an L3 emergency.

**Reference module for cluster coordination at country level**

This module summarizes the main elements of cluster coordination. (Note: clusters are not established for refugee emergencies.) It is designed to ensure that cluster coordination is geared towards ensuring effective operational delivery and humanitarian outcomes. New tools for measuring cluster performance and the impact of their work are currently being finalized.

The humanitarian programme cycle (HPC)

The HPC is designed to highlight and streamline core processes of the humanitarian response and improve the coordination on which the accomplishment of objectives depends. It has six key elements: (1) preparedness, (2) needs assessment and analysis; (3) strategic response planning; (4) resource mobilization; (5) implementation and monitoring; and (6) operational review and evaluation. An additional continuous dimension of the HPC is emergency response preparedness (illustrated below).

The sequencing and timelines of sudden onset emergencies differ from those of protracted emergencies; however, the HPC's overall objectives and principles (effectiveness, accountability, evidence-based planning, inclusivity, inter-agency collaboration and field ownership) are the same. In sudden-onset crises, decisions need to be taken quickly based on limited or incomplete information, because of the need to act; the HPC timelines in emergencies is therefore accelerated. In protracted crises, humanitarian actors have more time to consult at national and subnational levels and more time to assess need.

**Accountability to Affected Populations**

In 2012, the IASC Principals endorsed 5 commitments on accountability to affected populations (AAP) and collectively agreed to apply these principles in their organisations, and to promote them in clusters and with partners. An IASC Task team on AAP and prevention of sexual exploitation and abuse (PSEA) was established to provide technical guidance, tools and other resources. This is currently co-chaired by UNHCR, and enhancing our accountability to affected populations in emergencies is a corporate priority for UNHCR. An operational framework guides agencies in how to be more accountable to those they serve.

**Inter-agency rapid response mechanism (IARRM) concept note (specific only for Level 3)**

The IARRM articulates the commitment of IASC agencies to maintain a roster of senior, experienced and trained L3 capable staff on standby for immediate deployment, to support the HCT in defining and implementing a humanitarian response. It describes the activation process and its various functions in a system-wide L3 emergency.

Common framework for preparedness

The Common Framework for Preparedness supports the development of preparedness capacity
in a systematic manner at country level. It enables humanitarian actors to collectively assess capacity, evaluate risks, and plan and train for foreseeable emergencies in advance.

IASC Principals statement on the Centrality of Protection
In October 2013, the IASC Principals agreed that ‘protection in humanitarian action’ was a strategic priority for the period 2014-2016. The decision was motivated in part by the findings and recommendations of the Secretary General's Internal Review Panel on United Nations Actions in Sri Lanka (IRP Report), and the subsequent adoption by the UN of the Rights Up Front Action Plan. This declares that the UN has an overriding obligation to protect people in accordance with human rights, wherever they may be, and must prevent and respond to violations of international human rights and humanitarian law.

Following this decision, the IASC Principals endorsed in December 2013 a statement on Centrality of Protection in Humanitarian Action. The statement affirms the commitment to ensuring the centrality of protection in humanitarian action and the role of the HC, HCT and Clusters to implement this commitment in all aspects of humanitarian action. Protection lies at the heart of humanitarian action, and must be central to preparedness, immediate and life-saving activities, and throughout the humanitarian response and beyond.

3. Main guidance

Underlying process - how does this work?

Following the declaration of an L3 emergency by the Emergency Relief Coordinator (ERC), the IARRM is activated: UNHCR must be prepared to deploy staff with the required level and profile to ensure it can deliver on its cluster coordination commitments.

Note. Leadership at the start of crises may vary according to circumstances, but ideally responsibility will quickly be assumed by a humanitarian country team (HCT), which differs from a UN country team (UNCT) in its terms of reference and membership. It is usually composed of UN humanitarian agencies and NGOs; Red Cross and Red Crescent Movement attend as observers. For HCT ToRs see: http://www.humanitarianinfo.org/iasc/pageloader.aspx?page=content-subsidi-common-default&sb=77.

UNHCR’s role and accountabilities

In IDP and complex emergencies, where a HC has been appointed and an HCT established, the High Commissioner has committed that UNHCR will engage fully at Representative level in the HCT and will play a meaningful role in planning, priority-setting and coordination of the response. The High Commissioner has also undertaken to ensure that UNHCR’s leadership and coordination capacity will be adequate to discharge its cluster lead responsibilities, and contribute to the inter-agency response.
Annexes

IASC, Concept Paper on Empowered Leadership, March 2014 (revised)

IASC, Humanitarian System-Wide Emergency Activation. Definition and procedures

IASC, Responding to Level 3 Emergencies. What ‘Empowered Leadership’ looks like in practice

IASC, Reference Module for Cluster Coordination at the Country Level

IASC, Accountability to Affected Populations Operational Framework

IASC, Inter-Agency Rapid Response Mechanism (IARRM), Concept Note

IASC, Common Framework for Preparedness

IASC Principals, Statement on the Centrality of Protection

IASC, The Humanitarian Programme Cycle, Reference Module Version 1.0

4. Links

Inter-Agency Standing Committee IASC Transformative Agenda The IASC's Transformative Agenda and Implications for UNHCR

5. Main contacts

Julian Herrera, IACS, DER. At: herreraj@unhcr.org.
Stefanie Krause, DESS. At: krauses@unhcr.org.

Diplomatic protocol

27 March 2023
Key points

- Know and respect local customs and greetings.
- Respect precedence and maintain formality.
- Be respectful and courteous in accordance with the UNHCR Code of Conduct.
- Remember that you are representing the organization at all times, even in social settings.
- When in doubt, consult with counterparts responsible for protocol in the government and with the dean of the diplomatic corps.
- Do not make assumptions with respect to protocol arrangements.
- Refrain from being casual in oral and written communications.
- Avoid behaviour that could be culturally insensitive.

1. Overview

This Entry should be read in conjunction with UNHCR's **Diplomatic Protocol for New UNHCR Representatives**.

Unlike government diplomats, staff members of international organizations do not usually receive formal training in protocol. Whether you are a Representative, Head of Office, or a staff member with few representational responsibilities, it is important to be aware of the codes of conduct that govern diplomatic relations.

Protocol helps set the tone of a discussion and creates a positive atmosphere for effective diplomacy. It helps build bridges and understanding between actors representing different political positions and interests, and facilitates trust and mutual respect. Whether you are requesting land to be used for the construction of a new refugee camp, trying to prevent a **refoulement**, or negotiating access to restricted areas, your efforts are more likely to succeed if you act diplomatically.

In an emergency context, rules of social and diplomatic behaviour may be overlooked and formality ignored. However, casualness can be interpreted as rudeness in some societies and may be taken as a personal or national insult. UNHCR's **Code of Conduct** requires staff to uphold the integrity of the organization by ensuring that their personal and professional conduct is, and is seen to be, of the highest standard, and that they are patient, respectful and courteous, including to persons of concern, governments and partners. Respecting formality and behaving appropriately, including in social settings, helps to preserve the image of the Office as an impartial, objective and respectful organization and is also important to staff security.
The term ‘protocol' derives from the Greek word protokollan (meaning first glue) and the practice of gluing a sheet of paper to the front of a document as a seal of authenticity. Today, it has various meanings in the diplomatic world: a formal agreement between nation States; an amendment to a treaty or convention; and the accepted code of behaviour governing affairs of State or diplomatic occasions.

This Entry discusses the third of these meanings. In this sense, protocol refers to the often unwritten rules of courtesy and diplomacy that facilitate positive relations between States and other actors and allow negotiations to succeed. It is relevant to many areas, from managing visits of high-level officials, respecting precedence during official functions, maintaining formality in both oral and written communications, and following other relevant guidelines, such as proper use of country names and flag rules.

Although codes of behaviour governing relations among peoples have always existed, in 1815 the Congress of Vienna formally established an international system of diplomatic ranks, determined who would sit where at meetings, and reaffirmed the principle of diplomatic immunity. Chapter III of the United Nations Treaty Collection contains the various international instruments that address privileges and immunities, diplomatic and consular relations (including the 1961 Vienna Convention on Diplomatic Relations), and their status.

All staff should be familiar with their host country agreement (often referred to as the accord de siège), which is a special type of treaty concluded between an international organization and a State that hosts it on its territory. It specifies the basic conditions under which UNHCR, in accordance with its mandate, cooperates with the government, opens or maintains an office or offices, and carries out its international protection and assistance functions on behalf of refugees and other persons of concern, in the host country. It is an important instrument that guarantees the privileges and immunities of the office and its staff.

2. Main guidance

Underlying rationale / objective of the approach or system

Protocol is grounded in common sense and good manners. It is considered by some to be an art and, by nature, must be flexible and adaptable. There is often no right or wrong. What matters most is that logic and sound judgment govern every decision (with regard to seating or speaking order, for example) and that arrangements made are transparent and clearly understood by all.

It is advisable to become familiar with local customs and etiquette, including greetings, gestures, and salutations etc. Most governments have a protocol office (often in the Ministry of Foreign Affairs) that can be consulted on such issues. The protocol office will also be responsible for determining privileges and immunities for diplomatic employees. When in doubt (about seating arrangements or how to address a senior official in the government), it is always best to check directly with someone in authority. Many governments also publish protocol handbooks and are
willing to make them publicly available.

**Organizing high-level visits**

In high-profile operations, personalities and high-level officials, including from key donor governments, may frequently visit refugee camps, helping to raise awareness and financial support for the operation. However, such visits can also attract a lot of media attention, with journalists looking to cover a story from good but also bad angles. A protocol ‘faux-pas’ can be picked up and circulated on social media, affecting the image of the operation and organization and potentially embarrassing the host country. Careful planning of high-level visits, paying attention to protocol, will help them succeed.

Keep the following points in mind when organizing a visit:

- One person must be appointed focal point for the visit, having overall responsibility for planning, logistics and protocol, and coordination with all staff and external persons who have a role.
- Promptly inform the receiving country, by means of a note verbale. The Note should set out arrival and departure information, and the visit's main purpose. The relevant Permanent Mission in Geneva should be informed of missions by the High Commissioner, by a note verbale or direct contact by the Executive Office. (For more information on visits by the High Commissioner, see the [UNHCR intranet](#).)
- From the outset, establish the main objectives and desired outcomes of the mission; design the agenda around these.
- The agenda, including the schedule of meetings, the key issues that are likely to be raised, and arrangements for field visits, should be discussed with the appropriate government counterpart. A detailed scenario for every step of the visit should be prepared and shared with security as well as the office of the person visiting the operation. At each stage of planning, it is helpful to prepare a checklist of what needs to be done.
- Allocate sufficient time between appointments for travel.
- A briefing package should be prepared for the visitor. It could include: biographies and photos of the officials with whom meetings are planned; talking points; background notes; maps; key operational statistics; a staff list; tips on local customs and greetings; and security contacts and instructions. A local telephone or radio may also be provided if necessary.
- Depending on the nature of the visit, but particularly if it takes place at the government's invitation, the visitor may be met at the airport by a senior official and a representative of the State's protocol office. In such cases, the government may arrange a formal arrival ceremony; the arrangements should be checked by UNHCR ahead of time so that there are no surprises.
- The UNHCR Representative, Chief of Mission or Officer-in-Charge should also be at the airport, accompanied by the focal point for the visit, and public information and security officers (as necessary). Sufficient staff should also be on hand to escort the visitor and his or her entourage.
- Arrangements should be made to take photographs and video footage during the visit, for public information purposes.
- If UNHCR is responsible for the visit, book rooms in an appropriate hotel and check them
before arrival.

- Attention should be given to arranging for interpretation, both during formal meetings and field visits (as necessary). It is always better to use a qualified staff member or an interpreter known to the office.
- Standard elements for a visit often include meetings with: key members of the diplomatic corps, the UN Resident/Humanitarian Coordinator, the UN country team and other partners, the head of a peacekeeping mission, and UNHCR staff. A security briefing may also be arranged as appropriate.
- With respect to field visits, always prepare a contingency plan in case security or logistical problems occur. It may be appropriate to invite government or key partners to participate in field visits. (Please see the first photo below.)

**Respecting precedence during official functions**

One of the most important elements of protocol is order of precedence. In general, government representatives are ranked as follows:

- Heads of State.
- Heads of Government.
- Ministers for Foreign Affairs.
- Other Ministers (according to local protocol).

Within the diplomatic corps, the hierarchy is generally:

- Ambassador (High Commissioner in Commonwealth missions), Permanent Representative (accredited to an international body and normally, but not always, holds the rank of Ambassador), or Chargé d’affaires.
  - Minister.
  - Minister-Counsellor.
  - Counsellor.
  - First Secretary.
  - Second Secretary.
  - Third Secretary.
  - Attaché.

The order of precedence of Ambassadors is determined by the order in which they presented their credentials to the receiving State. In some countries, the longest-serving Ambassador is given the title ‘dean' or ‘doyen' of the diplomatic corps. This person is often accorded the first position in order of precedence. The Ministry of Foreign Affairs in each country maintains a ranking of Ambassadors. Respecting this order allows all parties to feel that they are being treated fairly.

The task of establishing precedence for a meeting is more complex when mixed groups of participants are involved (for example, government officials, visiting dignitaries, UN representatives, and non-governmental organizations). When organizing an event, UN officials should normally give precedence to government representatives. However, the nature of an
event will often dictate precedence, regardless of rank. For instance, at the inauguration of a new project, the head of an NGO that makes a special contribution to that project may be seated more favourably than strict protocol rules would permit. Flexibility and common sense should be used.

With respect to UNHCR’s hierarchy, it is important to note that the Representative accredited to the country takes precedence over the Regional Representative and the Bureau Director. (Please see the second photo below.) More information on leadership and accountability in UNHCR operations and emergencies may be found in Chapter II of the UNHCR Manual, and in the UNHCR Policy on Emergency Preparedness and Response (UNHCR/HCP/2017/1).

The Diplomatic Protocol for New UNHCR Representatives provides further guidance on seating arrangements for formal meetings.

Respecting formality in oral and written communications
While forms of address vary greatly from culture to culture, some general rules should be kept in mind. When greeting government representatives and other senior officials, formality should be respected. You should address them by their last names or honorifics until invited to do otherwise. Even when invited to call a senior ranking official by his or her first name, use formal titles on more formal, public occasions. This necessary respect is expressed most visibly through spoken courtesies. For example, Ambassadors may be addressed as Excellency or Mr. or Madam Ambassador.

Throughout the world, greeting customs vary (handshakes, salutatory gestures, kisses, bowing, even eye contact). In some countries, gender norms and customs must be respected. It is important to be aware of what is considered locally to be appropriate and to abide by such practices at formal and public events.

Written communications
There are three basic types of written communication: formal letters, non-formal letters, and notes verbales. When responding to written communications, the style used will usually be determined by the style of the incoming correspondence. A letter should be answered by a letter, a note verbale by a note verbale.

All official correspondence must use the logo that contains both the United Nations and the UNHCR ‘hands' symbol, and the name of the Office in English and French (UNHCR's two official languages). For more detailed instructions, refer to the UNHCR Guide for Logotype Usage.

Detailed information, including advice on language and style as well as samples, may be found in UNHCR, Headquarters Correspondence Guide, and in United Nations, Editorial Manual. The following are basic guidelines.

Formal letters

- Use formal letters for communications to government representatives at the rank of minister or ambassador or above.
- The proper salutation for a formal letter is ‘Sir' or ‘Madam' followed by a comma. The
complimentary close of a formal letter is: ‘Please accept, Sir/Madam, the assurances of my highest consideration’. This sentence should be a separate paragraph.

- The honorific ‘His/Her Excellency’ is normally reserved for Heads of State and Heads of Government, Ministers for Foreign Affairs, and Ambassadors. Other titles may be in accordance with local protocol. When ‘The Honourable’ or ‘The Right Honourable’ is used, Mr. or Ms. is omitted.

**Non-formal letters**

- Use non-formal letters for day-to-day correspondence addressed to: government representatives below the rank of Minister or Ambassador; United Nations officials and representatives of international and non-governmental organizations; and private-sector donors, academics, etc.
- The appropriate salutation in non-formal letters is: ‘Dear Mr.’ or ‘Dear Ms.’. The complimentary close to a non-formal letter is: ‘Yours sincerely,’. Do not use familiar forms of address (such as ‘Dear Bill’) in any official correspondence, even when the sender and the addressee are personally acquainted.

**Notes verbales**

- A note verbale is a diplomatic form of communication written in the third person. Its use is strictly confined to correspondence with governments.
- Typical uses of notes verbales include: sharing information; signalling the absence of a Representative and indicating who is in charge; announcing the visit of a high-level official, such as the High Commissioner; requesting a visa; lodging a formal protest against a planned deportation or case of refoulement, etc.
- From Headquarters, notes verbales are sent in the name of the Office of the High Commissioner and must be cleared by the Secretariat. In the field, they may be sent in the name of a branch or regional office.
- In the field, the opening of a note verbale could begin: ‘The Representation of the United Nations High Commissioner for Refugees in Hungary presents its compliments to the Ministry of Foreign Affairs and has the honour to inform the latter that...’.
- The closing sentence reads: ‘The Representation of the United Nations High Commissioner for Refugees in Hungary avails itself of this opportunity to renew to the Ministry of Foreign Affairs the assurances of its highest consideration’.

**Following other relevant guidelines**

**Country names**

Knowing how to use country names properly is an important element of protocol. In most documents, the short form of a country name may be used (for example, Albania rather than the Republic of Albania). The formal name may be used in notes verbales or in formal contexts (such as a formal invitation or letter of appreciation) to convey politeness.

However, some Governments require use of the long formal name at all times (for example, the ‘Islamic Republic of Iran’ rather than ‘Iran’), even when a short form is commonly used orally. It is also important to respect alphabetical order when listing country names, recognizing that some countries are listed alphabetically by their formal rather than short name. (For example, the
Republic of Moldova is listed under ‘R’.) This rule also applies to seating arrangements. UNHCR’s 
**Style Companion** provides a list of countries in correct alphabetical order, and highlights those 
countries that always require their formal name to be used. Since the **Style Companion** is 
generally issued every two years, please also consult the [United Nations Terminology Database](#) 
for updates.

Flag rules
UNHCR offices fly the United Nations flag (not the UNHCR ‘two hands’ flag). Please consult the 
[United Nations flag code and regulations](#). The most important elements of the flag code are:

- The flag of the United Nations shall not be subordinated to any other flag. When it is 
displayed with one or more flags, they must all be displayed on the same level and should 
be of approximately equal size. On no account may another flag be displayed on a higher 
level, or be larger than, the United Nations flag.
- The flag shall be flown from all buildings, offices and other properties occupied by the 
United Nations and its specialized agencies.
- The manner and circumstances of display shall conform, in so far as appropriate, to the 
laws and customs applicable to the display of the national flag of the country in which the 
display is made.
- The United Nations flag should be displayed on all national and official holidays, on United 
Nations Day (24 October), and on the occasion of any official event which is related in 
some way to the United Nations (for example, World Humanitarian Day on 19 August).
- The Secretary-General will decide in which cases the flag shall be flown at half-mast as a 
sign of mourning. (Normally this is announced on the UN website.) On the death of a Head 
of State or Head of Government of a Member State, the United Nations flag will be flown at 
half-mast at the United Nations Headquarters, at the United Nations Office at Geneva, and 
at United Nations offices located in that Member State. Following the death of a national 
figure, United Nations offices may use their discretion, taking into account local practice, in 
consultation with the protocol office of the ministry for foreign affairs and/or the dean of 
the locally-accredited diplomatic corps.

Most countries have their own flag laws. It is important to check these rules and to request 
permission to use a State flag in a ceremony or proceeding.

UNHCR’s role and accountabilities

**Roles**

- To manage relations with governments and other partners.
- To promote understanding of the work of UNHCR.
To facilitate discussions and negotiations.

**Accountabilities**

- To ensure that relations between UNHCR and the host country, donor States and other partners are positive and productive.

**Annexes**

- UNHCR, Style Companion
- UNHCR, Headquarters Correspondence Guide
- UNHCR, Diplomatic Protocol for New UNHCR Representatives
- UN Flag code
- UNHCR, Code of Conduct, and Explanatory Notes
- UNHCR Brand Book

**3. Links**

[UNHCR Brand Book](https://www.unhcr.org/)
[United Nations, Terminology Database (including country names)](https://terminology.un.org/)
[United Nations, Flag Code and Regulations](https://www.un.org/unodc/)
[Protocol and Liaison Service](https://www.un.org/)
[United Nations, Treaty Collection](https://treaties.un.org/)
[United Nations, Official Document System](https://undocs.org/)

**Coordination skills, methods and good practices**

27 March 2023

**Key points**

- Treat all sector and cluster colleagues as allies.
Never assume that your preferred approach to data gathering, analysis or decision-making is necessarily shared by others.

Do not take conflict or resistance personally, rather as part of a consensus-building process.

Take time to get to know individuals and organizations that are critical for your coordination.

Use your active listening skills, always and more than you would like. Let others talk while you identify opportunities and incentives and effectively coordinate.

1. Overview

In the context of emergencies, ‘coordination’ is the act of bringing organizations under a common protection and solutions strategy to work together in clusters and sectors to deliver protection and services effectively to persons of concern. However, coordination competencies and skills are more broadly applicable and also of great value to UNHCR in non-emergency situations. This Entry gives a snapshot of core coordination skills.

These skills not only improve coordination but are critical to general operational management and management of internal and external projects, change, and conflict resolution.

2. Main guidance

Underlying policies, principles and/or standards

A good place to start is De Bono's description of 'the coordinator':

The co-ordinator is a person-oriented leader. This person is trusting, accepting, dominant and is committed to team goals and objectives. The co-ordinator is a positive thinker who approves of goal attainment, struggle and effort in others. The co-ordinator is someone tolerant enough always to listen to others, but strong enough to reject their advice. For more on Professor De Bono's work on team roles: [http://en.wikipedia.org/wiki/Team_Role_Inventories](http://en.wikipedia.org/wiki/Team_Role_Inventories)

Committed to team goals and objectives, notably effective protection and delivery of services to persons of concern, the coordinator helps identify and formulate realistic objectives for the sector or cluster, and puts in place processes to reach them. Some of these processes are discussed below because they are key tools of successful coordination.

Secondly, a coordinator listens well: she is able to explore positions, identify underlying interests, search out opportunities to reach goals, work trustfully with sector and cluster peers, and chart a course of action that reconciles competing agenda and objectives.
What you think works may not always work for others. Remembering this truism is the first step in accommodating other participants and working towards full and effective inclusion. The Myers-Briggs Type Indicator offers a useful entry point for understanding and managing differences of preference, notably in the way we absorb information and the way we make decisions - two important aspects of sector and cluster work. For more on Myers-Briggs Type Indicator: [http://en.wikipedia.org/wiki/Myers-Briggs_Type_Indicator](http://en.wikipedia.org/wiki/Myers-Briggs_Type_Indicator)

The Myers-Briggs Type Indicator distinguishes (without value judgement) those who prefer data and detail from those who prefer structures and patterns. In meetings (and coordination communication in general), a coordinator needs to accommodate both, regardless of her own preferences. The second group will lose interest in prolonged discussion of data, while the first group will find 'big picture' conversations too abstract. In reality both are necessary to good decision making. You need to take the cluster or sector partners through the data and then move on to trends and opportunities to which the data give rise.

With respect to decision making, the Myers-Briggs Type Indicator distinguishes (again without value judgement) those who take an objective and detached approach from those who focus on values and people. A coordinator needs to accommodate both to ensure that all stay involved and engaged.

Your role as coordinator is to design your data gathering and decision making processes in a manner that accommodates different preferences, while ensuring that progress occurs and decisions are taken.

Good practice recommendations

Coordination is a process

Coordination is best imagined as a series of parallel and interdependent processes (data is transformed into analysis that informs decision making that delivers more effective services).

Process is important for a number of reasons. It obliges a coordinator to think in terms of inputs and outputs; and it reminds the coordinator that she designs and facilitates them. Consider an everyday ‘coordination meeting’: a process perspective forces the coordinator to ask:

- What do I need to make this meeting deliver its output?
- Who needs to be present?
- How do I manage the meeting to ensure that the output is achieved?
- How does the output from this meeting feed into the next (phase of the) process?

The coordinator's role is to ask questions. (Do we really need this meeting? Are the right organizations and individuals involved in this consultation? Does this evaluation need to be reconfigured to achieve its objectives? Can we apply the output of this needs assessment to decisions we must make about food assistance or WASH programming?)

As a coordinator your point of departure must always be that the sector or cluster is populated
by allies, individuals who may prove critical in taking the agenda forward.

**Coordination meetings**
Meetings are a critical aspect of coordination, provided you plan them in order to add value.

As noted, it is important to ask ‘Is this meeting really needed?’ Meetings serve many purposes at different times in an emergency, from pure information sharing (mostly at the onset) to analysis and decision making. They are also costly, in time, in money, and in terms of activities foregone. Consider a meeting involving 40 participants; it lasts 2 hours; participants travel for another two hours to attend it. Four working weeks have vanished. As a coordinator, your duty is to maximise the quality of meetings, ensuring they add value. This is why cluster and sector members attend them.

To prepare for effective meetings, it helps to think concretely in terms of before, during, and after the meeting.

Surprisingly, most of the coordinator's time investment actually lies up-front i.e. before a meeting. As investment in meeting stakeholders before a meeting, ensuring that all are ready and that the right individuals are present for effective decision making etc. The book ‘Making Meetings Work' (Forsyth, 1996) lists a number of very practical things to remember:

Process is important for a number of reasons. It obliges a coordinator to think in terms of inputs and outputs; and it reminds the coordinator that she designs and facilitates them. Consider an everyday ‘coordination meeting': a process perspective forces the coordinator to ask:

- What do I need to make this meeting deliver its output?
- Who needs to be present?
- How do I manage the meeting to ensure that the output is achieved?
- How does the output from this meeting feed into the next (phase of the) process?

The coordinator's role is to ask questions. (Do we really need this meeting? Are the right organizations and individuals involved in this consultation? Does this evaluation need to be reconfigured to achieve its objectives? Can we apply the output of this needs assessment to decisions we must make about food assistance or WASH programming?)

As a coordinator your point of departure must always be that the sector or cluster is populated by allies, individuals who may prove critical in taking the agenda forward.

**Coordination meetings**
Meetings are a critical aspect of coordination, provided you plan them in order to add value.

As noted, it is important to ask ‘Is this meeting really needed?’ Meetings serve many purposes at different times in an emergency, from pure information sharing (mostly at the onset) to analysis and decision making. They are also costly, in time, in money, and in terms of activities foregone. Consider a meeting involving 40 participants; it lasts 2 hours; participants travel for another two hours to attend it. Four working weeks have vanished. As a coordinator, your duty is to maximise the quality of meetings, ensuring they add value. This is why cluster and sector members attend them.
To prepare for effective meetings, it helps to think concretely in terms of before, during, and after the meeting.

Surprisingly, most of the coordinator's time investment actually lies up-front i.e. before a meeting. As investment in meeting stakeholders before a meeting, ensuring that all are ready and that the right individuals are present for effective decision making etc. The book ‘Making Meetings Work’ (Forsyth, 1996) lists a number of very practical things to remember:

**Before**
1. Is the meeting really necessary?
2. Prepare and share the agenda in advance.
3. Ensure that participants understand the purpose of the agenda. (Are you meeting to share information or take decisions?)
4. Manage the meeting environment. (For example, rotate chairs and note-taking.)
5. Ensure that key participants understand their role beforehand, and that doubts or concerns have been settled in advance.

**During**
1. Ensure that the right person is chairing. (It is not necessarily you or the most senior person.) In general, pick the person who is best at chairing meetings.
2. Respect the agenda's timetable. Keep within the time allocated to each topic.
3. Manage disruptions and interruptions.
4. Ensure that all those who need or want to participate are given an opportunity to do so.
5. Work hard to enforce or develop effective ground rules for meetings.

**After**
1. Share decisions as agreed.
2. Follow-up with one-on-one meetings as appropriate.
3. Facilitate consultation about the next agenda and restart the cycle.
4. Do not be afraid to postpone or cancel a meeting if it is not seen to add value.

**Decision making**

*Advanced Facilitation Skills* (Bens, 2005) provides useful advice on the variety of decision-making tools that are available. As coordinator, your role is to suggest and identify the best decision-making tool for each issue that needs a decision. Decision making is a continuum - from majority voting to consensus building via compromise.

Decisions by majority are rarely suitable in a cluster or sector context. Compromise is often seen to be the optimum (or default) approach by coordinators but it often leaves all parties unsatisfied – including persons of concern.

The best strategy – is consensus building. When this works, it can help broaden the understanding of the problem at hand and by extension of the possible solutions. It often leads to better decisions with more ownership and better relationship building. Consensus building, however, takes longer but should be used to the maximum by the cluster or sector coordinator and in particular when the issue or ownership of the decision is important. It requires continuous investment of time from the coordinator in understanding and exploring bilateral needs as a basis for more sustainable decision-making.
Influencing
As a coordinator your point of departure must always be that the sector or cluster is populated with allies. As you have no direct authority to tell cluster or sector participants what to do, you need to apply your influencing skills to move the agenda forward.

The following model depicts influencing as a conversation that involves both self-awareness and relationships. Overall, it is based on reciprocity or exchange of things of value ('currencies').

Things that are valued could include recognition, or the need to be seen to lead a process. The coordinator's key skill is to identify what is important to different participants, meet their needs wherever possible, and encourage trading in order to advance the cluster's or sector's agenda.

Active listening is the critical skill in this process. After clarifying her own goals, the coordinator explores the interests of other participants, by asking open-ended questions and listening attentively to the answers. The important point is that this approach gives the coordinator access to numerous incentives. For example, she can:

- Assign leadership of technical working groups, task forces, or advisory bodies.
- Publicly acknowledge particular efforts, contributions or initiatives.
- Co-share national or sub-national bodies, taskforces or working groups.
- Create win-win outcomes for organizations, projects, or funding decisions.
- Involve individuals or organizations in working groups and taskforces.

When you begin to think in terms of incentives, you become aware of many leverage points that you can deploy to advance a group's collective agenda.

3. Links
   [Humanitarian response](https://www.unhcr.org/data/)
   [UNHCR Data website](https://www.unhcr.org/data/)

4. Main contacts
   UNHCR Global Learning Center (GLC):
   - Joel Nielsen at: [Nielsenj@unhcr.org](mailto:Nielsenj@unhcr.org)
   - Peter Kessler at: [Kessler@unhcr.org](mailto:Kessler@unhcr.org)
Social media in emergencies

27 March 2023

Key points

- Document what you are seeing: take photos and short videos.
- Seek informed consent from anyone featured in your photographs and videos. Make sure they understand that their image might be distributed widely on internet, broadcast on television, etc.
- Where possible, let people talk about their own experiences; do not speak for them.
- For video, hold the camera horizontally so television broadcasters can use it.
- For Twitter, turn on the SMS feature so you can send and receive messages via SMS without need of an internet connection.

1. Overview

Social media platforms are very useful for sharing information quickly with large numbers of people and listening to relevant conversations online. They are very powerful in emergency situations, because they enable you to update colleagues, partners, journalists and people of concern with timely and relevant information. The most popular social media platforms are Facebook, Twitter, YouTube and Instagram. Each is different: staff should understand their differences and use the most appropriate platform, which may vary from region to region.

UNHCR has numerous institutional social media accounts. The social media team based in Geneva manages global accounts, but regional and country-level accounts are managed locally. In addition, UNHCR encourages PI and other staff to open their own social media accounts, so that they can share information directly.

In emergency operations, up-to-date information may be shared by staff who are directly involved in the operation, via their personal social media accounts. This information can be re-shared by institutional accounts, which in most cases have larger followings. Trust is a crucial element of social media, and during emergency operations followers want information that has been sourced directly from the ground, rather than from HQ, which may be thousands of miles distant. However, never post information that might put people of concern at risk.

2. Main guidance
Underlying policies, principles and/or standards

UNHCR's Administrative Instruction on the Use of Social Media:

- Explains key differences between institutional and personal accounts.
- Provides guidance on what is and is not appropriate to post.
- Lists top tips for using social media.

The most important point to remember is that, even if you post on a personal social media account, those who use that information can attribute it directly to UNHCR. It is therefore important that only staff who are closest to the operation post updates. Remember too that social media are public forums: do not post anything you would not be prepared to say during a radio or television interview.

Good practice recommendations

Top Tips for Using Social Media

- Think before you post and use common sense. Be aware that, when you share facts or opinions, it may be assumed that you endorse that information. One of the best pieces of social media advice is: ‘Don't say anything online that you wouldn't be comfortable seeing quoted on CNN, being asked about by your mother, or justifying to your boss'.
- Be honest. Do not mislead or invite misinterpretation. If you did not witness an event, do not imply that you did. UNHCR's credibility may be at stake.
- Be accurate. Outdated figures or erroneous information can spread rapidly on social media. Always double-check your facts before posting.
- Be clear. If your post might be misinterpreted, find a clearer way to phrase your message.
- Exercise discretion. Leave sensitive issues to personnel specifically authorized to speak on them. When in doubt, consult your supervisor.
- Respect confidentiality. Do not share information that is not meant for external audiences, such as details that could compromise diplomacy or protection.
- Ensure safety and protection. Bear in mind that information you post, especially locations or personal details, could put you or others at risk.
- Show respect and seek consent. When you talk about, photograph or videotape people we protect and assist, strive to respect their dignity.
- Avoid taking sides. UNHCR personnel must honour humanitarian principles, including impartiality, neutrality and independence. Refrain from making political statements that might compromise UNHCR’s relationships with governments, partners or other stakeholders.
- Stick with what you know. When talking about UNHCR's work, focus on your own experiences and areas of expertise.
- Show integrity. You are responsible for your online reputation, which may affect UNHCR's image. Be aware of your digital footprint and act as responsibly online as you would in any other public context.
Be transparent. Don't use a pseudonym or post anonymous comments or content about UNHCR, the UN, people of concern or the humanitarian sector. Declaring your identity and affiliation helps to build trust and prevent misperceptions.

Be authentic. When you speak from a personal perspective and mean what you say, your posts will gain traction and visibility.

Be generous. Credit others and avoid negativity. Being superior or patronizing reflects poorly on you and UNHCR and invites criticism.

Listen and engage in conversations. Do not simply broadcast. If people are misreading your posts or twisting your words, try to clarify.

Don't feed the trolls. It is often best to ignore hateful, discriminatory or otherwise inappropriate comments. Answering may only encourage more of the same.

Seek advice. If you are unsure whether something is appropriate to post, seek advice from your colleagues or ask socialmedia@unhcr.org in Geneva.

Think about your audience

While social media can reach huge audiences, it is important to consider who you want to target. Are you hoping to provide other colleagues or partners with real-time updates of the developing situation? Are you hoping to connect with local or international journalists, letting them know you are on the ground, willing to provide information, and available for interview? Are you providing vital updates to people of concern?

It is vital to think about your audience because some platforms are better at reaching certain audiences. For example, many journalists from large international news organisations use Twitter to search for breaking news and people on the ground to interview during emergencies. Local journalists or refugee communities may be more likely to use Facebook. Ask the audiences you want to reach what platforms they use, remembering that email and SMS are still very powerful communications tools.

Creating original content

During emergencies, many people are looking for photographs or videos. Journalists in particular are desperate for content from people on the ground. If you are in the field, it is important to document what you see. In many emergency situations news organisations cannot get access or lack the funds to send journalists or camera people. They increasingly rely on content generated by aid workers.

No one expects a flawlessly constructed news video, or a perfectly composed picture. Audiences just want a sense of what the situation is really like. Images from the window of a moving vehicle captured by your smartphone can provide usable footage for news organisations. Photographs or videos of queues, camps or registration centres can show the scale of an emergency.

**Video.** Keep your phone as still as possible. Don't move quickly. Let movement in the scene provide interesting content.

**Audio.** Stand very close to your subjects so that ambient sounds do not drown out their voices. Try to record in a quiet spot, out of the wind.

**Photographs.** Do not shoot into the sun. Take many shots and choose the best ones later.
For more tips, see entry on Media Content Production.

Wherever possible, allow people of concern to tell their own stories, bearing in mind issues of protection and consent.

Below are some simple tools for creating photos and video clips:

**Instagram.** Allows you to take and share photos or 15-second videos. (Though you can add a filter to make your content more appealing, do not use one because newsrooms are less likely to use filtered images.)

**Hyperlapse.** Allows you to shoot timelapse videos. (This is a wonderful way of showing the erection of a tent, or the arrival of refugees.)

**Vine.** Allows you to create looping 6-second videos.

**YouTube.** Allows you to upload longer videos that you have filmed on your phone.

**Remember.** Protection issues are paramount. When you take photographs or film video of people of concern, you must get informed consent. You must explain how the content might be used on social media accounts, and that it might be picked up and used by news organisations.

**Using social media for distribution**

When you have your video, photographs, text updates or statistics, or case studies of individuals, share them on the main social media channels (Twitter, Facebook). Publish them on your own personal accounts but please email socialmedia@unhcr.org or mention UNHCR in your posts. (You can add @refugees in your tweet, or tag the global UNHCR page in your Facebook post.) This makes it easier for the social media team in Geneva to share your content on the main global accounts, which have very large followings. Sharing this type of content on UNHCR's global social media channels will increase media coverage, raise awareness of the situation, and win support for the work UNHCR is doing.

If you use Twitter, turn on mobile notifications. (Via twitter.com, click on the Settings cog, and go to Mobile. It will walk you through the steps that will connect your mobile photo to Twitter.) You can then send and receive tweets via SMS and will not require an Internet connection.

**Communicating with people who are directly impacted by the emergency**

Before you start thinking about using social media to talk directly to refugees or internally displaced persons, find out which platforms they use. In many places Twitter is used less than Facebook. Do not set up a Facebook page on a specific emergency without talking to the social media team in Geneva. Facebook pages are often not the best way to communicate emergency updates and information, because Facebook only shows your updates to a small fraction of your followers (typically less than 15% and often as little as 5%). A Facebook Group may offer a better alternative, because you can control membership and people in the group are notified each time a new update is posted.

Consider SMS communication. In emergency situations access to the Internet can be difficult, and social media platforms may be inappropriate. If you want to message large groups of people, SMS may be more effective. It is also a private way to communicate messages that are sensitive.
Considerations for practical implementation

- Staff should be confident in using smartphones to create content and share it via social networks. In emergency situations, you need to create and post quickly and confidently. If you do not feel confident, enrol in the online social media course available through ‘Learn & Connect’.
- Staff should also feel confident about what they should and should not post on personal accounts. If you have concerns or questions, talk to your local PI officer or contact the social media team in Geneva.
- Staff should be listening to updates posted by other colleagues and partners so that everyone is well informed about the latest developments. You may want to re-share some of this content on your own accounts, helping it to reach a wider audience.

Resources and partnerships

Key staff including all PI staff working in emergency situations should be issued smartphones so that they can create content and share it quickly on social networks.

3. Links

Twitter.com How social media is changing communications in emergencies Administrative Instructions on the Use of Social Media

4. Main contacts

Communication and Public Information Service at Headquarters:

- Melissa Fleming, Spokesperson for the High Commissioner and Head of Service, fleming@unhcr.org.
- Chris Reardon, Chief of Content Production Section, reardon@unhcr.org.
- Adrian Edwards, Spokesperson and Head of News and Media Section, Edwards@unhcr.org.
- Social Media Unit: socialmedia@unhcr.org.

Private sector fundraising in emergencies

09 March 2023

Key points
• Send photographs and human interest stories. These should illustrate the needs of persons of concern and also show the impact that funds make to the life of a refugee or a refugee family.

• Make a short video, even with your smartphone, explaining who you are, where, whom you are helping. Thank for the support received so far and ask for more. Use also your mother tongue(s).

• Contact PSFR if you have questions or need help with donations from individuals, companies, associations or foundations.

• Contact PSFR for information about procedures and pathways for soliciting and receiving funds from the private sector at field level.

• Contact PSFR if you need support with gifts in kind from private donors.

• Refuse donations from bodies that are associated with tobacco, armaments or child labour.

• Refuse donations from bodies that have caused human displacement, have been found guilty of corruption or criminal activity, or have committed or been complicit in human rights violations.

1. Overview

One of the most important challenges facing the emergency response capacity of UNHCR today is the growing gap between the increasing numbers of people in need of assistance and sufficient resources to provide relief. Over the last decade, the demand for humanitarian aid to the many large-scale simultaneous emergencies has risen dramatically. Mobilizing resources from the private donors to support emergency operations represent a growing necessity for UNHCR. The Private Sector Fundraising Service (PSFR), a key element of the Division of External Relations (DER), is mandated to undertake this task.

New emergencies continue to arise even as we struggle to meet the needs of those who are affected by existing crises. The omnipresence of global media means that new emergencies are widely and immediately publicised, drawing them to the attention of decision-makers and the public. As private donors are very sensitive to the influence of the media, these newly emerging crises have the potential to mobilize relevant funds much faster than any protracted situations that UNHCR is also responsible to address, requiring funding.

High awareness assists fundraising: it creates greater opportunities for visibility, advocacy, and eventually it helps increase the support of current donors, recruit new donors, re-energize lapsed donors, and attract support from companies, foundations and private philanthropists. The connections established with the media, donors and the general public during emergencies could also result in their engagement in active awareness-raising campaigns focusing on more protracted and sometimes forgotten crises.
Emergencies are therefore frequently the entry point for UNHCR supporters and donors. Witnessing UNHCR in action, donors feel that they key at providing vital assistance and protection to the specific needs of the displaced. It is an experience that the PSFR aim to grow into a lifelong relationship. Handled correctly, new donors can become partnerships that provide long-term individual or corporate support for UNHCR's work with the world's displaced.

PSFR ensures a reliable income that increasingly complements contributions from Governments and multilaterals sources. PSFR raises donations from two principal sources:

- Individuals: in 2014 UNHCR had nearly one million active supporters across the globe.
- Large donors: high net worth individuals, corporations and foundations.

Emergency fundraising opportunities and strategies are identified at global level by PSFR HQ (in Copenhagen and Geneva), at national level (wherever PSFR operates) by UNHCR country offices and national fundraising partners, and at field level by PSFR and field staff who identify critical needs and projects that are suitable for PSFR funding.

To maximize funding, it is vital to adopt a collaborative, organization-wide approach when emergencies strike. To this end, PSFR collaborate with other divisions and units in UNHCR, at Headquarters and field level, to ensure that fundraising messages and priorities are consistent.

2. Main guidance

**Underlying policies, principles and/or standards**


**Good practice recommendations**

PSFR helps field offices to fundraise in many ways. It can:

- Inform field offices about procedures and pathways for soliciting and receiving funds.
- Create and manage national and field-level online donation page(s) on specific crises.
- Advise and support field offices when they solicit or accept large donations from companies, foundations, associations or wealthy individuals, and inform them about pathways and procedures.
- Provide advice and support with respect to contributions in-kind that can be considered part of an operation's procurement plan.
- Draw a crisis to the attention of donors at field and national level.
- Offer direct support by sending PSFR staff to the field. PSFR staff can approach high net worth individuals, local corporations and foundations, help to handle donation inquiries, and help develop procurement plans for gifts in-kind.
Considerations for practical implementation

High Value Donors
Donors who can give gifts and grants over USD 100,000 (in cash or goods in kind) are managed by the PSFR Leadership Giving Team who ensures donor stewardship and verifies that relevant companies, foundations and individuals have passed an extensive due diligence screening to certify that UNHCR is not exposed to reputational risks or arrangements that will harm its work. It:

- Manages contacts with donors, including the vetting of new partners.
- Raises cash from high value donors (companies, wealthy individuals, foundations, churches, community organisations).
- Oversees the receipt of goods and services from high value donors, ensuring that the arrangements made are in accordance with UNHCR procedures.

Contact with donors
Private sector donors frequently approach UNHCR during an emergency. PSFR can be contacted to provide immediate feedback whether a prospective donor is already a UNHCR partner, or might become a valuable partner. With the aim of turning such contacts into long term partnerships, PSFR will manage the process of negotiating with new contacts, and will liaise with other UNHCR units on behalf of your office. Where field colleagues remain the main point of contact with a donor, it is important to keep PSFR informed to ensure expert assistance to negotiate with the donor, define contents, identify visual support and manage reporting.

Protecting UNHCR's reputation and global support
A number of mandatory checks must be made before funding can be accepted from a private sector source. They ensure that UNHCR does not accept funds that contravene its ethical guidelines, protect UNHCR's reputation, and ensure that UNHCR meets high standards of conduct.

During emergencies, PSFR Due Diligence Unit will inform offices about the conditions on which UNHCR will accept partnerships with the private sector. At no time will UNHCR accept donations -either cash or in-kind- from entities that:

- Manufacture tobacco or armaments.
- Have been associated with child labour.
- Have caused human displacement (IDPs or refugees).
- Have been found guilty of corruption or criminal activity.
- Have been guilty of, or complicit with, violations of human rights.
Even in emergencies, UNHCR will only accept with great caution donations from companies that:

- Operate in high risk industries (such as oil, gas, mining, infant formula, or alcohol).
- Enjoy a questionable reputation that might harm UNHCR’s good name or deter other supporters, donors and advocates.

Please contact PSFR if any company, individual or organization spontaneously offers you support, or you wish to approach organizations or individuals who are not known to PSFR or UNHCR’s Procurement Management and Contracting Service/DESS.

If you need hands-on support, PSFR staff can make ad hoc short missions to support field colleagues working in emergencies. We can assist you to coordinate inquiries, evaluate grants and conduct due diligence, process donations in-kind, draft and negotiate partnership MOUs, or negotiate and manage high value donations from companies, foundations or individuals.

**High value donors: companies**
During emergencies, the PSFR’s Corporate Fundraising Team will activate fundraising standby agreements with companies to mobilize resources in support to UNHCR’s emergency response. All existing corporate partners and potential corporate prospects will be informed of UNHCR’s response to given emergencies and asked for support.

If a regional or local company offers your field office funds or support, PSFR can evaluate such offers and follow them up on your behalf, allowing you to focus on the emergency response. Likewise, if a field office wants to approach a relationship locally, the PSFR Corporate Fundraising Team can help it to conduct due diligence and prepare proposals that match the company’s interests and profile. The Team can also assist offices to meet the reporting criteria and deadlines of companies that have made grants to them or to programmes.

**High value donors: foundations**
Foundations include a range of not-for-profit organizations. Many of these have ‘foundation’ in their title, but they also include community groups and churches.

If a field office is approached by foundations, or is invited to apply for a grant, the PSFR Foundation Team can act as a focal point, allowing you to focus on the emergency operation. PSFR can also advise and assist you to complete grant applications. Likewise, if a field office wants to approach a foundation at country level, the PSFR Foundation Team can develop presentation documents and proposals that meet the criteria of the foundation in question. The Team can also help offices to meet the reporting criteria and deadlines of foundations that have made grants to field offices or programmes.

**High value donors: high net worth individuals**
PSFR Private Philanthropy Unit manages relations with wealthy individuals. Such people usually have wealth, property, networks and interests in many countries, and specific requirements with
respect to tax arrangements and the accounts from which grants are drawn. If they have the right support, such individuals may also open their network of contacts to UNHCR. If a wealthy individual contacts a field office, you may refer him or her to PSFR Private Philanthropy Unit, which can be the first point of contact.

The Private Philanthropy Unit will inform all major private donors when UNHCR responds to an emergency, and will prepare appeals that can be sent to relevant private donors.

**Receiving goods or services**
If you are offered goods, staff or free services (in kind) from private sector donors, whether in the context of an emergency or not, assess whether the items in question meet global UNHCR criteria and your operational needs. UNHCR is never obliged to accept gifts. The procedure is the same as for in kind from Governments as per UNHCR/AI/2014/15.

If the field office decides that the operation would benefit from the in kind in question, PSFR can help to develop the partnership through the process and steer the contribution through the various levels of clearance required. In principle, donations should come at no cost to UNHCR. Donors should pay for shipping to a designated UNHCR warehouse.

Before items can be accepted, donors must list in detail the goods they have offered. Before eventual clearance, PSFR liaise with DPSM technical units and share their specification with PMCS, who estimate the goods' market value and confirm that they meet technical and quality standards.

**Resources and partnerships**
The PSFR Emergency Team will channel your requests for support to the right PSFR unit. Please send your questions and requests for support to ghedini@unhcr.org

**Annexes**
 GIK process and Check list attachment

**3. Links**
Examples of crisis-specific international donation pages Example of a national donation page (Australia)

**4. Main contacts**
DER/PSFR At: PSFRSupportforEmergencies@unhcr.org.
Emergency information management strategy

27 March 2023

Key points

- Ask the IMO in your operation for the IM strategy.
- Involve IMO staff at the beginning of any data collection exercise.
- Ask for technical advice on collection, processing and analysis of data in your operation.
- IM staff must be involved in assessment initiatives. Contact them early in the process for best results.
- Ask for support when you establish monitoring systems.

1. Overview

An information and data management strategy is a plan that defines the purposes, outputs, time frames and responsibilities of all operational information services in an emergency.

A strategy should be developed in the first two weeks of a refugee or IDP emergency and maintained through all its phases. The strategy should provide a broad overview of how information systems relate to one another and which organizations are stakeholders in each system, allowing the information manager to better coordinate information. It also helps to identify information gaps and redundancies across systems.

In terms of consensus-building, the strategy provides an opportunity for managers and operational staff to agree on reporting frequencies and data ownership. On a practical level, it details how information systems will operate. It is also a starting point for budgeting information management costs (implementing partner agreements, data-entry staff, mobile data-collection devices, laptops).

Defining and implementing an explicit strategy will help to deliver information more predictably and more reliably.

2. Main guidance
Associated risks

- Information and data management requires the coordination and dissemination of reports and operational information throughout UNHCR and with our partners. By doing this in a regular and predictable manner, guidance and information management products will improve coordination among first-phase refugee emergency responders.
- If an IM strategy is not in place, embedded in the strategic plan, valuable IM services may focus on the wrong operational priorities.
- An IM strategy is a communication tool but can also help UNHCR and partners to focus strategically. If IM functions are not well targeted and understood, they may be misallocated.

Steps to be taken

Step 1. Preparing and coordinating an IM strategy

To develop an information and data management strategy, information managers need to answer the following questions:

- What information gaps exist?
- What types of analytical products are needed?
- Who are the focal points responsible for implementing each system?
- What methods should be used to obtain required data?
- What human resources are required to run the systems?
- What is the frequency of reporting that each system requires?
- When should each system be implemented?

Step 2. Considerations during planning

During planning, information managers need to consider some of the following factors, which will affect the design of information management systems:

- Contingency plans. How is the emergency most likely to evolve? How might information systems need to change in the future?
- Programme and intervention plans. Which sectors are now, or likely to become, the most active? Do some sectors have exceptional information management needs?
- Displacement pattern. Is the displaced population moving en masse or is it scattered? Is there secondary displacement? Is the population stable or is new movement occurring? What is the scale of the displacement?
- Physical access. Is the population of concern accessible? Is remote monitoring required? How will the logistics of data collection influence the choice of information systems? How will the logistics of data collection affect the frequency of information products?
- Security issues, humanitarian space and the Government's stance. Do security conditions make it hard to obtain certain data from the population? What constraints limit the dissemination of information? What kinds of information are subject to these
constraints?

- **IM activities of other partners.** Which data management activities should be undertaken by UNHCR, and which by implementing partners, operational partners, the Government? What IM activities should be undertaken jointly?

- **Internet connectivity and other IM technology.** Given the context, are website and e-mail dissemination systems the best option? Should burned DVDs and hardcopies of information be shared with partners who have no Internet access? How will data from deep field locations be transmitted to the operational hub?

**Refugee emergency: weeks one and two**

**Step 3. Set IM objectives and reporting lines, produce initial IM products**

Before drafting a strategy, information managers will need to discuss IM objectives and products with the Representative and senior managers, including programme, protection and sector leads. Discuss what type of information decision-makers in the office need to know, what level of detail is necessary, and why they need the information in question. It is important to set up a regular and clearly communicated weekly dissemination schedule, so that colleagues and partners know what type of information products they can expect and when to expect them.

The Information Manager, Representative and senior managers should ensure that IM is included in coordination meetings or that IM coordination meetings are established, and agree a plan for preparing the following standard IM products during the first four weeks of a refugee emergency:

- An IM strategy.
- A review of secondary data available from other sources and situational analysis.
- Initial rapid population estimates.
- A contact list of operational partners.
- An initial needs assessment report.
- Maps, including security, situation, and 3W maps.
- Web portal deployment.

The Representative and other senior managers, the emergency team leader (if deployed), sector leads, and the information manager will need to agree on clearance procedures and a dissemination schedule for the above products. The information manager should also help (as needed) to develop IM strategies for producing sector-specific reports, a process that includes dissemination of sector-specific information products.

To do the above, information managers should do the following on arrival at the emergency:

- Ask to see the operation's contingency plan, or (if one does not exist) ask management to describe (scenarios) how the emergency is most likely to evolve.
- Ask colleagues whether any information management preparedness activities have been undertaken, such as a needs assessment.
- Find the standard geographic data being used by the humanitarian community and learn the process for updating this. (If no process has been agreed, the information manager should create one.)
- Meet the protection officer to clarify what the operational protection risks and constraints
are, and to understand what types of information are sensitive.

- Search for pre-emergency baseline data (in the country's annual statistical report, UNHCR's Global Focus Insight at gfi.unhcr.org, the Government statistical office, from development actors, etc.).
- Identify UNHCR and partner staff who can assist with data collection and analysis, because the skills that are available will influence the adoption of more or less complex information systems. Design an information management strategy that is realistic and sustainable in terms of operational capacity.
- Determine SOPs for clearance and release of IM products.

**Step 4. Include IM in coordination meetings**

With the agreement of the Representative, the information manager should ensure that IM is included as an agenda item for discussion at all inter-agency coordination meetings in the field and in capital.

Immediately attend inter-agency coordination meetings and begin reaching out to partners. Post contact lists on the UNHCR web portal and circulate them at meetings. Always bring information products, population figures, maps and contact lists to meetings, to strengthen relations with partners and identify information needs.

**Step 5. Establish a contact list and weekly meeting schedule**

Information managers should immediately start work with a UNHCR administrative colleague (designated by the Representative) to create and track a contact list of all operational partners. The list may be circulated to partners. The information manager should be the focal point for all changes made to the list, and should remain its custodian, unless otherwise agreed. If available, it is good practice to keep a copy of the contact list on a shared drive, so that all UNHCR staff have access. The information manager should always keep a backup copy of the master contact list, saved each day on his or her personal drive.

Selective contact lists may be extracted from the master contact list and used for specific purposes. For example, the WASH sector contact list includes only staff members in that sector, and can serve as a sign-in sheet at coordination meetings. This enables colleagues to make sure that their contact information is correct, and reduces the time spent on tracking meeting attendance.

It is also useful to circulate a list of technical experts (UNHCR protection colleagues, programme colleagues, sector leads for WASH, health and shelter, etc.). A sample template for contact lists is included in this section as Annex 4: IM Strategy Template; tab 2: E-mail Dissemination List. A contact list by sector may be produced by filtering the master contact list by activity.

**Step 6. Secondary data and situational analysis**

Within two days of arrival, information managers should start work with the protection officer on a joint analysis of secondary data and production of a situational analysis.

The situation analysis is undertaken through a desk review of existing information, including data gathered about the population. It also involves identifying the different stakeholders to
When compiling the situational analysis, identify what types of camp administration (if any) have been set up by the refugee community, and note refugee coping mechanisms at camp level. The situational analysis should describe the host Government's involvement and response to the refugee situation, and track developments in camp coordination and host Government assistance.


**Step 7: Analyze emergency registration and population statistics**

Information managers should work with the registration officer to compile and triangulate population figures. A Population Reporting Template should be completed and maintained for triangulation/analysis of population figures. One may be found in the Population Statistics section of the Emergency Information Management Toolkit.

- If emergency registration has been done, begin compiling a cross-sectoral analysis based on population figures, taking account of any operational coverage of specific locations based on information compiled in the 3W and survey of surveys.
- If emergency registration has not occurred, consult the Registration in Emergencies section (Section 4) of the Emergency Information Management Toolkit for guidance on emergency registration and related IM considerations.
- If emergency registration is not possible in all areas, use rapid population estimation techniques (see Section 5 of the Emergency Information Management Toolkit for guidance).

Information managers should work closely with other information specialists in the operation. Include those employed by UNHCR and by other organizations, to ensure that all data collected, analyzed and released observes UNHCR's standards for age and sex demographics.

Information on age and sex should be included in all standard IM products. Share demographic profiles of the refugee population with partners on a daily or weekly basis (depending on the situation), via the UNHCR web portal and by other means.

**Step 8. Who does what where (3W)?**

Information managers should continuously involve sector leads and new organizations and partners on the ground. Throughout their assignment, they should establish and track 3W information, using the 3W tool included in the 3W section of the Toolkit, to ensure that operational coverage and emergency needs continue to be well understood.

**Refugee emergency: weeks three and four**

**Step 9. Survey of surveys**

It is important to compile a survey of the surveys and assessments that UNHCR and partners
have carried out. UNHCR management, programme and protection colleagues will be in a position to identify partners and contacts who can help with this task. The survey of surveys template (included as an annex in this section) requires information on the organization involved in each assessment, its type and name, its location, the start and end dates of fieldwork collection, and the type(s) of population(s) assessed.

Official UNHCR population types are: refugee, person in refugee-like situations, returned refugee, asylum-seeker, internally displaced person, person in an IDP-like situation, returned IDP, stateless person, and other person of concern. For a complete definition, see UNHCR, Annual Statistical Reporting Guidelines (2012, p. 37, at: http://www.unhcr.org/4fd6f87f9.html.)

As soon as all major partners have been contacted and an inventory of surveys and assessments has been compiled, begin an initial analysis to identify information and knowledge gaps. These may concern population groups that have not been assessed, locations that are difficult to access, locations that have not been covered, etc. In addition, report if particular geographical or sectoral areas are being over-assessed by several organizations. Coordinate this process with partners (NGOs, UN agencies, Government offices) so that the outcome is shared and owned by partners.

If information managers recommend an emergency needs assessment (ENA), based on analysis of the survey of surveys, this topic should be discussed in plenary at the next coordination meeting with partners. For guidance on ENAs, see the ENA section (Section 7) of the Emergency Information Management Toolkit.

**Step 10. The Refugee Information Management Working Group (RIM WG)**

The RIM WG is an IM service that UNHCR provides partners in refugee operations. With the participation of IM focal points outside UNHCR, the information manager sets up and leads a RIM WG. Though in many partner organizations no staff member will be responsible specifically for information management, each should be asked to provide at least one focal point to participate in the RIM WG. RIM WG terms of reference (TORs) are included as an annex in this section.

A RIM WG coordinates IM activities at inter-agency level between partners in refugee operations. Coordination is important to make sure that organizations cross-analyse and harmonize the data they hold, prevent data systems from duplicating or competing with each other, facilitate information sharing, and make the best use of humanitarian information resources. Information managers should map the resources available to the operational hub and in the capital. The map should indicate which organizations have datasets and monitoring systems in place; and which organizations employ data collectors, database administrators, translators, and data analysts who can assist IM projects.

Information managers should ensure that a RIM WG:

- Maps and harmonizes datasets across all operational partners. Information managers should track the locations, coordinates, Pcodes, common operational datasets (CODs) and fundamental operational datasets (FODs) (at http://cod.humanitarianresponse.info/terms-use in an Excel database). Contact the local OCHA office for area-specific Pcodes. Share the Excel database of Pcodes, CODs and FODs
with all operational partners, to ensure they use the same units of assessment to analyse data.

- Liaises with implementing and operational partners on data quality issues and data standards; participates in or organizes inter-agency data groups at field level; and, where necessary, advises partners on methodological issues and promotes timely reporting, to agreed standards, of data for which they are responsible.
- Ensures there is agreement on initial population figures, and that partners are updated regularly on registration activities and changing population demographics.
- Distributes information products, CODs and baseline data that all partners should use.

**Step 11: Set up web portal and information kiosk** Information managers should:

- On approval by the Representative/senior managers, contact web portal administrators to initiate an emergency web portal. (For guidance on how to initiate a web portal, see the Web Portal section, section 17 of the Emergency Information Management Toolkit.) Working with senior managers, define how frequently IM products are to be updated on the web portal, and begin drafting clearance SOPs for updating and maintaining web portal content.
- Begin populating the web portal with products supplied by information managers. Meet the Representative and the external relations officer to discuss the web portal's needs (news highlights, uploading requirements, dissemination schedules).
- Set up and maintain an information kiosk in the UNHCR office, and ensure that hardcopies of information products become available as they are developed and cleared.
- Use a range of dissemination channels to share information products and analysis (e-mail lists, SMS, meetings), both in the office and with partners.

**Refugee emergency: weeks five and six**

**Step 12. Gather data from sector specialists and understand sectoral information needs**

By the beginning of the fifth or sixth week (or sooner), information managers should meet programme and sector specialists to discover what sector-specific information systems are in place and what information needs sectors have. They should assist sector specialists to cross-analyse and build or adjust sectoral data management and tracking tools. (For protection and sector-specific IM, see the Minimum Sectoral Data sections (Sections 9-14) of the Emergency Information Management Toolkit.) Information managers should:

- Meet the programme officer to understand whether a shelter and core relief item (CRI) distribution monitoring system is working, and what current needs have been identified. If no tracking system is in place, establish one. (For guidance on tracking systems, see Minimum Sectoral Data: C. Core Relief Items, Section 11 of the Emergency Information Management Toolkit.)
- Work with the protection officer to gather protection monitoring or needs assessment reports on matters that may affect the protection status of persons of concern (security, coping strategies, population movement patterns, etc.).
- Gather health, food security, WASH and mortality reports and analyses from sector specialists.
Where a vulnerable person case tracking system is operating, factor available information into the cross-sectoral analysis. (For information on registration, see Registration in Emergencies, Section 4 of the Emergency Information Management Toolkit.) Notify sectoral leads if information that sectors submit to the cross-sectoral analysis is conflicting or inconsistent, so that discrepancies can be resolved.

When these steps have been completed, incorporate sector-specific cross-analyses into information products, with the Representative's agreement.

In camp situations, camp profiles should be produced, to coordinate humanitarian activities across camps and to disseminate multi-sectoral information about particular camps.

**Step 13. Identify IM needs, production of information products, contingency planning**

Continue to monitor minimum sector data reports from the sector leads and identify other emergency IM needs as they arise. Include this information and analysis in standard emergency IM products. Present the most compelling sectoral information visually, as an info-graphic.

It may be necessary to move information from information systems established at the start of the emergency to systems that are sustainable over a longer period of time or permit more detail. For example, rapid population estimations may be replaced by an emergency registration.

**Resources / inputs required**

- Content management focal points for the data and information dissemination plan.
- Meeting schedule focal points for each meeting.
- 3W data focal points per sector/cluster.
- Needs assessment and monitoring focal points by sector/cluster/inter-agency initiative.

**Related UNHCR management system(s)**

- **Focus.** Sometimes, when an operation preceded an emergency, sectoral data on protection and sectors may be gathered from Focus.
- **proGress.** Registration and case management staff working with proGres make a vital contribution.
- **MRSP.** Staff working in MSRP for logistics and human resources should coordinate closely with IM staff.
- **Twine and GBVIMS.** Sector and cluster systems (Twine for health, GBVIMS for gender based violence monitoring) make essential contributions to the overall response.
Annexes

Information Management Officer Terms of Reference

Senior Regional Information Management Terms of Reference

Refugee Information Working Group Terms of Reference (RIM WG)

IM Strategy Template and E-mail Dissemination List

Survey of Surveys

Weekly Meeting Schedule Template

Sample ToRs - refugee information management working group

Guidance Note on Information Management in Emergencies 2012

3. Links

UNHCR, A Community Based Approach in UNHCR, 2007
UNHCR, Annual Statistical Reporting Guidelines, 2012
UNOCHA, Humanitarian Response, Common and Fundamental Operational Datasets Regi...

4. Main contacts

FICSS in Geneva. At: HQIM@UNHCR.org

Population estimation techniques

27 March 2023

Key points
• As early as possible after the start of an emergency, put in place a population estimation plan. This is usually a multi-agency effort. It may be necessary to convene a meeting of key actors to agree methods and a common approach.

• Multi-agency rapid exercises do not deliver population figures of good quality, because sample sizes are usually too small and techniques are not representative. Develop a robust estimation plan, to ensure that the data collected can be combined with needs assessments.

• Emergency estimates of population are not a registration exercise. However, they can be used to plan and obtain a better idea of registration needs.

1. Overview

Timely, accurate and reliable information about the number of people affected by a crisis, and where they are, is crucial for an effective and efficient humanitarian response. For example, sound estimates of global numbers and gender and age breakdown are vital to numerous humanitarian assistance activities, notably programme planning, protection, fundraising, and advocacy.

2. Main guidance

Underlying policies, principles and/or standards

In the absence of rigorous, transparent and coordinated population estimates it is not possible to plan a response or programmes, fund activities, or compile situational statistics.

Population estimates are of interest to the entire humanitarian response. A multi-agency effort is needed to create confidence in the methods used, disseminate the resulting estimates, and use them effectively for planning and advocacy purposes.

Good practice recommendations

Step 1. Prepare and conduct interviews with key informants
Estimates provided by district or village authorities, community leaders, service providers, Red Cross/Red Crescent workers, NGOs, religious leaders, and education or health staff, can provide valuable information about population size, family composition, household size, settlement patterns, and arrival and departure rates. Gather information by face-to-face interviews or by phone, Internet, radio, SMS; aerial views and other forms of observation may also be used.

Step 2. Reconcile estimates; secondary data and key field informants
In many cases, little data will be available and time limited. A statistical approach may be
inappropriate (too costly, time consuming, requires expertise, results difficult to interpret). In addition, differences in perspective, terminology, frames of reference and approach may hinder effective comparison. In such situations, a Delphi exercise may be helpful (see below).

**Step 3. Identify information gaps and increase detail**
Once a review has been completed and the data stored in a database, decide where, when and how to develop a more comprehensive population estimate. Focus on areas where information is lacking, because this will narrow the scope of data collection and save on time, money and human resources.

In general, new or more detailed data collection exercises seek data that has not been recorded or more detailed, accurate or updated information. In a refugee emergency, this might imply moving to an emergency registration. Since a registration exercise may be obstructed (lack of access, time or resources) the section below suggests alternative methods to obtain population figures in an emergency.

**Step 4. Methods of estimating population**
Each emergency situation is different: this is relevant to the choice of a method for estimating population. Factors include the time available for the exercise (hours, days or weeks); the location's size; whether the population is stable or moving. Combining techniques will produce more reliable results. Consider the context, resources (number of staff, expertise, finance), and the social profile of the population when selecting a methodology. The methods described in the next section are recommended in situations where full access is not possible.

**Step 5. Methods and techniques requiring access to the field or affected population**

**Field access; few hours available**
- Where resources are available, conduct flow monitoring and mobile crowd estimates.
- Where resources are limited, conduct visual habitation counts and static crowd estimations; make drive or walk through estimates, transect walks, community estimates.
- In large areas where resources are available, conduct flow monitoring.
- In large areas where resources are limited, use the estimates of local and national authorities.

**Field access; few days available**
- Where resources are available, use flow monitoring and mobile crowd estimates, enumeration, stratified or random sampling, cluster sampling, the two-stage cluster method, the quadrat method, the T-square method, the spatial interpolation method, focus group discussions, or count the number of under fives.
- In camp settings where resources are available, use habitation counts, the quadrat method, a registration exercise.
- In sites where resources are limited, use community estimates, participatory mapping, drive through or walk through, transect walks and transect sampling, visual counts of dwellings.
- In large areas where resources are available, use flow monitoring, key informants, initial
reports, the Delphi method.

**Field access, few weeks available**

- For sites where resources are available, use flow monitoring, enumeration, registration, head counts, capture-recapture, network scale-up, household surveys, the results of immunization coverage surveys, focus groups.
- In large areas where resources are available, use flow monitoring, stratified or random samples or (modified) cluster sampling, the two-stage cluster method, the quadrat method, the T-square method, spatial interpolation, sample surveys, a census, registration, enumeration.

**Step 6. Methods and techniques not requiring access to the field or affected populations**

**No field access; few hours available**

- For sites where resources are available, use aerial photography and surveys, and mobile phone network data.
- For sites where resources are limited, use key informants, aerial surveys, initial reports.
- In large areas where resources are available, use satellite imagery, low-level aerial surveys, night-time lights, mobile phone network data.
- In large area where resources are limited, use initial reports, key informant interviews, the Delphi method.

**No field access; few days available**

- For sites where resources are available, use low-level aerial surveys, mobile phone network data, satellite imagery.
- For sites where resources are limited, use key informants, first-hand information from aerial surveys, initial reports.
- In large area where resources are available, use satellite imagery, low-level aerial photography and mobile phone network data; satellite imagery, night-time lights, or low-level aerial surveys; aerial surveys, initial reports, satellite imagery.
- In large area where resources are limited, use initial reports and the Delphi method.

**No field access; a few weeks available**

- In all cases where resources are limited, use the Delphi method.

**Considerations for practical implementation**

The Delphi method convenes a group of experts who consensually evaluate the numbers and locations of people affected by a crisis. A Delphi panel normally brings together 15-20 experts
who possess complementary knowledge and expertise. Panelists should be expert on the subject at hand, and have experience of predicting population movement patterns and numbers. The panel might include decision-makers, demographers, behavioural scientists, emergency responders, nutritionists, and people with knowledge of the affected area. It may also include researchers and key informants at regional, national or provincial level who are familiar with the culture and behaviour of the affected population.

To hold a Delphi exercise, enough experts must be available, and in possession of their data. The discussion is designed to agree specific population figures for each location. These figures provide the basis for an overall total.

**Resources and partnerships**

Population estimation is a collaborative process, led by a registration officer who is supported by the database manager, data entry clerks, field monitors, the information manager, colleagues working in different functions, such as Protection, Community-Based Protection, Health, WASH, Nutrition, Child Protection, Education, Food/NFI distribution, and Supply.

Population estimates must be shared with and cleared by the Representative, senior managers and as appropriate, cleared with key stakeholders, the host Government and, possibly the Refugee Information Management Working Group (RIM WG).

**Annexes**


IASC, Guidelines on the Humanitarian Profile Common Operational Dataset, 2011

**3. Links**

IASC Humanitarian Profile Support Guidance UNHCR Information Management Toolkit, rapid population estimation methods

**4. Main contacts**

UNHCR DPSM / FICSS in Geneva. At: HQIM@unhcr.org
Key points

- UNHCR has a responsibility to engage in, and support the MIRA at an early stage, to ensure that secondary data reviews, primary data collection methods and questions, and analysis of results incorporate protection concerns.

- Take ownership of elements of a MIRA (including analysis and interpretation of results) that concern clusters (co)led by UNHCR.

- Provide protection guidance to all clusters, and to the MIRA process as a whole.

1. Overview

A MIRA is an inter-agency needs assessment and analysis process, from which a joint strategic plan for emergency response is developed by the humanitarian country team. Although the MIRA may be modified for various emergency contexts and can be used to respond to IDP or non-refugee emergencies, the MIRA analytical framework and approach is the most effective in a sudden onset natural disaster, and is conducted in the first weeks of a disaster. The MIRA process focuses on producing a situational analysis during the first three days of the onset of a disaster, followed by a MIRA report to be released within 2 weeks of the start of a disaster.

A MIRA assessment also forms a part of the IASC Guidance for Inter-agency Contingency Planning and Emergency Response Preparedness. MIRAs are managed by OCHA under the overall guidance of the Humanitarian Coordinator (HC) in the first two weeks of a disaster.

MIRAs may be undertaken in coordination with host Governments, supported by the humanitarian community through clusters. At the global level, UNHCR is responsible for leading the emergency protection, shelter, camp coordination and management clusters, although leadership may vary at the country level in natural disaster situations.

2. Relevance for emergency operations

A MIRA may be undertaken if and when the following conditions are present:
New and sudden onset disaster followed by a period of relative stability enabling humanitarian access;
Urgent need for information required to inform coordinated planning and response;
The humanitarian community in country is willing to share information and coordinate.

Please note: Additional details and an easy to use graph illustrating conditions which should be factored into a decision to conduct a MIRA are available in the "MIRA Multi-Sector Initial Rapid Assessment Guidance, Revision" of Jan 2015, page 2.

The MIRA is intended to support stakeholders to reach a shared understanding of the humanitarian situation and its likely evolution at its earliest stages to support initial strategic response decisions surrounding the following:

- The impact of the disaster, including scale and severity, priority needs, risks/vulnerabilities;
- The capacity to respond, both by national and international actors, including limitations; and
- Priority areas for intervention.

3. Main guidance

Underlying process - how does this work?

The MIRA methodology is comprised of the following fundamental elements: a secondary data review, collection of primary data, joint analysis and reporting.

According to the 2015 MIRA guidance, a successful MIRA requires a balanced small team with the required technical skill set represented by key actors within the emergency response. It's important to note that too large of an assessment team, may overwhelm the MIRA coordination process.

Secondary data review
The organizations participating in a MIRA collect and analyse quantitative and qualitative information pre and post disaster (for example, information surrounding the geographical area, people affected, or a sector etc.), and compile an analysis using an adapted MIRA analytical framework as a guide. Within the MIRA approach, inter-sectoral analysis is then conducted jointly and consensus is then reached on the most severely affected areas, persons or groups etc.

Secondary data plays a crucial role in the early stages of an emergency when it may be impossible to collect primary data because time, staff, resources and access may be limited. For more information on how to conduct a secondary data review, see the Entry on needs assessment for refugee emergencies (NARE). Where needed and in "mixed settings" where
populations of humanitarian concern include refugees, IDPs and other affected groups, UNHCR may support the secondary data review, notably to collect information related to refugees (number, size of population, protection concerns, locations, demographics, etc.).

**Primary data collection at community level; sampling size and site selection**
Led by OCHA, the organizations involved identify and agree on parameters for designing and testing the MIRA sampling form, and determine how primary data will be collected (sampling methods, sites, timeframe, other specifics). As Cluster lead, UNHCR has a responsibility to support and participate in this phase, by attending relevant inter-agency meetings chaired by OCHA and actively contributing to and supporting the analysis process. UNHCR staff will also participate in this stage of the MIRA process by collecting data as members of inter-agency assessment teams.

Primary data collection within the MIRA involves the collection of data by a small inter-agency assessment team, which generally collects information through direct observation and by interviewing key informants, and holding community focus group discussions. Please note: Focus Group Discussions within the MIRA process are referred to as ‘Community Group Discussion’, and generally operate under the same principals as UNHCR's Focus Group Discussions.

During observation and interviews, keep these key questions in mind:

- What has changed over time? What has remained the same?
- What is surprising, important or different about one group (or time, or place) when compared to another?
- If conditions did not worsen, why not? If conditions worsen now, what will be the cause?
- What is the next level of detail required?

**Direct observation** provides a snapshot of an affected population or location. Observe (see, smell and hear) conditions and features of the community or place from a range of viewpoints. Walk across the community, avoid obvious routes (roads, paths or natural boundaries), to obtain a variety of perspectives and a balanced view.

Look around and talk to people, with a gender, age and diversity approach. See what is there, what is not there, and what should be there: observe water collection points, latrines, communal washing areas, schools, storage facilities, tea shops, cemeteries, markets, health facilities, religious centres. In markets, see what people buy and sell and note the prices of basic commodities.

**Interviews with key informants.** ‘Arrange interviews with individuals of different backgrounds, responsibilities, genders, ages, and religious and/or ethnic minorities to ensure a full picture of the affected community... Where an affected community includes different population groups, such as a host population and a displaced population, key informants should be selected from all groups of interest. Conduct Interviews (using tools and measurement that can be compared) at each group level.’

**Situation analysis: summarizing secondary and primary data**
The MIRA process combines the secondary and primary data it has collected to generate an
overall analysis. This includes possible scenarios (best case, worst case) of how the crisis is likely to unfold.

Coordinated by OCHA, a situation analysis should become available within 72 hours of the start of an emergency. The analysis is the product of discussion between all the humanitarian actors involved, and reports their agreed findings and the decisions that follow from them. Under OCHA’s overall guidance/coordination, UNHCR contributes to this process by working in the cluster system, and providing field support, staff and analysis for clusters that UNHCR (co) leads or supports. UNHCR also participates in discussion and analysis of MIRA data at inter-agency MIRA meetings led by OCHA. The situational analysis is then continuously updated during the first two weeks of a disaster, and used as a basis from which to draft the MIRA report.

OCHA produces a MIRA report that contains the findings of the assessment within 2 weeks of the start of a disaster. The report informs more detailed response planning, including revised appeals, where applicable.

**UNHCR’s role and accountabilities**

In emergency IDP situations, UNHCR contributes to the MIRA process for the clusters it co(leads) during the MIRA assessment and analysis process and may directly contribute to the inter-sectoral review process of available pre-crisis and post-crisis secondary data as part of an assessment team working to produce the situational analysis within first three days of a disaster. Clusters/sectors may also carry-out sector-specific analysis, if the nature of the crisis makes this necessary.

UNHCR provides staff to participate in field assessment and data collection for MIRA and engages in inter-sectoral discussion and analysis of the data, and the MIRA report's findings and decisions.

**Considerations for UNHCR’s engagement at country level**

Information management officers, and UNHCR cluster (co) leads (for the emergency protection, shelter, and camp coordination and management clusters as applicable), participate in and contribute to the MIRA process (from design to delivery, analysis and results).

UNHCR supports UNHCR-led clusters during MIRAs and will proactively participate through these clusters in secondary data reviews, primary data collection, analysis, and MIRA results.

UNHCR may also take a lead role in analysing population estimates and trends in the context of a MIRA assessment.
4. Links

OCHA, Humanitarian Response, Needs assessment: Guidance & templates

5. Main contacts

Additional guidance, tools, support pages and contact information for global UNHCR led clusters are available online as follows:

- The CCCM Cluster: [http://www.globalcccmcluster.org](http://www.globalcccmcluster.org)
- Emergency Shelter Cluster: [https://www.sheltercluster.org](https://www.sheltercluster.org)

The UNHCR Field Information Coordination and Support Section (FICSS) may also provide technical advice for more in-depth assessments relating to specific thematic areas falling under UNHCR's (co)led clusters, and can be contacted at: HQIM@unhcr.org.

### Needs assessment for refugee emergencies (NARE)

27 March 2023

#### Key points

- The NARE is an easily customized initial multi-sectoral needs assessment designed for refugee emergencies.

- A needs assessment team decides what data collection methodologies should be used and which topics should be addressed. NARE users are not obliged to complete the entire assessment set out in the NARE checklist; they can pick and choose methods and themes depending on their circumstances (resources available, time, the purpose of the assessment, the types of interventions that are planned).

- Data collection questions in the NARE checklist may be customized to take account of the...
1. Overview

As the lead coordinator in refugee emergencies, UNHCR is responsible for assembling a multi-sectoral needs-based response to sudden large forced displacements across borders. The NARE is designed to assist UNHCR operations with the guidance and tools required to undertake an initial multi-sectoral needs assessment when there has been a significant sudden, forced displacement of populations across borders. It can also be used when new groups of refugees move into an existing operational area, or to strengthen refugee operations in which adequate needs assessments have not been made.

The key objectives of an emergency needs assessment are:

- To ensure that humanitarian aid is based on need.
- To ensure that humanitarian aid promotes and does not undermine safe local coping mechanisms.
- To identify and understand the unique and respective needs of different populations.
- To make sure that decisions on humanitarian aid are based on facts.

Under its mandate, UNHCR coordinates and leads all aspects of humanitarian responses to refugee emergencies, including coordinated needs assessments.

2. Relevance for emergency operations

The NARE applies several methodologies to produce a rapid cross-sectoral analysis that provides a relatively complete description of needs in a refugee emergency.

3. Main guidance

Underlying process - how does this work?

A NARE analyses pre-crisis and post-crisis secondary data and suggests what information should be gathered during primary data collection, through visits, observations, interviews, and focus group discussions. It occurs at one point in time and is not a continuous monitoring system.

UNHCR’s role and accountabilities

In an emergency, the UNHCR Representative in a country is responsible for leading and
coordinating an overall refugee needs assessment, through sectoral coordination. In an appropriate inter-agency forum, the Representative should request operational partners to nominate staff to join a needs assessment team (see below). A needs assessment coordinator should be identified in UNHCR to contact sector or organizational focal points and follow up. Sectoral leads and emergency coordinators need to decide what information the operational strategy should receive from a needs assessment. An information management officer helps with assessment methodology, design, data collection, analysis and coordination. UNHCR should ensure that the assessment is coordinated with other data collection activities.

The following principles of NARE should be taken into account in all refugee emergency situations:

- A secondary data review should always take place, to determine what information is already available.
- Initial needs assessments should be multi-sectoral and coordinated across sectors. (Detailed sector-specific needs assessments can follow the initial multi-sectoral assessment.)
- Different types of information are best gathered by different data collection techniques, such as facility visits, observations, interviews with key informants and community/focus group discussions.
- Assessments should always be coordinated to ensure data collection activities produce comparable data, are not redundant and generate a shared vision of the needs and situation.

For the initial needs assessment in a new refugee emergency, UNHCR should lead a ‘joint' multi-sectoral needs assessment that involves a range of sectors and humanitarian actors. Joint assessments help establish a common understanding of the situation and make good use of available resources. At the same time, all assessment activities should be harmonized, to ensure comparability of the data and the most efficient use of resources.

**Considerations for UNHCR’s engagement at country level**

Needs assessments are often situation dependent and many factors may influence their design. They include the level of humanitarian access, whether population movements are stable or dynamic, the amount of time and resources available for the assessment, and the types of interventions that the assessment should inform.

**Emergency Needs Assessment Process:**
Below are listed the basic steps for designing and conducting an emergency needs assessment. Note that, while they are broadly in order, many steps will run in parallel.

- Identify inter-agency stakeholders and determine coordination arrangements.
- Identify the NARE's purpose, and the kinds of decisions that require needs assessment information. Detail the information needs in a data analysis plan.
○ Conduct a secondary data review, compile an assessment registry, a 3W (who, what, when), and identify remaining information gaps.
○ Decide if primary data collection is required. If yes, design a methodology for primary data collection, including how communities will be sampled. Calculate the time and resources that will be required (including equipment, translators, data collectors, and data entry personnel).
○ Design and test data collection forms. Translate if required.
○ Train the data collection team(s).
○ Undertake primary data collection.
○ Collate, clean and analyse the information produced.
○ Undertake joint analysis to identify key findings, priorities and recommendations.
○ Disseminate data and information products.
○ Begin monitoring.

The general principles described in this entry apply to any type of emergency needs assessment. However, carrying out a needs assessment in urban areas can present particular challenges, because it is difficult to demarcate the geographic areas and populations that need to be surveyed. Remarks relevant to urban assessments can be found throughout this Entry.

Step 1. Who to involve
In the first phase of a refugee emergency, a wide range of humanitarian agencies, NGOs, government counterparts and possibly donors may be involved in the initial assessment planning process. Actors responsible for overseeing and providing assistance in the first phase of a response should be included within the assessment process. It is critical to involve WFP and other relevant partners when the population to be assessed is larger than 5,000 persons.

In urban contexts, identifying key refugee stakeholders is likely to require additional effort. Urban refugees are often mobile and tend to cluster in the poorest areas of the city, or to disperse across many locations; as a result, they are difficult to identify. Refugee focal points can help the team to identify where refugees live, estimate the population and its demography, locate new points of influx, vulnerable groups, infrastructure and security issues, and identify coping mechanisms. Needs too may change rapidly in an urban context. Ask for help from the protection or community-based protection officer to compile the contact addresses of refugee focal points.

The Assessment Team and Refugee Information Management Working Group (RIM WG)
An assessment team is a temporary working group of stakeholders who manage a needs assessment. Members of this team include operational leads who decide what information is required for decision-making, interpret the results of the assessment, and design interventions based on those results; and an information manager, who designs the assessment, selects the sites that will be assessed, compiles the data, and produces final information products. The duties of the assessment team are to:

○ Agree on a time frame, a methodology for data collection, a process for cleaning and analysing the results, and how the results will be shared and disseminated.
○ Identify an emergency referral system to deal with urgent interventions that need to be made that are uncovered during the assessment process.
Agree on minimum life-saving sectoral data.
Finalize the assessment method and design.
Select sites.
Coordinate resources, training and logistics.

The assessment team will need to identify what resources will be required. If resources are limited, this may affect the assessment’s design. The resources spent on a needs assessment should never exceed 10% of the value of interventions that will be made as a result; ideally, the cost of an assessment should be much lower.

The information manager may be tasked to: compile an assessment registry and do a 3W (Who, what, when - see below); put together and coordinate needs assessment methodologies; make sure that data sets are compatible; and facilitate data sharing in the context of the Refugee Information Management Work Group (RIM WG). The RIM WG is a forum for coordinating multiple assessments, sharing and tracking available data, and keeping the assessment registry up-to-date. Needs assessment coordination functions should be included in the RIM WG terms of reference: see ‘Policy documents, references and tools' below.

**Step 2. What to assess**
Identify clear and precise **objectives and a focus** for the needs assessment. Based on the NARE checklist, detail the information needs. The NARE checklist is a multi-sectoral needs assessment list which can be used to develop a country-specific assessment adapted to the local situation. NARE users are not obliged to complete the checklist but can pick and choose information needs depending on the resources available, time, the purpose of the assessment, and the types of interventions that are to be made. List the information needs in order of importance, based on their operational importance and the resources required to collect the data. List the information needs, accompanying indicators and possible information sources in a data analysis plan. (You can see an example of a data analysis template at: [https://www.dropbox.com/s/xuhhd346j0rx5kj/Data%20Analysis%20Plan%20-%20Template.xlsx?dl=0](https://www.dropbox.com/s/xuhhd346j0rx5kj/Data%20Analysis%20Plan%20-%20Template.xlsx?dl=0).

**Expected outcomes**
At the start of a needs assessment process, ask several questions. What are the underlying causes of risk and vulnerability? Have these causes changed and, if so, how? How widespread is the problem (throughout the country or countries, or in specific areas)? How are host communities coping? Which geographical area is most affected, and which affected groups are the most at risk? How do we expect the situation to develop in the next three months? A crucial first step is to agree what operational information will be most relevant to intervention and programme planners.

**Note.** Do not start a needs assessment process by designing a data-collection form. Begin by identifying the questions that need to be answered, not the ones that will be asked. If you start with the form, your assessment is much less likely to yield actionable information.

**Step 3. Secondary data review**
The secondary data review provides valuable information. Led by protection officers and information managers, it should consider a range of issues, including:
- Conditions before the crisis (and whether they aggravated the impact of the crisis).
- Underlying vulnerabilities. Which groups were already at risk before the crisis?
- Threats (epidemics, climate, etc.).
- Current conditions (what is already known about the scope and scale of the crisis and the humanitarian consequences)?
- Lessons that can be learned from past crises or refugee operations in the same area.

Secondary data are any information that originates from outside the needs assessment, such as data from the Government, monitoring data, etc. It includes data that are owned by UNHCR, such as registration or ProGres data. Primary data are any kind of time-bound information that is collected by completing an assessment form during an emergency needs assessment. In addition to information from humanitarian partners already in situ, secondary data may be collected from or found through ReliefWeb, Alertnet, ACAPS, OCHA, HumanitarianResponse.info, media, blogs, crowd-sourcing, coordination meeting minutes, census data, etc.

**Compiling an assessment registry**

To help understand the overall situational context, the information manager should ensure that an ‘assessment registry’ is compiled. (You can see an assessment registry template at [https://www.dropbox.com/s/6wr85tmvwo4vn6l/1.4%20Assessment%20Registry_Template_v2.xlsx?dl=0](https://www.dropbox.com/s/6wr85tmvwo4vn6l/1.4%20Assessment%20Registry_Template_v2.xlsx?dl=0).) This lists the coverage of current and planned assessments and helps the assessment team to decide where to focus subsequent assessment activities. Country operations that have the UNHCR web portal may be able to register needs assessments in an online ‘needs assessment registry’ rather than use the Excel template.

**Compiling a 3W**

To obtain an overview of needs, it is important to understand and map existing services, by type and location, and the capacities of the Government and operational partners, in a detailed 3W (Who, what, when?). As part of the secondary data review, a protection and programme officer should work with the information manager to compile or expand a 3W for the operation. This can be done through a traditional 3W spreadsheet, which may be used to establish a profile of each administrative unit, highlight service coverage (or its absence), and signal areas that should be included or prioritized in the needs assessment.

An urban or rural dispersed needs assessment will need to break the area into smaller geographic units, by agreement with local or national authorities and other partners, after discussion in the RIM WG and other coordination forums. To avoid confusion, units should be based on existing formal or informal boundaries (i.e., municipal administrative units or local neighbourhoods), at least to the extent possible; where no sub-divisions exist, a new system will need to be created.

The division into smaller units should be completed by the information manager and the protection and programme officer and cross-checked with focal points in the community. Once agreed, the names of districts and neighbourhoods should be shared widely with Government and operational partners and used when reports are written and services coordinated.

For additional information on compiling a 3W, see the Entry on the emergency information
To compile a 3W city map and set up a geo-referenced database, see the section on mapping in the Emergency Information Management Toolkit (Section 15, Annex 5, at http://data.unhcr.org/imtoolkit/chapters/view/mapping/lang:eng).

**Situational analysis**
The output of a secondary data review, including the assessment registry and 3W, should be a short report that lists secondary data sources and major findings. The analysis should identify information gaps in the secondary data that a primary data collection should fill.

**Step 4: Primary data collection?**
Although a needs assessment should always be undertaken when there is a refugee emergency, in some situations primary data should not be collected. Do not collect primary data:

- When collecting data will put collectors or interviewees in danger.
- When the results of an assessment will be incorrect or biased (for example, because interviewees are too afraid to tell the truth or external factors will distort data collection).
- When a population feels over-assessed and may be hostile to additional needs assessments.
- When programmatic decisions have already been made, and the assessment results will have no operational relevance.

In the above situations, it may be appropriate to assess needs by means of a secondary data review only (without collecting primary data).

**Emergency referral system**
Before collecting primary data, protection staff should arrange an emergency referrals system for the assessment team, by sector, with focal points identified. When field data collection teams come across life-saving issues or cases requiring urgent intervention (a collective centre in need of a water, sanitation and hygiene (WASH) intervention, an individual who needs urgent protection), they should know how to refer them to appropriate service providers. To this end, teams should carry with them UNHCR's Referral for Assistance. In this manner, the emergency referral process and needs assessment fieldwork can be kept separate, and urgent action reports will not be mixed with assessment information for data entry. The emergency referral system needs to be operational when the field assessment occurs.

**Needs assessment logistics and equipment**
When planning an assessment, it is essential to cover the logistical requirements of the teams that will collect data. Core equipment includes appropriate vehicles, first aid kits, computers, radio or satellite phones, GPS devices, cell phones and chargers with appropriate SIM cards and credit, flashlights, spare batteries for all equipment, physical maps, and stationery (notebooks, pens, pencils and pencil sharpeners). They will also need community interview guides with recording sheets, key informant guides, and any materials required for participatory data collection techniques (flip chart sheets, felt-tipped pens, seasonal calendars, etc.). Ensure that teams carry adequate food and water, particularly if supplies are difficult to obtain in the areas they visit.

**Assessment method and survey design**
The unit of measurement for an emergency needs assessment should be the community rather than the household or individual. This saves time and reduces the volume of primary data that need to be gathered. Techniques of data collection at community level include direct observation, key informant interviews, and focus group discussions.

The recommended unit of measurement for an urban needs assessment is a neighbourhood or district. In addition to the above techniques, an urban needs assessment might gather information using crowd-sourcing technology or refugee call-in lines (either at the start or later on).

**Participatory and AGD approaches**

Assessments must also be designed and conducted using participatory approaches that allow populations of concern to voice their opinions about their own needs rather than humanitarian personnel simply deciding for them.

Needs assessments must also adopt an age, gender and diversity (AGD) approach, because the emergency will affect sub-groups in different ways. Field data collection teams need to be gender-balanced and to have had training in participatory approaches and conducting survey questionnaires before they collect primary data.

AGD and participatory approaches may be included in needs assessments in several ways:

- Hold separate focus group discussions for men, women, boys, girls, and groups from different social strata. It may be helpful to conduct these focus group discussions simultaneously so that, for example, men do not influence the women's discussion.
- For closed questionnaires or structured interviews, select key informants from different sections of society.
- When selecting villages or camps to be assessed, map the locations to reflect the diversity of their residents.
- Include questions and themes that are likely to be relevant to marginalized or less vocal segments of communities.
- Collaborate with specialized NGOs who work with hard-to-reach groups (such as older persons, persons with disabilities, children) to obtain information on their specific needs.
- Speak with self-governing associations (of youth, women, etc.) to identify specific needs.
- Use participatory techniques that enable community members themselves to rank problems and prioritize solutions.
- Triangulate the data you gather from different social classes and groups to throw light on how differently they experience the humanitarian situation, and their different needs.

Community participation helps to build on a community's capacities. It also reduces the risk that needs assessments, and the humanitarian interventions to which they give rise, will undermine local coping mechanisms, neglect the needs of marginalized social groups, or waste resources on aid that is not required.

Data collection teams must explicitly request permission from interviewees to use the information they provide (informed consent). Personal information can never be disclosed or transferred for purposes other than those for which it was originally collected and for which
consent was explicitly given.

Site selection
Although desirable, it may not be possible to select statistically representative sites in the first weeks of an emergency. For emergency needs assessments, diversity-driven purposive sampling is the preferred sampling method. Purposive sampling aims to sample as many types of site as possible. The team first defines which selection criteria should be considered (in light of the assessment's objectives), and then visits sites that reflect these. Purposive sampling is recommended for rapid assessments because it ensures that the assessment captures the experiences and needs of different groups, and various experiences of impact. An alternative approach is representative sampling, where the population is divided into sub-populations (strata) and random samples are taken in each stratum. Representative sampling requires more time than purposive sampling.

For an emergency needs assessment, sites should be chosen to fill gaps in knowledge (about the severity of impact, geographical factors, the profile of the refugee community, etc.) that were identified during the secondary data review. Consider geography and protection issues but attempt to select sites that reflect the diversity of the situation. You might therefore need to include urban sites and rural camps, sites in mountains and sites in valleys, sites that are dominated by different ethnic or social groups, etc.

For urban assessments, focal points within the refugee community may be able to help identify where refugees in the city are to be found, including hidden or vulnerable sub-groups. Locations should still be chosen to highlight differences - in an emergency's impact on various localities, for example, or in host communities' ability to cope. The core aim remains to provide as comprehensive a picture as possible.

Reducing bias
When collecting and analysing data, a key concern is to reduce bias. 'Bias' is the systematic skewing of data that are collected. A 'biased sample', for example, is a sample of the population that does not accurately represent its composition. A 'biased estimator' is one that systematically over- or under-estimates what is being measured. Bias may occur because only a small number of people in some groups were interviewed, the response rate of certain groups was particularly low, or the team could not gain access to certain areas or people.

Bias can arise for many reasons: the community, Government sources, data collectors, interpreters (if used), key informants, ethnic groups, and both sexes can be responsible for it. The greatest limitation of any key informant interview is that it provides a subjective perspective. Individual responses provide important information, but each will have an individual and a cultural bias that needs to be considered when analysing the information. At all stages of the assessment process, consider whether interviewer bias or informant bias may skew the results, and adjust training and assessment methodologies accordingly.

Certain precautions can help to reduce the bias of any assessment.

- Remember that communities are not homogeneous. Information should always be gathered from different interest groups, including marginalized persons.
Define the characteristics of those who are consulted. Note those most affected by the crisis, internally displaced persons, minority ethnic groups, women, etc. Record this information when collecting data.

- Record also groups that are absent, whose views the discussion or interviews fail to catch.
- Make sure that affected people are consulted directly and that as many groups as possible are heard (women, children, older persons, persons with disabilities, ethnic and religious minorities, etc.).
- Pay particular attention to the poorest and most socially excluded people, because they are likely to be most affected by a crisis, will have specific needs, and may not speak up easily.
- Jointly analyse results with people from different backgrounds (see below).

**Step 5: Designing tools**

Data collection questions in the NARE may be further customized, suggested questions may be changed or omitted, and new questions inserted. In addition to sectoral elements, the 'all sectors' column includes points on population data management, and security and logistics which should be considered.

Primary data-collection forms must be tested before starting a full needs assessment in the field. Testing may be done with local colleagues: what matters is to be sure that the questions are clear and that answers can be analysed. Design of the questionnaire in the appropriate language is the preferred option. Translation is costly, time-consuming and, if done inappropriately, can greatly reduce data quality and accuracy. Plan and budget for translation at an early stage.

**Agreement on minimum life-saving sectoral data**

Needs assessment questions should focus on gathering the core emergency life-saving data that are required for the first phase of an emergency response. All questions should relate directly to operational information that has been prioritized by the assessment team.

When prioritizing assessment questions, consider using a Prioritization Graph (template attached) to facilitate a group discussion of questions to include in the assessment. Prioritize data elements that have life-saving importance and are easy to collect.

Examples of life-saving sectoral data that might be included in the emergency needs assessment can also be found in the minimum and sectoral data sets in the protection, health information system (HIS), WASH, nutrition, mortality, shelter, core relief items (CRI), environment, and livelihood sections of the Emergency Information Management Toolkit. (At: [http://data.unhcr.org/imtoolkit/](http://data.unhcr.org/imtoolkit/).)

**Step 6: Field team training**

Needs assessment field team members should be trained in the following:

- Completing the needs assessment data-collection forms.
- Reporting problems.
- Key informant selection.
- Observation techniques.
- Facilitating focus group discussions (if needed).
- Managing community expectations.
- Data confidentiality principles.
- Basic principles of the UNHCR Code of Conduct.
**Step 7: Data cleaned, jointly analysed and agreed**

Members of the assessment team should agree on a process for cleaning, analysing and interpreting assessment data before data collection starts in the field. Use mobile data collection systems where possible. If paper-based forms are used, field team members should clean and enter data into a spreadsheet at the end of each day. Where possible, data should be broken down into standard UNHCR sex and age groups and other factors of diversity.

Analysis should be done as much as possible jointly with the team involved and other subject and geographic experts. Pooling existing expertise ensures that the analysis is likely to be more comprehensive, robust and accurate. Analysis by staff from different backgrounds can help to mitigate biases, while joint analytical processes can go a long way to create a common understanding of the situation and buy-in for the results.

The team will also need to agree on a communication strategy. In some situations, two versions of the assessment report may need to be produced (one for internal and one for external audiences).

The results of an emergency needs assessment need to be set against any existing contingency plans. The information gathered should also be evaluated, for validity and relevance, the reliability of source(s), and the degree to which it corroborates other information. Any evidence or suspicion of fraud, including falsely reported needs (to attract or deny aid to a place or group) must be reported to senior management.

Unless there are protection concerns, assessment results should be shared at the level of analysis (in most cases, the community). They should be presented in a form that can be easily understood and re-used by others; wherever possible, data should be disaggregated. Emergency priorities, protection concerns and the NARE influence registration planning and provide the foundation of emergency operations' planning.

The information manager should ensure that links between the assessment and monitoring needs are taken into consideration by the RIM WG and operational leads. For example, if the needs assessment shows there are severe problems in a particular sector or in one community, this information can be used to trigger monitoring of those problems. The assessment team should themselves verify the accuracy of the report and acknowledge any weaknesses of documentation or method in the final results.

In addition to the assessment report, the NARE contributes to camp profiles, updates, and funding appeals, as well as other information products. A ‘refugee dashboard' (a one- or two-page visualization of key needs) may be produced to show the results.

**Annexes**

UNHCR, NARE Full Version
Prioritization Graph

Minimum Sectoral Data Tracking Tool

UNHCR, Focus Group Discussion. Quick Instructions. (Draft)

3W reporting template

NARE pocket version (draft)

Sample ToRs - refugee information management working group

UNHCR Needs Assessment Handbook

4. Links

Information Management strategy and tools, including a 3W, Assessment Registry.... UNHCR Needs Assessment Toolbox Emergency Needs Assessment Additional details and tools on standard UNHCR age and sex groups Minimum sectoral data covering protection, HIS, WASH, nutrition, mortality, she...

5. Main contacts

UNHCR DPSM / FICSS. At: HQIM@UNHCR.org

Common operational datasets (CODs) and fundamental operational datasets (FODs)

09 March 2023

Key points

- Ensure that data presented on UNHCR maps incorporate accepted common and fundamental operational datasets and established boundaries.
1. Overview

Developed and endorsed by the Inter-agency Standing Committee (IASC), and disseminated by OCHA, Common operational data sets (CODs) and fundamental operational datasets (FODs) are datasets used in humanitarian emergencies to support technical standards, improve the quality of data, and strengthen interoperability. OCHA identifies, publishes and maintains CODs and FODs for use in humanitarian emergencies.

 Though not all countries are included in the COD/FOD Registry, information managers and designated focal points in UNHCR should periodically check OCHA's online registry (http://www.humanitarianresponse.info/applications/data) to ensure their operations are using available CODs and FODs as the baseline for all operational data and information products. All UNHCR staff should be aware of the contribution that COD/FOD datasets make to data collection, sharing data, and reporting.

Please note: much of the text for this entry was taken directly from OCHA's, Humanitarian Response, and Data: COD FOD Registry; COD vs. FODs; available online at: http://www.humanitarianresponse.info/applications/data; accessed 7 Oct 2014.

2. Relevance for emergency operations

CODs and FODs provide a foundation for coordinating the humanitarian response in an emergency, by articulating and sharing agreed baseline data, across sectors, for mapping and other information and planning purposes.

Common Operational Datasets (CODs) are the de facto standard for the humanitarian community. They represent the best-available datasets on a range of basic subjects:

- Administrative boundaries.
- Populated settlements, towns, cities.
- Transportation network (roads, ports, etc.).
- Hydrology (streams, bodies of water, etc.).
- Hypsography (elevation models, contours).
- Population statistics.
- Humanitarian profiles (caseload).

Fundamental Operational Datasets (FODs) are datasets that are specific to a particular sector or fall outside the COD categories above. FODs cover:

- Ensure data collection exercises and databases use agreed CODs and FODs at country level.
- Take the lead in using common datasets to set standards in operations; make colleagues and partners aware of their value and importance.
Everything else: schools, flood plains, security incidents, wells, etc.

When CODs and FODs are available, UNHCR and partners use them to inform the baseline that underpins response and planning in a refugee emergency.

3. Main guidance

Underlying process - how does this work?

OCHA maintains the agreed datasets and coordinates their distribution and updating in emergencies. If OCHA is unable to provide this service in a specific country, Humanitarian Country Teams (HCTs) or other inter-agency coordination structures may identify another agency to undertake this role.

According to OCHA, each dataset has a designated ‘sponsor’ who is responsible for identifying and liaising with ‘sources' or owners to analyze, collate, clean and reach agreement on a specific operational dataset. Sponsors are identified early in an emergency and then assume responsibilities in relation to their thematic dataset. OCHA maintains lists of dataset sponsors, in each country and globally, and coordinates relations between them.

Each dataset has one or more designated source or owner. These may be national authorities or agencies, a cluster, NGO, UN agency etc. The designated owner of a dataset is responsible for developing and maintaining a dataset and associated metadata.

UNHCR’s role and accountabilities

UNHCR is the ‘source' and ‘sponsor' of several standard datasets which it maintains, updates and disseminates: on refugee locations, population statistics, border crossing points, and the presence and status of UNHCR offices, for example. Other datasets may be added at country level.

Considerations for UNHCR’s engagement at country level

At country level, the information manager (IM) should track the names of locations, coordinates, CODs and FODs, and Pcodes. (Pcodes are unique geographic (geo)identification codes, represented by combinations of letters or numbers, that identify a specific location or feature on a map or in a database.) Contact your local OCHA office for area-specific Pcodes or consult the website.
Information Management Officers should: share the Excel database of Pcodes, CODs and FODs with all operational partners to ensure that they use the same units of assessment for data analysis; liaise with them on data quality issues and data standards; participate in or organize inter-agency data groups at field level; advise partners on methodological issues (where needed); and encourage prompt reporting of data, according to agreed standards.

Distribute information products, CODs and baseline data that are to be used by all partners.

Annexes

IASC Guidelines Common Operational Datasets (CODs) in Disaster Preparedness and Response

What is a GLIDE Number. When to use them and why they are useful

4. Links

IASC, Guidelines on the Common Operational Datasets in Disaster Preparedness and... CODs and FODs

5. Main contacts

Local OCHA office or the Humanitarian Response website.
For questions on UNHCR datasets, contact UNHCR DPSM / FICCS at: mapping@unhcr.org

Operational data portal

09 March 2023

Key points

- Information on the web portal is publicly available. This means that it is available to everyone on the Internet, not only humanitarian actors. It is therefore vital to ensure that information and data are of good quality and have been formally cleared for posting.

- To facilitate posting, the information manager should customise the standard operating procedures (SOPs) for clearing web portal data, which are endorsed by the Representative in the content management strategy. Information products and data will not have identical clearance procedures. Some information may be given blanket clearance by the Representative or emergency coordinator, meaning that it can be posted on approval by a
sectoral lead or sectoral working group. Other information may need personal clearance by the Representative or Deputy Representative. Clearance procedures will depend on local circumstances, as well as the information's reliability and sensitivity.

1. Overview

The UNHCR web portal provides a unified platform for visualizing, coordinating and disseminating information on a refugee emergency situation.

2. Main guidance

When and for what purpose

The web portal displays the latest emergency data, maps, population statistics, demographic graphs, UNHCR and partner reports and factsheets, operational highlights and situation reports, plus quick links to a variety of partner web sites. It centralizes all the operational data and information products on a refugee emergency that should be disseminated to partners, donors and governments, who are its primary audience.

A coordinated and well-maintained web portal is a key tool in an emergency. It is also an excellent example of use of technology to sharpen emergency responses, coordination and service delivery.

How to use the template?

Step 1. Portal deployment
A few key issues must be considered before you request a portal.

- Will appropriate staffing be available to sustain the portal's content?
- What will be the portal's focus? Will it concentrate on an emergency or provide a snapshot of the refugee situation as a whole?
- Are regional portals already in place?
- Are administrative unit structures and names clear and in accordance with ProGres?
- If regions are to be used, how will ‘region' be defined (as an operation area or as a geographic or administrative district)?
- How frequently will new figures be issued? How will new figures be consolidated at country and regional level?
What population figures will be displayed? How will the figures be disaggregated?

To initiate deployment of a new regional web portal, the country information manager should first seek approval from the Country Representative. The Representative submits a Portal Deployment Request Form (template annexed to this Entry) to the Regional Representative and/or Regional Refugee Coordinator (as applicable), who consults relevant Country Representatives and information managers in the region and then forwards the proposal to the Bureau and FICSS chief of section.

For country-level portals, consultation with the Regional Representative is not required. The Country Representative may submit a Portal Deployment Request Form directly to the Bureau and FICSS. In Level 2 or 3 emergencies, the HQ Emergency Task Force may initiate a portal request.

Responsibility for managing web portal content ultimately lies with the UNHCR Representative, supported by the emergency team leader and information manager, who will create many of the products the portal displays. In association with partners and other stakeholders on the ground, the information manager will also be responsible for gathering, managing and coordinating the portal's content.

It is important to reiterate that each country or region should establish a content management strategy and clearly name the focal points responsible for updating portal content. The information manager in each country or region is responsible for keeping the site up to date. Where resources are limited or bandwidth issues exist, regional information managers can be asked to manage content for a limited period. Headquarter support is available for configuring, maintaining and enhancing a portal's performance and capacity; HQ does not manage content.

**Step 2. Structure, content and information management responsibility**

Responsibility for web portal content has been defined as follows:

**Regional** (for example, Horn of Africa)

- Total refugee population per country: information manager working with the registration officer.
- Regional Refugee Plan, and financial information: information manager working with the Representative, sectoral leads and the public information officer. The overall framework and structure of the regional portal will be the responsibility of, and managed by the Regional Bureau. While data for country specific pages of the regional portal, will be generated by the country level Information manager.
**Country** (for example, Kenya)

- Overall aggregate population profile, arrival trends: information manager working with the registration officer.
- Highlights, news: information manager working with the Representative, sectoral leads and the public information officer.
- Documents (statistics spreadsheets, maps, updates, reports, meeting notes): information manager working with, and collecting and analysing information from, the sectoral leads.
- Calendar and events: information manager.
- Working groups should have a dedicated page for coordination purposes (contact information, highlights, calendar, working group documents): information manager and sectoral leads.

**Sub-office level** (for example, Dadaab)

- Population profile, arrival trends: information manager working with the registration officer.
- Highlights, news: information manager working with the Representative, sectoral leads and the public information officer.
- Documents (statistics, maps, updates, reports): information manager working with, and collecting and analysing information from, the sectoral leads.
- Calendar and events: information manager.

**Settlement or camp** (for example, Ifo)

- Population profile: information manager working with, and collecting and analyzing information from, the sectoral leads.
- Basic indicators: information manager working with, and collecting and analyzing information from, the sectoral leads.
- Who's Doing What, Where? (3W): information manager working with, and collecting and analyzing information from, the sectoral leads.
- CRI distribution report: information manager working with, and collecting and analyzing information from, the sectoral leads.

**Note:** Population figures and 3W information are added at settlement level and aggregated upwards at the country and regional level.
Step 3. Metadata
When posting data on the portal, the following metadata should be included:

- The date of the data’s validity.
- The source organization(s) of the data.
- Information on the method of data collection; other notes or comments.

Step 4. Sector-specific portal clearance
Sectoral groups, at both country or field level, may ask to post sector-specific assessments on the portal. Recommendations should be agreed consensually and are registered by the information manager at meetings of the RIM WG.

Step 5. Highlights
Highlights are ‘bite-sized’ newsflashes. They should not be confused with ‘news’. Highlights uploaded on web portals are limited (without exception) to 160 characters.

A sectoral working group may propose highlights. Its chair should e-mail draft highlight text to the information manager, for clearance in accordance with the relevant SOP.

Step 6. News clearance
The senior public information officer or information manager may suggest news items to be considered by the Representative for publication. The information manager is authorized (by the Representative) to upload to the website news items from UNHCR's main public website, on request from the senior public information officer. News items from non-UNHCR websites must be cleared by the Representative (at the request of the senior public information officer) before the information manager can upload them.

Step 7. Interactive maps
An interactive map displays population figures by country, region and settlement. Infrastructure (schools, border-crossing points, warehouses, etc.) may be added and linked to specific partners. Linking infrastructure to partners is optional; if done, it is important to ensure that points are correctly attributed to all the partners involved. The information manager can decide which points he or she wants to make visible, using a checkbox in the portal's administrative interface.

Step 8. Documents
The number of tags (sector, partner, document type and category, language, location) that can be attached to documents is not limited. Because tags make referencing and searching much easier, it is recommended to attach as many tags as possible.

Step 9. Who is doing what, where? (3W)
3W information is created and maintained by the information manager. 3W information needs to be updated manually in the portal, based on reports from a 3W information system. Each partner will have a page on the portal, with logo and information about the organization, that can be
updated. The information manager can use the RIM WG to supply partners with up-to-date information for their pages.

**Step 10. Assessment Registry**
Assessment Registry information is created and maintained by the information manager. It needs to be updated manually in the portal, based on assessment reports provided by partners, governments or UNHCR. Core metadata and descriptions of assessments need to be added individually. If an assessment document is available for circulation it can be added to the registry.

**Step 11. Reporting bugs**
When reporting a bug, be as detailed as possible. Indicate clearly the circumstances in which the bug arose and its incidence. To enable the development team to reproduce the bug, describe step by step what happened. Include information on the following:

- What actions did you take and what resulted, and what did you expect the result to be? (For example: "I edited the title of a news article and it did not change or save.")

Always provide detail. In the above example, for instance, clearly indicate the steps taken, the news article that you edited, and the title of the new file that did not save. The development team will find it helpful if you provide screenshots. Indicate which browser you use and its version number.

Bugs can be reported either to the generic email address (webportal@unhcr.org) or via the online feedback form that can be found in the administration section.

**Step 12. Portal features**

**Sectoral working group pages. These make it possible** to display information by sectors, themes and geographic areas. Sectors may use this feature of the web portal to centralise their working documents, contact information, events calendar, highlights, and pictures.

**Key Response Figures.** These highlight specific figures that are relevant to an operation, helping to tell the story of the response in a succinct, comprehensible way.

**Raw data export.** Raw data is available for download from different location levels (regional, country, etc...) and from selected modules (timelines, 3W, the funding chart).

**Funding module.** This visualizes the financial requirements of the response, including gaps between budget and resources, disaggregated by country.

**Image gallery.** This feature uploads photographs to settlement, country or regional pages, and working group pages.
**Links.** This facility provides links to operational websites and partner information that are relevant to the emergency and the response.

**RSS Feeds.** RSS feeds feature news stories related to the refugee emergency.

**Storyline page** (optional). The storyline module is administered by UNHCR and tells refugees' stories, from the perspective of UNHCR, our partners, and the refugees themselves. The module may also feature news stories, videos and photos that highlight the human side of an emergency. It must be emphasized that a portal's purpose is to facilitate operations; it is not a public relations site. Before adding this page to your site you should clear the decision with PI/PR focal points locally, and put in place a strategy for updating the page with content that does not come from UNHCR.org or related sites.

**Annexes**

[Web portal guidance memo for emergency coordinators](#)

**3. Main contacts**

UNHCR DPSM / FICSS. At: [HQIM@UNHCR.org](mailto:HQIM@UNHCR.org)

**Who does what where (3W)**

24 March 2023

**Key points**

- 3W is a practical tool of information management for coordination and gap analysis.
- Keep 3W simple at the start of an emergency; focus on coordination. Extend the matrix later to include activities and projects. Making 4W complex too early will generate highly latent results.

**1. Overview**
The **Who's doing what, where** (3W) tool is a valuable information management tool for coordination and activity gap analysis. In emergency situations, 3W should be kept simple; but additional Ws may be added as the situation evolves (*When? Why? for Whom?*), expanding the tool to 6W.

An information management officer may lead this process, with support and collaboration from programme, protection and sector leads, the external relations officer, and senior managers.

### 2. Main guidance

#### When and for what purpose

Creating, maintaining and sharing the 3W with external partners throughout an emergency promotes UNHCR’s coordination and communication role in information management. Raw data from 3W can support emergency programme monitoring, and contribute to overall gap analysis by representing capacity that can be compared to needs.

#### Steps to be taken

**Step 1. Responsibility and reporting**

Ideally, at the start of an emergency, the Information manager should use the 3W template included with this entry to establish a 3W in their operations, and also oversee the dissemination of related 3W information internally and to partners. The Simplified Reporting Template (also included with this entry) can be used in situations at the start of an emergency when the level of information available is not yet sufficient to complete the 3W template, however a lesser degree of 3W information is required for coordination and reporting purposes.

It is important to set up a regular and predictable clearance and dissemination plan for the 3W, because partners need to know what they can expect and when to expect it. The Representative should be briefed regularly, and should agree to a frequent 3W dissemination schedule (at least two or three times a month, externally and internally).

Once cleared by the UNHCR Representative, the 3W may be mapped and uploaded on the UNHCR web portal. Where possible, make use of creative dissemination techniques (mass SMS, e-mail lists) and ensure that hardcopies are available at information kiosks and included in briefing kits.

**Step 2. Key Information**

A 3W is populated through networking (in meetings, humanitarian briefings, sectoral working groups), informal contacts, and the monitoring work of field staff. It tracks information on sector and sub-sector actors, the location of activities, funding, and whether information is public.

Whenever new members join coordination or sectoral meetings, make contact and gather information for inclusion in the 3W, a copy of which should be shared. If a UNHCR Portal is established, information should be consolidated and updated on this platform as soon as
How to use the template?

Criteria for inclusion in (and exclusion from) a 3W should be decided at national level, under the guidance of senior management. For example, should donors as well as implementers appear? Should planned activities appear if they have not yet begun? Should activities appear only if Government has authorized them?

Such questions should be considered explicitly when deciding who and what to track in the 3W matrix. Columns and filters can be added to the spreadsheet template, to separate different forms of humanitarian activity (planned-started-completed, donor-implementer, officially authorized, etc.) making it possible to derive different 3W matrices for different purposes. Senior management should determine what 3W matrices appear in public domains, such as the web portal.

Annexes

Simplified 3W Reporting Tool for Coordination

3W Excel Reporting Template

3. Links

UNHCR data portals / information management toolkit

4. Main contacts

UNHCR DPSM/FICSS in Geneva. At: HQIM@UNHCR.org

MoUs and LoUs with UN agencies and NGOs

09 March 2023

Key points

- UNHCR has MoUs with several key partners relevant to emergency operations. Consult the MoU database on the intranet. If you are familiar with the terms of agreements, it can
greatly help partnership at field level.

- Emergency operations can conclude new LoUs at field level with strategic partners. Operations should however not sign new LoUs on issues that may involve the direct transfer of funds. Other types of agreement, such as a Project Partnership Agreement (PPA), are used in those cases.

1. Overview

UNHCR works in partnership with a diverse array of actors. It formalizes such partnerships by means of Memorandums of Understanding (MoU) at global or regional level, and Letters of Understanding (LoU) at field level. Their purpose is to clarify roles and promote productive relationships with other actors, support strategic partnership on global priorities, and provide a formal framework for cooperation. Partnerships maximize complementarities and make efficient use of capacities and resources, while clearly defining the roles and responsibilities of the participating entities. MOUs/LOUs should also refer to coordination mechanisms which help structure the collaboration between the partners, such as the protection working group, specific roles partners have in the cluster system, etc.

2. Main guidance

When and for what purpose

MoUs and LoUs cover strategic or operational collaboration in areas of converging mandates and objectives, including protection, emergency response, solutions, and advocacy. They do not address funding relationships, implementation, or stand-by arrangements, which are covered in entries Refugee Emergency Response Agreements (RERAs) and Emergency Standby Partners. LoUs may have financial implications (like the Joint Action Plan, which is part of the UNICEF LoU at country level), but do not govern funding relationships.

Summary of guidance and/or options

UNHCR has global Memoranda of Understanding with many UN agencies. Examples include: WFP (food supply and distribution); FAO (food security and self-reliance); WHO (health); UNFPA (reproductive health and SGBV); UNICEF (child protection); ILO (microfinance and skills training); and UNDP (reintegration and post-conflict recovery).

UNHCR also has global MoUs with several major NGO partners, including NRC, DRC, LWF, and Oxfam. As with UN agency MoUs, these agreements are relevant in a variety of contexts, including emergency response. In an emergency context, the most relevant UN MoU is with WFP (2011), and the most relevant LoU is with UNICEF. Neither is relevant for the cluster approach or
resources designed to assist IDPs.

The MoU with WFP clarifies respective roles and responsibilities in the planning, distribution and monitoring of food assistance. It is valid in contexts where more than 5,000 refugees in need of food assistance are concentrated on one or more areas of a given country.

A model Tripartite Agreement has been developed for UNHCR, WFP and partners involved in food assistance. A tripartite agreement among WFP, UNHCR and a Jointly Appointed Partner must be concluded whenever in-kind food assistance to UNHCR persons of concern is envisaged in collaboration with these parties. Overall, the Model Tripartite Agreement, improves compliance with the internal policies and partnership arrangements of both organisations, including WFP Field Level Agreement and UNHCR Project Partnership Agreement.

Following the move to cash-based assistance, UNHCR and WFP signed an MOU Addendum on cash assistance in May 2017, and a MOU Addendum on data sharing in September 2018. Both addenda are extremely important wherever cash-for-food assistance is foreseen. These documents set out beneficiary targeting principles as well as detailed guidance on sharing of beneficiary data.

The LoU guidance and template for partnering with UNICEF provides a general basis for collaboration, with particular reference to WASH, health/nutrition, child protection, and education. The template includes a Joint Action Plan that provides clarity at operational level for a specific timeframe.

The MoU with WHO clarifies what technical support and normative guidance WHO will provide UNHCR and Ministries of Health to assist a host Government to extend national health services to refugees. A revised MOU with WHO will be issued shortly (December 2019).

The MoU with IOM outlines what evacuation support will be offered in emergencies to persons of concern, third country nationals, stranded migrants, and others. There are regular Joint Letters issued to all staff by the two Principals, the last one in January 2019.

How to implement this at field level?

Emergency operations can conclude new LoUs at field level with strategic partners. The relevant technical unit at UNHCR HQ, LAS, and/or the Partnership and Coordination Service of the Division of External Relations should always be contacted beforehand.

Operations should not sign new LoUs on issues that involve funding obligations on the part of UNHCR. Other types of agreement, such as a Project Partnership Agreement (PPA), are used in those cases.

Annexes

UNHCR - WFP MoU January 2011
Model Tripartite Agreement WFP UNHCR February 2016

WFP MoU (2011) and summary sheet

WFP Addendum on cash assistance (2017)

WFP Addendum on data sharing (2018)


IOM-UNHCR Joint Letter (2019)

UNFPA Cooperation Agreement on emergency preparedness and response (2018)

UNHCR-WHO MoU 2020

UNHCR-WHO Operational Guidance 2020

3. Links

Partnership Section

4. Main contacts

- For general MoU questions, contact the Partnership and Coordination Service. At: hqng00@unhcr.org.
- For questions on implementation of the WFP, MoU, contact Chief Public Health Section. At: HQPHN@unhcr.org.
- For questions on country-level LoUs with UNICEF, contact the Partnership and Coordination Service. At: hqng00@unhcr.org.

Media relations

27 March 2023
**Key points**

- Deploy a communications team at the outset. Report first.
- Share information with the communications team and with the global News and Media Section.
- Facilitate media access where you can.
- Be prepared to do media interviews if asked by communications staff.
- Remove delays in clearing press releases and briefing notes by appointing a deputy to approve clearances when the Representative is busy.

**1. Overview**

External communications is a vital tool for reaching and engaging the news media and wider public, helping UNHCR to lead the narrative on forced displacement, generate empathy and mobilize action. It is a tool that UNHCR uses strategically to position itself in the crowded public debate as the lead authority on refugee and forced displacement issues, to present our point of view, do advocacy, protect and enhance our reputation, and generate vital moral, political and financial support for our work with the world's forcibly displaced and stateless people.

The first days of a humanitarian emergency are often a matter of intense media and public interest, and for UNHCR this means that communications becomes a priority consideration. Journalists may call within minutes, or be en route, seeking information or our help with access. If UNHCR is to be seen and heard in what can rapidly become a crowded and chaotic information environment, we need to be visible on the ground, reach out to the media proactively, and have something worth saying.

In practice, this may require us to engage with the national and international media on the ground as well as those inquiring from afar, issue press releases, prepare briefing notes, utilize social media, produce multimedia content and have communications teams on standby for deployment (or en route) even before a formal emergency declaration has been made.

**2. Main guidance**

**Underlying policies, principles and/or standards**

1. **Key Messages**

If UNHCR is to raise funding and political support in an emergency, we need to be visible and our voice must be heard. To have impact, we need clear, simple, memorable messages that we
employ consistently across our external platforms (in media interviews, briefing notes, press releases, social media, and other online platforms). UNHCR employs at least four layers of external messaging:

**Press Lines.** These messages are for instant use in media interviews (Al Jazeera, BBC TV, CNN) or press events. They should be:

- Developed rapidly and regularly by the spokesperson for the operation, working with the global News and Media Section and the country Representative or his or her assigned deputy.
- Used to inform communications staff and others doing media interviews.
- Simple and short (not more than 3 messages, each ideally 10 words or less).

**‘If asked’ lines.** These messages deal with complex or politically sensitive issues that may lie outside our main media messaging framework. They should be:

- Developed by the spokesperson for the operation or (where that person is too busy with media interviews) the relevant senior regional communications officer or a global spokesperson within the News and Media Section.
- Cleared rapidly (within 1 hour) by the Representative, the relevant regional office, the relevant regional bureaux, and the Division of International Protection (DIP).
- Used to support Representatives and spokespersons to prepare for press conferences and other external events.
- Treated as ‘internal only’ documents.

**Briefing Notes and Press Releases.** These are key proactive tools to establish UNHCR’s narrative and positioning on an emergency. They should be:

- Developed by the spokesperson for the emergency and the global News and Media Section working with the Representative, the regional bureaux, DIP and other senior managers as needed.
- Cleared rapidly (within 1 hour).
- Used to inform the work of other units of Division of External Relations (DER), including donor relations, Private Sector Partnerships (PSP), strategic communications.
- Adapted and incorporated in other UNHCR-produced content, including web stories, video scripts, social media, etc.

**UNHCR corporate messages.** These messages have a long shelf life and are used by UNHCR representatives and other staff when they articulate UNHCR’s broader positions. They should be:

- Developed by the Corporate Communications Section in DER on the basis of messaging and created in consultation with senior management.
- Used to inform staff involved in meetings with partners, governments, etc.
- Disseminated to UNHCR staff via online tools.

2. Working with media
Journalists are an important external partner for UNHCR in nearly all humanitarian emergencies, because their output directly influences public perceptions of UNHCR and the financial and political support we are able to generate. To handle the large volume of media interest that an emergency can generate, and satisfy the demand of UNHCR’s various media platforms for news content, emergency operations normally need to take the following actions:

- A spokesperson is designated immediately to handle priority media calls pending the arrival of additional communications support. (Normally, the country communications officer or the Representative fill this role.)
- Relevant information is shared with the country, regional, and global communications colleagues. (The global News and Media team is expected to alert the wider communications network, DRRM and PSP.)
- The Global Communications Service organizes short-term rapid deployment of a news and multimedia team consisting of: a spokesperson for media interviews and media work (normally the relevant senior regional communications officer); a multimedia producer (to create visual and other content for UNHCR's online channels, especially social media, and to train colleagues in the field); a cameraperson (to gather b-roll footage and stories for broadcasters and UNHCR's online channels); a writer/editor (to produce web stories and support the spokesperson in the production of written communications materials); and a freelance photographer (to gather high-quality images for distribution to news media and for use on UNHCR's online channels, in fundraising appeals, etc.).
- Media requests to facilitate access are directed to the senior regional communications officer and global News and Media Section in the absence of a communications team on the ground. The senior regional communications officer and global News and Media Section follows up with the operation.

3. Working with social media
Use social media to quickly and effectively share newsworthy information and position UNHCR as a leading authority on an emergency, ensuring that it works in tandem and complements overall positioning efforts. However, social media skills need to be acquired, and it is impossible to build an online following overnight. Poorly conceived and poorly executed social media posts will reflect badly on UNHCR, may jeopardize field operations, and could even put refugees at risk.

- Make sure key staff, including all communications staff, have a smartphone and know how to use it (including shooting and sharing photos and videos).
- Learn to use social media and begin building networks before an emergency starts.
- Focus on a single platform that suits you well (such as Twitter or Instagram) rather than dabbling in many.
- Follow key journalists covering the emergency. Reply to their tweets or retweet them so they become aware of your presence, follow you, and recognize you are a valuable source.
- Listen and engage. Remember that social media is about conversation, not broadcasting.

4. Media Relations/Spokesperson
Media interviews remain one of UNHCR's most effective tools for reaching large external audiences fast, and establishing UNHCR's authority and visibility in an emergency. (See Section 2 above.) Emergency operations are expected to:
Immediately designate a spokesperson who can be available to the media.
Ensure that the spokesperson has access to management meetings, is kept fully informed and up to date, and briefs the global News and Media Section regularly.
Enable the spokesperson to work efficiently by allocating resources separately for external relations and report writing.
Ensure that communications staff are appropriately equipped (with internet-enabled smartphones, 4G mobile wireless dongle with local SIM card and data package, email, satphones, international calling functions, etc.).

5. Digital Content Production
Compelling stories of displaced individuals and families are one of the most effective ways for UNHCR to build public awareness, strengthen advocacy, and generate financial support. While we often deploy multimedia producers to gather content (news and feature stories, blogs, photos, videos), field staff make vital contributions to our web and social media platforms. This is especially true at the very start of an emergency, before the international press corps arrives, and after the press corps has moved on.
See also the Entry on Multimedia Content Gathering.

Send photos, smartphone videos, and written observations, while they are still fresh and timely, to the Multimedia Content Section in Geneva.

6. Communications equipment and related requirements
Communications equipment needs can change rapidly with today's new and emerging technologies. Nonetheless, as of early 2020, the minimum operating kit for communications teams in emergencies includes: internet-enabled international calling smartphones; unlocked 4G mobile wireless dongle plus a local SIM card and data package; Macbook notebook computers with photo editing and word-processing software; external battery pack for recharging smartphones; satphones; desk phones; WhatsApp and Skype access; access to a desktop computer.
The Multimedia Content Section will organize deployment of video and photographic teams; managers of operations should be aware that their help may be required to clear equipment through customs.
Since communications teams gather visual and other content for UNHCR to disseminate globally, all communications teams should have a dedicated car and driver.
In certain circumstances communications teams may need to work in risky and hard-to-predict environments (for example, when taking videos or photos). It is important that communications teams receive adequate security advice, and where necessary are accompanied by Field Safety staff.
Visibility is of immense importance. All UNHCR staff (not just communicators) must wear visibility vests and caps at field locations. UNHCR logos on tents or tarpaulins should be visible at press events and at locations where impromptu interviews may occur.
Good practice recommendations

Good communications in emergencies is about

- Getting teams in place fast.
- Assisting them and other media professionals with them.
- Organizing and analysing the available information.
- Keeping communications staff well informed through a good internal information flow.
- Alert the global News and Media team early. At the first sign of an emergency, country and relevant senior communications staff in surrounding countries should be placed on standby for immediate deployment. Secure visas, if needed.
- The first communications deployees to an emergency should normally be the communications staff closest to the situation. Typically, a country communications officer is appointed immediate spokesperson until the nearest senior country or regional communications officer has been flown in. The global News and Media team will organize and deploy follow-up teams for spokesperson and multimedia functions. The number of communications staff deployed will vary over time; typically, most are deployed in the first week.
- Take care to protect the capacity of communications staff. Do not ask a busy spokesperson to write reports or manage celebrity visits.
- Information that is highly newsworthy at one stage of an emergency may not be of interest to media or the public at a later stage. The following information is likely to attract media interest at the outset of a crisis: numbers of people affected, initial aid airlifts, what people of concern are saying, challenges, needs, and indications that the situation is worsening. Communications staff can advise on what is newsworthy.
- Managers should ask communications teams for regular feedback on what media are reporting, and what questions are being asked. Media monitoring is an important situational awareness tool.
- The Head of the global News and Media Section (Andrej Mahecic, Officer in Charge, News and Media Section, mahecic@unhcr.org) will assign a dedicated communications focal point for the emergency. (It is normally the global focal point for the region in question). Communications focal points should be included on distribution lists for situation reports and other internal information.
- Representatives and other managers of operations should ensure that communications staff are kept up to date, are aware of sensitivities, emerging risks, problems, or criticism of the operation by partners because such information may require UNHCR to nuance its messages.
- Good communications is only possible when we have good internal information sharing. Communications staff should be included in key information and decision-making meetings.
- Media impact can be adversely affected if news materials or press events are timed badly (too late in the day, at weekends). If in doubt, seek the advice of the relevant regional or global spokesperson.
- Press releases or statements issued locally may be of global news interest. Coordinate in advance with the senior regional communications officer.
- Briefing notes and time-bound press releases or statements should normally be cleared
within one hour. In emergency operations, and to avoid bottlenecks, a deputy should be assigned to clear such documents when the Representative is unavailable.

**Considerations for practical implementation**

- Communications staff should not be learning how to use sat-phones, smartphones, or editing software in the thick of an emergency. They should be provided with essential equipment in advance and as a matter of course, be able to use it, and keep spare batteries, chargers, cables, etc.
- Media representatives may request UNHCR's immediate help to access emergency areas (seats on planes delivering aid, participation in convoys). Such requests should normally be referred to the global News and Media Section, pending the arrival of communications capacity.

**Resources and partnerships**

UNHCR's model of communications deployment in emergencies is changing fast as the organization develops new online and other content capacities. While the first communications deployee is likely to be the relevant country communications officer, acting as spokesperson, we recommend immediate deployment (within the first week) of a three-person team composed of a spokesperson, a multimedia content producer, and a news editor/team manager. This team would normally remain in place for up to 30 days.

**Annexes**

[UNHCR Guidelines on the Personal Use of Social Media](#)

[UNHCR Guidelines on Engagement with the Media](#)

**3. Links**

[UNHCR website in English](#) [Refugees Media](#) [@refugees](#) [@refugeesmedia](#)

**4. Main contacts**

Contact the Global Communications Service:

- Adrian Edwards, Officer in Charge, Global Communications Service, [edwards@unhcr.org](mailto:edwards@unhcr.org).
- Andrej Mahecic, Officer in Charge, News and Media Section, [mahecic@unhcr.org](mailto:mahecic@unhcr.org).
- Chris Reardon, Head of Multimedia Content Section, [reardon@unhcr.org](mailto:reardon@unhcr.org).
- Gisella Lomax, Head of Social Media Unit, [lomaxg@unhcr.org](mailto:lomaxg@unhcr.org).
Military and civil defence assets (MCDA)

27 March 2023

Key points

- Have a clear picture of existing (UN-CMCoord) civil-military coordination structures before establishing additional structures and mechanisms.
- Request the country specific guidelines for CMCoord and Use of MCDA.
- Keep in mind: operational context, issues of perception and of humanitarian space.
- Give particular attention to issues related with arrangements for the use of military and/or armed escorts and provision of security (static or patrol) by military and/or armed actors. This is still use of MCDA.
- Continuously review other mechanisms to provide delivery.

1. Overview

The international community through the Consultative Group on the Use of Military and Civil Defence Assets and IASC have agreed on guidelines for use of military and civil defence assets (MCDA) in providing support to humanitarian response where natural disasters in particular have occurred. As in any operating environment there are multiple actors who may be asked to assist or offer their support; however this can very much blur the lines and erode humanitarian space if both humanitarian and military are operating to provide the same assistance and it is not properly managed.

It is important to understand when these guidelines should be applied, who determines which guidelines are appropriate and how they are implemented before seeking military support and or engaging with military actors to ensure delivery of humanitarian assistance.

Factors such as perception, security for both humanitarian workers and persons of concern in addition to immediate lifesaving support must be carefully considered before engaging military or using military and civil defence assets.

2. Main guidance
Underlying policies, principles and/or standards

Guidelines for the use of MCDA have been developed and endorsed by the IASC, in respect of natural disasters and complex emergencies, as well as for the use of armed escorts. The following standards must be considered when applying any of these guidelines:

- Underlying policies, principles and or standards are considered.
- Request for use of MCDA is based on humanitarian criteria, made by the Resident/Humanitarian Coordinator with the consent of the State.
- Use of MCDA is as a "last resort", i.e. only in the absence of any other available civilian alternative to support urgent humanitarian needs in the time required.
- Civilian nature and character of humanitarian operations must be maintained. MCDA military assets remain under military control, however the operation/overall response is under the overall control and authority of the Humanitarian Coordinator.
- Humanitarian work should be undertaken by humanitarian organizations; military actors may have a supporting role, but should not provide direct assistance except as a last resort.
- Use of MCDA must be limited in time and scale and have a defined exit strategy.

The focal point for humanitarian civil-military coordination (UN-CMCoord), rests with OCHA ensures the appropriate and effective use of Military and Civil Defence Assets (MCDA) in disaster relief and humanitarian assistance operations. To do so, it must establish UN-CMCoord mechanisms to facilitate interaction and cooperation at the field level, whilst upholding humanitarian principles and protecting humanitarian space in support of the Humanitarian Coordinator (HC) in coordination with the UNCT. Global MCDA may be requested through OCHA Civil-Military Coordination (CMCS) by a United Nations Agency or the Government of an affected country (usually through the Resident/Humanitarian Coordinator) when all other sources have proved to be insufficient, exhausted, or unavailable. Similarly if member states are offering assistance, this must be carefully thought through in consultation with the Resident/Humanitarian Coordinator as while consequences in the short time may be positive – the impact and perception of working alongside military actors who may be deemed party to the conflict could have long term and damaging effects.

Before making any request you should refer to the following:
The Oslo Guidelines address the need for principles and standards and improved coordination in the use of military and civil defence assets. They establish the basic framework for formalizing and improving the effectiveness and efficiency of the use of military teams, assets and expertise in international disaster relief. They are often also used to respond to natural, technological and environmental emergencies in peacetime.

MCDA guidelines look at the parameters and consequences that must be considered when using MCDA in complex emergencies – in this regard complex emergencies have been defined as: "[A] humanitarian crisis in a country, region, or society where there is a total or considerable breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single agency and/or the on-going UN country programme."
MCDA assets are provided at a no cost to the ‘Affected State’ and are made available through the United Nations for international assistance. Assets are requested by OCHA CMCS.

Many emergencies however may already have military deployed and the humanitarian community may be seen to be working alongside military forces particularly in a UN peacekeeping operation. In these and any other locations where the military may be deployed too, the Humanitarian Coordinator must clearly define country operational guidelines for Civil Military Coordination. These will be developed in consultation with the UNCT/HCT. Where possible the establishment of a CMCoord Cell can resolve and defuse questions where the military indeed may already be present and supporting the population who have just been effected by an earthquake or other natural disaster and appropriate coordination can lead to a healthy handover rather than competition that is sometimes envisaged. Similarly a UN peacekeeping mission is deployed with a particular task so their support in the provision of MCDA may reduce their effectiveness in their assigned tasks.

MCDA does not necessarily just refer to direct/ indirect humanitarian services that may be provided by the military (use of air assets, provision of water trucks, rebuilding of infrastructure, medical support.) but also cover the use of armed escorts in support of humanitarian convoys. In 2013 there was a revision of the IASC Non-Binding Guidelines on the Use of Armed Escorts for Humanitarian Convoys which are intended to assist a wide range of actors on when and how to use military or other forms of armed escorts to accompany humanitarian convoys using security risk management procedures within the UN and non-UN organisations. They take into consideration the increase of actors present in humanitarian operating environments, and the increasing complexities of undertaking principled humanitarian action. The use of armed escorts should be discussed by the UN Security Management Team and UNCT/HCT and again look at both the short term and longer term implications of using armed escorts.

These guidelines on the "Use of Armed Escorts for Humanitarian Convoys" are solely with respect to humanitarian convoys and are not intended to determine the requirements for security at camps, settlements or for protection of civilians.

**Key questions to help guide the decision to use MCDA in general:**
Are the countries offering MCDA also parties to the conflict?
Based on the need, is a military or civil defence unit capable of the task?
How long will the MCDA be needed?
Can they be deployed without weapons or additional security forces?
How will this association impact the security of UN personnel and other humanitarian workers?
How will this impact the perceptions of UN neutrality and/or impartiality?
What control and coordination arrangements are necessary?
How and when will transition back to civilian responsibility be achieved?
What are the consequences for the persons of concern, other humanitarian actors, and humanitarian operations in the mid to long term?
In respect of Use of Armed Escorts, the following must be considered and a security risk assessment should be conducted to determine this:
Is the programme critical?
Will the escort provide appropriate security or perhaps compromise the security of humanitarians
Is it sustainable? Are there alternatives to the use of armed escorts?

**It is equally important to understand the concept of Last Resort, which has been endorsed by the consultative group on MCDA.** - Foreign military and civil defence assets should be requested only where there is no comparable civilian alternative and only the use of military or civil defence assets can meet a critical humanitarian need. The military or civil defence assets must therefore be unique in capability and availability. Military and civil defence assets should be seen as tool complementing existing relief mechanisms; it should be provided at the request or with the consent of the affected state and, in principle, on the basis of an appeal for international assistance. Foreign MCDA assistance should be provided at no cost to the affected state or receiving agency unless otherwise agreed between concerned States or regulated by international agreements. In principle, the costs involved in using MCDA on disaster relief missions abroad should be covered by funds other than those available for international humanitarian or development activities.

UN humanitarian agencies must avoid becoming dependent on military resources. Decision-makers must weigh the risk to humanitarian workers and their ability to operate effectively at the moment, and in the future, against the immediacy of the needs of the affected population and the need for the use of military and civil defence assets.

**Good practice recommendations**

- Understand your operating environment. Are you in a natural disaster in peacetime, in an insecure environment, and/or in a complex emergency setting?
- Determine what is the operational environment like at the central and regional level?
- What international security forces are present in country? Why?
- Are there issues of politicisation and/or militarisation of humanitarian assistance?
- Are there issues of access and humanitarian space constraints?
- Are there security related constraints on the implementation of activities and movements of humanitarian actors?
- What is the government's posture on the presence of military actors?

**Annexes**

Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief (Oslo Guidelines), Rev. 1.1, November 2007

IASC Civil-Military Guidelines & Reference for Complex Emergencies

Civil-Military Relationship in Complex Emergencies (IASC), 2004

IASC Non-Binding Guidelines on the Use of Armed Escorts for Humanitarian Convoys, 2013
3. Links

OCHA CMCoord Humanitarian Military Dialogue Humanitarian Civil-Military Coordination

4. Main contacts

Julie Dunphy, Senior Liaison & Policy Officer, UNHCR Field Security Service (FSS, DESS)
or contact the OCHA CMCoord Officer in-country

Humanitarian Pooled Funds

27 March 2023

Key points

- Approach the HC/RC to access CERF or CBPF funds.
- CERF is time-critical. Do not wait longer than two months after the announcement of a funding opportunity/window to submit a funding proposal. Start by preparing a concept note.
- CERF and CBPFs aim to enhance coordination and collaboration in the UNCT/HCT. Work from the beginning with your partners in clusters or sector working groups to assess needs and mobilize resources.
- In refugee emergencies, UNHCR should take the lead in preparing a concept note for a CERF proposal with its operational partners. The note is presented to UNCT/HCT and the RC/HC for endorsement.
1. Overview

Humanitarian pooled funds enable humanitarian organizations in countries affected by armed conflict or natural disasters to respond rapidly to new emergencies and provide urgently needed assistance to people who need it most.

Pooled funds were also created to facilitate coordinated action by UN and non-government humanitarian actors under the 2005 Humanitarian Reform Agenda.

These funds enable governments and private donors to pool their contributions in support of life-saving activities in many of the world's emergencies and forgotten crises.

Two types of humanitarian pooled funds are available:

**The Central Emergency Response Fund (CERF)** is a global fund established by the UN in 2006 to provide more timely and reliable assistance in humanitarian emergencies. It is managed by the Emergency Relief Coordinator (ERC), supported by a CERF secretariat based in the UN Office for the Coordination of Humanitarian Affairs (OCHA) in New York. It complements other humanitarian funding sources, including CBPFs and bilateral funding. It is available to UN agencies and the International Organization for Migration (IOM).

The total CERF allocation went up in previous years from approximately USD 450 million to USD 850 million in the year 2020 to operations with the ambition to further increase in the coming years to USD 1 billion per year. The main contributors to the CERF are Germany, the Netherlands, Sweden, Norway, Denmark, Belgium, Switzerland Canada, the United Kingdom, Ireland.

**Country-based Pooled Funds (CBPFs)** are multi-donor humanitarian financing instruments managed by OCHA at country-level under the leadership of the Humanitarian or Resident Coordinator (HC/RC) in close consultation with the humanitarian community. They are established when a new emergency occurs or when an existing crisis deteriorates. Funding is available for UN agencies and the International Organization for Migration (IOM). Unlike the CERF, CBPFs are accessible to non-governmental organizations (NGOs), facilitating coordinated action by UN and NGO humanitarian actors.

CBPFs are funded by voluntary contributions from governments and private donors. The top 6 donors are the United Kingdom, Germany, Sweden, the Netherlands, Belgium Denmark and Norway.

2. Relevance for emergency operations

CBPFs and the CERF were created to finance the most critical humanitarian needs and enable humanitarian actors to respond rapidly to emergencies.
In an emergency, CERF support is critical. Funds can be requested from the very start of an emergency and can be released very quickly, making it possible to save many lives.

The CERF's objectives are to:

- Promote early action and response in order to reduce loss of life.
- Improve response to needs that are time-critical.
- Strengthen core elements of humanitarian response in underfunded crises.

**CBPFs**

In February 2015, OCHA issued new guidelines, merging the former Country Humanitarian Funds (CHFs) and Emergency Response Funds (ERFs) in one new type of funding (CBPFs). As of 2016, all CBPFs are titled: [name of country] Humanitarian Fund (HF) or [name of country] Humanitarian Pooled Fund (HPF).

The objectives of CBPFs are to:

- Provide NGOs and UN agencies with a rapid and flexible in-country funding mechanism for sudden emergencies. They enable humanitarian partners to respond to a crisis without delay through an inclusive and transparent process that supports the priorities set out in [Humanitarian Response Plans](#) (HRPs).
- Enable the HC/RC in countries experiencing a protracted emergency to secure timely and predictable funding for core activities by means of inter-agency appeals. CBPFs respond to the local priorities of humanitarian actors closest to people in need.

Currently, CBPFs exist in: Afghanistan, the Central African Republic, the Democratic Republic of the Congo, Ethiopia, Iraq, Jordan, Lebanon, Myanmar, Nigeria, the Occupied Palestinian Territories (OPT), Pakistan, Somalia, South Sudan, Sudan, Syria, , Ukraine, Venezuela (2021) and Yemen.

### 3. Main guidance

**Underlying process - how does this work?**

**CERF funding mechanisms**

- Rapid response grants are designed for use in sudden onset emergencies, natural disasters, rapidly deteriorating situations in existing crises, and complex emergencies. Projects must be strictly life-saving and implemented within six months. Applications for
rapid response grants may be submitted at any time. All UNHCR offices should make a
CERF submission if the opportunity to do so exists.
  - Underfunded emergency grants enable activities to continue in forgotten and underfunded
crises. Projects must be strictly life-saving and implemented in the nine months following
funding approval. Projects must be located in approved programmes that at the time of the
application did not attract sufficient funding. The ERC selects countries that can benefit
from the underfunded window. All UNHCR country offices in such countries should submit
funding proposals. Funding allocations are made twice a year.
  - CERF has a loan facility of USD 30 million. Loans for up to one year can be provided based
on an indication that donor funding will be forthcoming.

Projects funded through the CERF must qualify as life-saving humanitarian programmes. CERF
defines 'life-saving' actions as 'actions that, within a short time span, remedy, mitigate or avert
direct loss of life, physical harm or threats to a population or major portion thereof and/or protect
their dignity'.

Life-saving sectors are: agriculture in emergencies, camp coordination and camp management,
education in emergencies, emergency shelter/NFIs, food, health in emergencies, logistics,
nutrition, protection and human rights, gender-based violence, child protection, mine action,
support services, water and sanitation, multi-sector, coordination, and multi-agency assessment.

CBPF funding mechanisms
CBPFs allocate funding to meet identified humanitarian needs and priorities at country level in
line with the Humanitarian Programme Cycle (HPC). Allocations are made twice/three times a
year to UN agencies and IOM, national and international NGOs, and Red Cross/Red Crescent
organizations. To avoid duplication and ensure complementary use of CBPF funds, allocations
take into account other funding sources, including bilateral contributions.

UNHCR’s role and accountabilities

The CERF
UNHCR Representatives and field offices play a key role in accessing CERF funds. Submissions
are made at field level through the UN Country Team (UNCT) and the HC/RC. Proposed projects
are discussed by the UNCT and subsequently endorsed by the HC/RC and presented to the ERC.
Colleagues in the field should actively participate in inter-agency meetings and allocation
discussions in order to ensure that, whenever feasible, the UNCT presents UNHCR’s programmes.
Where the UNCT is not able to do so, UNHCR offices should proactively initiate a discussion of
CERF submissions. Individual agency proposals are consolidated by the OCHA office or HC/RC's
office in one package before being forwarded to the CERF.

Funding submissions to the CERF must strictly respect CERF guidelines. Field offices should
prepare submissions in close consultation with the relevant Regional Bureau and the Donor Relations and Resource Mobilization Service (DRRM), and should share a draft before dispatching it to the HC/RC.

**CBPFs**

CBPF allocations are made on the basis of priorities determined by sector/cluster groups and other actors at country level. CBPF grant proposals submitted by sector/cluster groups are supported by a technical Review Board; final allocation decisions are made by the HC/RC.

Allocation rounds are undertaken two or three times a year. The majority of CBPF funds are allocated at the beginning of the year.

The average CBPF project tends to have a life span of 3-12 months. Projects can run over a longer period but cannot exceed 18 months. Individual grants are tailored to reflect the country contexts in which projects are established.

UNHCR has been successful in obtaining large CBPF contributions in key countries. UNHCR offices in countries with CBPFs should actively participate in relevant sectors/clusters, maintain good contacts with the HC/RC, and regularly solicit funds.

### Considerations for UNHCR’s engagement at country level

**UNHCR field colleagues are primarily responsible for raising pooled funds.**

UNHCR’s heads of offices should establish good relations with the HC/RC and relevant sector/cluster groups to ensure that displacement issues receive priority status for funding allocations. The importance of active participation in UNCT and Humanitarian Country Team (HCT) meetings cannot be over-emphasized. UNHCR offices should aim to ensure that refugee protection and multi-sector needs are prioritized appropriately.

Each pooled fund has self-explanatory application templates. Field offices should follow the instructions they provide. Although the templates tend to be detailed, field offices are advised to describe activities at a more general level; avoid very detailed descriptions of activities or costs because it may subsequently complicate resource allocation and reporting if activities have to be revised following changes in the operational context. Field offices are encouraged to request DRRM to review project proposals before they are submitted to the HC/RC.

### Annexes

- [CERF, Short guidelines](#)
4. Links

Donor Relations and Resource Mobilisation CERF PFBI UN OCHA CBPF UN OCHA MPTF UNDP

5. Main contacts

**Contact:** Donor Relations and Resource Mobilization Service, (DRRM) - Humanitarian Financing and Field Support Section:

Sara Baschetti: baschett@unhcr.org
Tara Fischer: fischer@unhcr.org

**Sectoral Coordination Toolkit: Public Health in Emergencies Toolkit**

11 May 2023

**Key points**

- The Public Health in Emergencies toolkit provides a set of tools to facilitate timely assessment and efficient coordination of a public health and nutrition response in a refugee emergency.

- A sound public health and nutrition assessment at the onset of an emergency will guide the key actions to be implemented by the relevant stakeholders at the right time.

- UNHCR public health staff can play a convening and catalytic role to assist in identifying support needs for the national response, mobilise UN and other partners as well as humanitarian and development donors in line with an agreed strategic response.

- Every public health and nutrition response should consist of a timely set of actions, decisions, programs and interventions to be undertaken along the different phases of a refugee emergency. The extent of UNHCR engagement will vary according to the context.
1. Overview

This Public Health in Emergencies Toolkit is intended to provide UNHCR Public Health and Nutrition staff, interagency coordinators and health, nutrition and other relevant partner staff with robust, yet straightforward tools to identify public health and nutrition needs, capacities, and vulnerabilities during the initial stages of an emergency and to guide, facilitate and support a well-coordinated response. While this document is written primarily for public health responses, many of the tools presented may be relevant for staff working in other sectors.

2. Main guidance

UNHCR is prioritizing emergency preparedness and response by ensuring standardized approaches to public health and nutrition coordination and response.

The intent of this toolkit is to propose key actions and guidance to allow for better-informed decisions to be made in the emergency operation at the refugee hosting site(s), sub-national and national level and to facilitate, guide, coordinate and monitor the various stages of the response. The tools facilitate understanding of a situation with enough detail to make decisions that are based on both best practices and field-level evidence of needs, risks, and existing capacities.

Policy, strategy and/or guidance

Displacement of people is frequently associated with high mortality and morbidity. A key objective of most humanitarian interventions is to reduce excess mortality and minimize preventable morbidity and suffering. How do UNHCR, national partners and the humanitarian community at large ensure that the most appropriate interventions are in place at the right time to achieve these objectives?

Refugee emergencies entail movement of people across borders at varied speed, caused by diverse reasons and affecting populations with different burdens of morbidity. The capacity of national systems to respond will also vary greatly. Public health responses to refugee situations will therefore vary, and will require a sound public health assessment and development of a context specific strategic response. UNHCR public health staff can play a convening and catalytic role to assist in identifying support needs for the national response, mobilise UN and other partners as well as humanitarian and development donors in line with an agreed strategic response.

Nevertheless, every public health response consists of a timely set of actions, decisions, programs and interventions and this toolkit tries to provide guidance to UNHCR Public Health and
Nutrition Officers on the steps to follow and tools (listed below) to use so that the relevant actions are undertaken along the different phases of a refugee emergency.

- Assessment tool
- Public Health Response and Accountability Framework
- Outline of a Public Health Sector Strategy
- Outline of Public Health and Nutrition Components of a Refugee Response Plan
- Terms of Reference (ToR) templates for various coordination groups
- Weekly Health and Nutrition update template
- 3W template, tool and instructions

This public health toolkit will facilitate the work of UNHCR in health sector coordination in line with the Refugee coordination model (RCM). The RCM offers a partner inclusive platform for planning and coordinating refugee operations; clarifies the coordination modalities in relation to broader humanitarian coordination structures, under the overall leadership of the host government. UNHCR's approach to coordination is determined by the needs and concerns of refugees and persons of concern and the operational context. Furthermore, effective coordination with the Ministry of Health (MoH), other line ministries and other UN agencies, particularly WHO and UNICEF, is of paramount importance including in exploring opportunities for integration of services and inclusion of refugees in national programs. Designed accordingly, the toolkit makes UNHCR's approach to coordination more predictable, inclusive and partner-friendly, to ensure that refugees receive the assistance and protection they need throughout the duration of the refugee response.

**Role of partners involved**

- Refugees, other persons of concern and host communities: Beneficiaries and key partners in planning and implementation and use of the programs.
- Ministry of Health (MoH) to include refugees in national programs with support from UN agencies and NGOs (national and international).
- NGOs: Key role in direct implementation and/or support to implementation of the public health and nutrition response at refugee hosting site level.
- UN agencies: support the MoH in preparedness and contingency planning for scenarios with a refugee influx, within the broader work on strengthening MoH capacities in health emergency risk management.
- Development partners and international financial institutions: strengthen institutions for the management of a refugee influx; develop financial instruments to facilitate the flow of financial support; and to establish surge capacity for service delivery.
- Global Fund: for HIV, TB, malaria program support where applicable including emergency fund grants.
- Gavi: For vaccine support to MoH for refugee response with possibility of waiving co-financing obligation of MoH.

**UNHCR's role and accountabilities**

- Establishing sectoral coordination mechanisms in refugee emergencies, with government counterparts where possible, to lead sector-specific needs assessments, planning,
monitoring, reporting, and information management, within and across sectors, at national and sub-national level.

- As the agency ultimately responsible for refugee responses, fulfil its role in coordinating UN and partner responses for refugees including convening and catalysing the engagement of a broader array of stakeholders in line with the GCR. Being accountable for the quality of the refugee response, UNHCR maintains a direct line to the Government on refugee issues.
- Ensuring that protection considerations are taken into account in the health-related interventions of the refugee response, including those of partners.
- Advocacy and technical support to legislative, policy or strategy changes where relevant, to facilitate inclusion in national systems and plans: UNHCR advocates with relevant counterparts (Ministries, UN) to include refugees in health service delivery at national and local levels, and in national planning documents (National development plans (NDP) and support frameworks such as UN Sustainable Development Cooperation Framework (UNSDCF). When needed and feasible, UNHCR to work with relevant partners [relevant line ministries, international organizations such as WHO and local partners] who would provide support to host governments to strengthen national health systems and health service provision.
- Ensuring that a situation analysis and mapping of relevant actors (Government, UN agencies, NGOs, multilaterals and donors) in the health sector is done in collaboration with the ministry of health to inform the design of a response in each area of public health and nutrition and for every stage of the response.
- Facilitating data driven responses: Facilitate and support the collection, compilation, analysis, interpretation and dissemination of health program data. Support inclusion of refugees in national data systems and tools including disaggregation of data by nationality to the extent possible.
- Refugee participation and consultation: wherever possible, continue to develop and support consultative processes that enable refugees and host community members to assist in designing appropriate, accessible and inclusive responses.
- Providing technical expertise & support: UNHCR will seek to provide or facilitate technical and general support to partners on program implementation and support for inclusion of refugees in national systems.

**Annexes**

[01 Health 3W Kobo Template](#)

[02 Health 3W PowerBI Report.pbix](#)

[03 Health 3W Excel Template](#)

Public Health 3W Tools

TOR - Sexual and Reproductive Health Sub-Group
Public Health Response and Accountability Framework

UNHCR Public Health Toolkit - Assessment Tool

TOR - Nutrition Sub-Working Group

TOR - Health Sector Strategic Advisory Group

TOR - Health Sector Group

List of Annexes and Key Documents for Public Health in Emergencies

TOR - Community Health Working Group

Outline of a Public Health Sector Strategy in Refugee Emergencies

Outline of Health and Nutrition Components of a Refugee Response Plan (RRP)

Weekly Health and Nutrition Update (Country)

TOR - Mental Health and Psychosocial Support (MHPSS) Technical Working Group

3. Links

UNHCR Public Health iRHIS The Sphere Handbook IATT HIV in Emergencies

4. Main contacts

UNHCR Division of Resilience and Solutions (DRS)- Public Health Section

HQPHN@unhcr.org
Inter-agency UNHCR-led refugee response plans

15 August 2023

Key points

• Involve Government from the start of an emergency, in the Contact Group and in preparing the RRP;
• Be flexible, transparent and inclusive; involve participating agencies and key stakeholders;
• Make arrangements that enable all actors to communicate clearly and transparently;
• Make sure that RRPs take account of the requirements of all agencies involved in the response;
• Ensure that agencies' requirements are realistic, match agencies' presence and capacities in the country, and can be implemented before the RRP's term ends;
• Avoid duplication or overlaps in budgeting. When agencies issue their own appeals, take account of requirements that might be included in the budgets of UNHCR or other UN agencies;
• Consult the UNHCR Emergency Information Management Toolkit when you prepare an RRP. It contains useful tools for communication and information management;
• Draft RRPs in language that is agency-neutral;
• Do not change planning scenarios, planning figures or priorities unilaterally;
• Do not focus on agency-specific planning.

1. Overview

Refugee Response Plans (RRPs) are UNHCR-led, comprehensive inter-agency plans for responding to refugee emergencies. An RRP contributes to the application of the Refugee Coordination Model ensuring accountable, inclusive, predictable and transparent coordination in responding to large-scale or complex refugee situations. It provides the vehicle through which UNHCR together with a broad range of key actors, including representatives of the host Government (where possible), members of the UN/Humanitarian Country Team, other international organizations, civil society, development and financial institutions and the private sector, seeks to foster joint humanitarian and development programming initiatives in the
country of asylum. See Refugee Coordination Model.

The RRP articulates the protection and solution priorities and describes the needs of refugees, impacted host communities, and other persons of concern, states how and by whom these needs will be addressed, and defines the financial requirements of all the partners involved. It builds on national preparedness measures and prior contingency plans. See Preparedness Package for Refugee Emergencies for inter-agency contingency planning in a refugee situation.

The development of an RRP is coordinated and led by the UNHCR Refugee Coordinator, who is often the UNHCR Representative in medium-sized emergencies and a senior staff member in the Regional Bureau concerned in larger ones, with the aim of ensuring an overarching vision and the coherent engagement of all actors in pursuit of protection and solutions.

An RRP is based on protection and assistance assessment findings. The needs assessment for refugee emergencies (NARE) is designed to assist UNHCR operations with the guidance and tools required to undertake an initial multi-sectoral needs assessment when there has been a significant sudden, forced displacement of populations across borders. In addition, RRP partners should step up cooperation by exchanging information, carrying out joint assessments and analysis in line with the 'new way of working' to jointly understand the challenges on the ground and better identify actions and sectors for intervention. Assessments should consult refugee and host communities about their needs, capacities and possible solutions.

2. Main guidance

When and for what purpose

An RRP is prepared in situations where the scale of a refugee crisis requires a formal coordinated inter-agency response plan. The RRP sets out a detailed strategy and implementation plan that provides a framework for all the partners involved. The planning process should be inclusive, building on each key actor's comparative advantage to produce a complementary combination of interventions in multiple contexts to respond to various types of refugee crises from the onset of emergencies to more protracted situations.

Given that the host Government is the primary duty-bearer in any refugee situation, the RRP supports Government leadership and coordination, through mobilisation of international support and funding, while it seeks to broaden the scope of partnerships to mobilise additional resources and increase visibility for the needs of refugees and their host communities.

The RRP serves as the base from which to implement and advocate for refugee situations. The inclusiveness of UNHCR’s RRP approach brings agencies together: they share their analysis of protection risks and the needs of refugees and host communities, and jointly elaborate a strategy to address them. In addition to deciding who is responsible for what, and financial requirements, the RRP is also a fundraising tool for agencies involved in the response.

An RRP does not cover UNHCR’s involvement in IDP and natural disaster response situations. A
A separate planning process exists for these situations which is led by the Humanitarian Coordinator, supported by OCHA, and with the active involvement of Cluster Coordinators. UNHCR takes an active part in this planning process as a member of the Humanitarian Country Team (HCT), and as a cluster lead. If a Humanitarian Response Plan (HRP) is already in place when a refugee influx occurs, a high-level summary of the RRP for a newly emerged refugee situation along with any on-going refugee response(s), and presentation of related resource requirements are included in the HRP as a separate refugee chapter.

In response to the many challenges inherent in identifying and protecting refugees within broader movements of persons, an RRP could also be developed for mixed refugee-migrant displacement situations. In such cases the Refugee and Migrant Response Plan (RMRP), which is typically co-led by UNHCR and IOM, seeks to ensure humanitarian, protection and integration interventions to address the needs of refugees, asylum-seekers and migrants, as well as to support host communities in response to mixed population flows.

The RRP plays a key role in:

- Providing partners in the refugee response with a platform and tools to properly coordinate an inter-agency response, as well as to engage new partners;
- Raising the profile of refugee assistance among the various inter-agency plans, as well as enhancing refugee inclusion in national and local development plans and policies;
- Mobilizing resources for partners, which are operationally engaged, by providing donors with a jointly agreed plan;
- Providing the host Government with an overview of who-is-doing-what in support of the refugees, ensuring an overarching vision and coherent engagement in pursuit of protection and solutions.

**Summary of guidance and/or options**

In line with UNHCR's Policy on Emergency Preparedness and Response, country operations shall from the start of an emergency elaborate resource requirements and mobilization strategies together with partners and ensure that these are reflected in Refugee Response Plans.

The duration of an RRP depends on the nature of the emergency situation. However, ideally it should be aligned with the calendar year, particularly UNHCR’s “financial biennium”, which is the period from 1 January of one year to 31 December of the following year.

Within the framework of the RRP partners have to work together to develop and implement responses in the immediate, medium and long-term to assist and empower refugees, as well as to support host communities and the host Government. The inter-agency activities included in an RRP, should aim to provide protection and multi-sectoral assistance, and to increase the focus on building the self-reliance and resilience of refugees. Advocacy for the inclusion of refugees in national developments plans and labour markets shall also be included.

Depending on the context of the displacement situation, as well as the capacity of host
communities to support the impact of massive numbers of refugees, the RRP should focus on reinforcing and supporting national structures wherever conditions permit.

The response plan should be pillared on broadening partnerships and operationalizing the Global Compact on Refugees (GRF), underpinned by the Comprehensive Refugee Response Framework (CRRF) and incorporating the humanitarian-development and peace nexus into the response.

An RRP includes:

- A situation analysis, including contextual information and maps;
- Planning figures;
- An overview of the needs and vulnerabilities of the refugees, host communities and other persons of concern as relevant;
- Protection and solutions priorities;
- Strategic objectives and main priorities;
- Key sector specific responses by involved partners, and their responsibilities;
- Indicators with baselines and targets for each planned result;
- Inter-agency budget;
- Coordination arrangements.

Where refugees from a country flee to more than one country of asylum, a Regional RRP is prepared. This sets out a regional strategy that incorporates the country-level inter-agency response plans of all refugee-receiving countries affected by a particular refugee situation. A Country RRP is prepared to reflect the needs of an entire refugee population in a country of asylum. The Country RRP includes the inter-agency response delivered by partners in the country.

See UNHCR / DER Guidance Note on 2020-2021 Refugee Response Plans, aimed at ensuring consistency in the preparations of RRPs and promoting best practice.

Regional RRP

Where refugees from a country flee to more than one country of asylum, a Regional RRP is developed. This presents the inter-agency response plans of all refugee receiving countries in separate sections, together with a regional overview. Coordination of a regional RRP is led by the Regional Refugee Coordinator, or the Regional Bureau Director's Office of the relevant bureau. UNHCR offices in coordination and consultation with relevant partners, should work with the Regional Bureau or Regional Refugee Coordinator and agree:

- A timeline for preparing the RRP;
- Planning figures and a planning scenario, in close consultation with the operation in the country of origin;
- Protection and solutions priorities and strategic objectives;
- A plan or chapter for each country that receives refugees;
- Working group and sector arrangements;
- Inter-agency financial requirements, broken down by country of asylum and sector;
- Regional coordination arrangements.
Regional RRPs should not include UNHCR’s response to IDP situations in a country of origin. While it is vital to coordinate with operations in countries of origin on likely scenarios, possible outflow patterns and numbers, and causes of refugee outflows, Regional RRPs only cover the response to the needs of refugees, host communities and other persons of concern in countries of asylum.

While an RRP is developed in close collaboration and consultation with relevant government counterparts in countries of asylum, it should not include financial requirements of host governments.

**Country RRP**

While Regional RRPs continue to be essential for the coordination of refugee crises with regional implications, when possible, operations are encouraged to develop Country Refugee Response Plans (Country RRPs), consisting of a multi-year inter-agency plan covering all refugee populations in a country.

The development of a Country RRP is coordinated by UNHCR, under the leadership of the UNHCR Representative, including the plans of all multilateral organizations for humanitarian assistance and beyond it could pave the way for the development of comprehensive plans for refugees led by the host Government.

The Country RRP, follows the structure of the Regional RRP and supports interventions from humanitarian assistance to medium and long-term responses, focused on resilience and solutions. In this regard, the Country RRP includes activities based on a two-year inter-agency budget (in line with UNHCR's and partners' biennium), while the protection strategy covers a three to five-year period.

How to implement this at field level?

When developing an RRP, the following steps are recommended.

**Step 1: Convene a core strategy group and set up coordination structures for the planning process**

Under the leadership of the UNHCR Representative or Refugee Coordinator a core strategy group should be convened to help establish priorities and strategic objectives of the RRP.

This group should be composed of representatives of agencies involved in the response (including UN agencies, as well as international and national NGOs), and the head of the Refugee Protection Working Group. As appropriate, the host government should also participate.

Coordination arrangements for Sector Working Groups should be reviewed and confirmed as early as possible in an emergency (ideally before the planning process starts) and should be informed by contingency plans and preparedness actions. Sector co-coordinators should be drawn from UN agencies, NGOs and, where applicable, Government.
If not already in place, it is particularly important to establish a UNHCR-led Refugee Protection Working Group that represents a wide range of agencies, to ensure that all sectors integrate cross-cutting protection priorities and align their plans accordingly.

**Step 2: Develop planning assumptions and broad strategic objectives**
Under the leadership of the UNHCR Representative or Refugee Coordinator supported by the Head of the Refugee Protection Working Group, the core strategy group undertakes a joint analysis of the situation and develops the overall planning assumptions that should guide the response. They also jointly review the protection and solution priorities and establish the corresponding strategic objectives to guide the response.

**Step 3: Development of sector level response**
The UNHCR Representative or Refugee Coordinator convenes the sector co-coordinating agencies and the head of the Refugee Protection Working Group to provide high-level guidance for sector-level planning, based on the protection and solution priorities and strategic objectives set by the core strategy group to ensure a collective response that meets the needs of refugees and leverages the capacity of all actors. Taking account of the protection priorities, the overall strategy, and working with partners in their sectors, sector co-coordinators determine sector-specific objectives and key activities (based on sector-level assessments) and identify gaps and priority needs.

Sector plans should provide:

- A situation analysis for the sector;
- Overall planning figures for targeted populations (broken down by region or location where relevant, and disaggregated as a minimum by gender and age);
- An overview of needs and vulnerabilities;
- List of key geographic locations in which partners should develop interventions;
- Key assumptions that affect the work of the sector (such as government policies, refugee specific needs and protection related risks, security issues, etc.);
- Financial requirements, with a break down by partner and sector, in each country of asylum.

**Step 4: Consolidate and Review the plan**
When sector-level plans are complete, the Representative or Refugee Coordinator convenes the sector co-coordinating agencies and the head of the Refugee Protection Working Group to review the plans and identify areas of overlap or duplication. The UNHCR Representative or Refugee Coordinator should then confirm overall needs, priorities and requirements with the core strategy group, as well as partners involved in the response and the concerned Regional Bureau.

**Step 5: Launch the plan**
Once the response plan has been validated and agreed by all the partners involved, including at their Headquarters or Regional Director level, the UNHCR Representative or Refugee Coordinator organizes the formal launch of the RRP, in coordination with the host Government, partners and relevant stakeholders.

**Step 6: Monitor the plan**
A monitoring framework should be set during the development phase of the RRP with clear responsibilities as to who should monitor, what and when. Data on progress should be collected from partners and regular progress reports on key indicators and RRP objectives should be coordinated and published. For **Country RRPs**, operations are responsible for putting in place a monitoring system. For **Regional RRPs**, the Regional Bureau/ Refugee Coordinator's Office is responsible for coordinating the monitoring and reporting. Mechanisms and tools are necessary to allow country operations to monitor the collective results and report on the collective achievements on a regular basis. Establishing an information management system early on is critical.

**Information Management:** In an early stage in the RRP planning process, UNHCR will reinforce its country data and information management capacity. Data portals are created to facilitate coordination and information sharing among stakeholders engaged in the response. An on-line inter-agency RRP portal (operational data-portals: [http://www.data.unhcr.org/](http://www.data.unhcr.org/)) should be established with the support of UNHCR HQ. In addition, UNHCR has an information management role and field operations should produce external Inter-Agency Operational Updates to report on the progress achieved by all agencies in the Country and Regional RRPs, as well as UNHCR-specific updates.

**Step 7: Fund tracking**

- As the lead coordinating agency, UNHCR is responsible for tracking funding received by all agencies for the RRPs and sharing Inter-Agency Funding Updates. The Refugee Response Financial Tracking (RRFT) was developed by UNHCR and rolled out in 2019 as a "One stop shop" platform compiling all financial data related to refugee programmes. Data available includes funding received by agencies involved in refugee response. It includes funding and budgets for refugee-related appeals and plans such as Country and Regional Refugee Response Plans (RRPs). See UNHCR, Guide to the Refugee Funding Tracker.

- **Timeframe and action plan**
  
  Depending on the emergency of the situation, a new RRP should be finalized within a timeframe of not more than 20 working days. Given the importance of inter-agency consultations and understanding the complexity of the challenges facing partners involved, including organizing appropriate needs assessments, this timeframe may be extended further to ensure a higher quality response plan especially in more protracted situations where revisions of annual plans are concerned.

---

**Action Plan: what and by whom**

- Following a decision to develop an RRP, the UNHCR Representative or Refugee Coordinator and the Regional Bureau agree draft timelines and the period the RRP will cover.
UNHCR agrees a detailed timeline with the Government and participating actors in the host country and establishes a coordination mechanism for preparing an RRP.

The UNHCR Representative or Refugee Coordinator forms a small core strategy group composed of senior representatives of key agencies involved in the response and convenes a strategy meeting.

This group prepares a situation analysis, develops the planning scenario and assumptions, reviews the protection and solutions priorities and establishes the strategic objectives. These are communicated to sector co-coordinators and other actors involved.

Based on established criteria and in consultation with key agencies the UNHCR Representative or Refugee Coordinator identifies sector co-coordinating agencies.

Prepare a draft RRP. It should also include the financial requirements of agencies participating in the response by sector. The RRP is based on available evidence and a needs analysis.

Circulate a consolidated draft for review to the core strategy group and all agencies participating in the response as well as to Government counterparts.

The UNHCR Representative or Refugee Coordinator conclude the process of feedback from core strategy group, partners and Government counterparts and provide a consolidated RRP draft to UNHCR HQ and to the Regional Bureau for review.

Thereafter, the UNHCR Representative or Refugee Coordinator shares the draft with the HQs of participating agencies for information and further feedback. At that stage, a validation meeting could be organized among all the partners involved.

The UNHCR Representative or Refugee Coordinator, in cooperation with UNHCR HQ, reviews and integrates the comments of other agencies and prepares the final document for launch. Upon approval by the UNHCR HQ and the Regional Bureau Director, the RRP is finalized.

The UNHCR Representative or Refugee Coordinator, in cooperation with UNHCR HQ, launches the RRP and presents it where possible with the host Government, partners, as well as donors and other stakeholders.

UNHCR coordinates the collection of data from partners and offices and regularly publishes progress updates.

**Annexes**

[UNHCR, Guide to the Refugee Funding Tracker](#)
3. Links

UNHCR, Guidance Note on 2020-2021 RRPs (access with password) UNHCR, Templates for Regional RRP Narrative and Budget, and Country RRP Narratives. RRPs on the online refugee data portals

4. Main contacts

Contact the UNHCR DER/DRRM, Humanitarian Financing and Field Support Unit: Rachel Manning: manning@unhcr.org and Stylianos Kostas: kostas@unhcr.org

Camp Coordination and Camp Management (CCCM) Cluster (IASC)

08 March 2023

Key points

- Contact UNHCR's CCCM Unit at headquarter as soon as it becomes evident that activation of clusters will be discussed. This will enable the unit to provide timely guidance and support.

- Emphasise that CCCM does not promote the creation of camps. Explore and promote alternatives to camps and do not establish camps if other options are feasible.

- Analyse the country context and possible forthcoming emergency situations. Identify existing coordination mechanisms and whether they will cope. Advocate for cluster activation in the HCT if you conclude that it is appropriate to do so on the basis of your analysis. Past experience indicates that it is better to activate the CCCM cluster early, and deactivate it if necessary, than to activate too slowly. Argue for a single cluster lead, supported by an NGO co-chair or co-facilitator where appropriate.

- Where those displaced are not located in formal camps (or the creation of formal camps is not planned or desired) but numbers are rising quickly and occupation of unused public or abandoned buildings (such as schools or churches) becomes common, consult the Global CCCM Cluster.

- Coordinating a cluster is a full-time job. Ensure that a dedicated CCCM cluster coordinator is appointed, supported by an information manager and a capacity-development specialist. Sub-national cluster coordinators should also be appointed when necessary.
1. Overview

The Global CCCM Cluster was established in 2005 and is co-led by UNHCR in conflict situations and by the International Organization for Migration (IOM) in natural disaster situations. The CCCM cluster's overall goals are to coordinate and facilitate the efficient, effective and predictable delivery of protection and services at community level, ensure that the rights of IDPs and other affected populations are protected, and advocate for durable solutions.

The coordination mechanisms of the CCCM cluster, like other clusters, are mainly relevant in situations of internal displacement and natural disasters. The IASC cluster approach is not applicable to refugee situations, where responses are coordinated within the framework of the refugee coordination model (RCM), including the 2014 Joint UNHCR - OCHA Note on Mixed Situations: Coordination in Practice.

CCCM is inherently a cross-cutting sector that may be present in all types of communal displacement settings in rural or urban environments - including planned camps, spontaneous self-settled informal sites, collective centres, reception centres and transit centres. In recent years, CCCM has also worked with displaced populations living with host families and in remote communities. The CCCM cluster does not advocate for camps but rather seeks to establish and maintain dignity and standards in camps if they are created, and to develop exit strategies and durable solutions when feasible. Camps should therefore be considered temporary measures when alternatives to camps are not an option, recognising the specific needs of the displaced communities.

In CCCM responsibilities are distributed across three main roles:

**Camp administration (CA).** This function is carried out by the State authorities that are responsible for providing protection and assistance to displaced persons on their territories. It relates to the oversight and supervision of activities, including security. State responsibilities are not transferable. A CA is usually represented at camp level.

**Camp coordination (CC).** UNHCR usually assumes this role in complex, conflict-related IDP emergencies, and it includes both strategic and inter-camp operational coordination. A CC is responsible for designing strategy, setting standards, contingency planning, and information management. Its primary objective is to create the humanitarian space necessary for the effective delivery of protection and assistance. To develop exit strategies and more durable solutions, it liaises closely with local actors, including civil society organisations. The CC is functioning at inter-camp level.

**Camp management (CM).** An NGO partner or a national or local authority usually fills this function. Where capacity is limited, UNHCR may support a CM or take on the role itself. A CM coordinates and monitors the delivery of, and access to, services and protection to IDPs, and ensures maintenance of infrastructure. It is also responsible for community participation by setting up representative committees. These enable the displaced communities to exercise their right to participate in decision-making and to influence the design and delivery of humanitarian programmes at all stages. Prevention and response to GBV is crosscutting through all phases of camp management. CM operates at camp level.
For more information on CCCM levels of response, see first image below "CCCM Cluster levels of response".

The main roles and functions of the CCCM can vary according to the institution that is responsible and the circumstances in which it operates. What matters is to cover all CCCM functions, making sure that the needs of displaced people are met and that there are no gaps or overlaps in responsibility or response. CCCM approaches and tools remain relevant to situations of displacement whether a CCCM cluster is activated or not.

Where IDPs settle scattered and in remote locations and with host communities and families, CC and CM's approach is sector-based or area-based (Area-based Approach (ABA)), with mobile teams or through remote management (see under Camp Management Camp Coordination (CCCM) and CCCM Paper on Area-based Approaches (October, 2020).

When engaging outside camps it is crucial to work closely with and support existing and functional local structures in relation to information, communication, coordination and monitoring of services to the displaced populations. For a more detailed description of community participation and roles and responsibilities in CCCM, and of approaches outside of camp, see the Camp Management Toolkit (2015), the UNHCR's Collective Centre Guidelines (2010), and Urban Displacement & Outside of Camp (UDOC Desk Review 2014).

2. Main guidance

Underlying rationale / objective of the approach or system

- The CCCM cluster's roles are to ensure that humanitarian action for internally displaced persons (IDPs) is coordinated, access to services and protection during displacement is equitable, and IDPs participate meaningfully in efforts to enable them to enjoy their rights, ideally by developing their own capacities. In practice this means that the human or 'software' dimensions of the humanitarian response are fully integrated and coupled with 'hardware' programmes such as shelter, relief item distributions or WASH infrastructure. Accountability mechanisms are fundamental to achieving this goal. They give the displaced population a voice, permit them to participate meaningfully in governance, and enable them to influence decisions that concern them and the direction of humanitarian programming. The CCCM cluster should be viewed as a mechanism for mainstreaming protection, considering its key partners work in all areas of humanitarian action and have the closest contact with the displaced community.

- The Global CCCM Cluster develops tools, provides field support through remote guidance and rapid response mechanisms, capacity through training and e-learning, and coordinates policy development to guide national CCCM clusters. To fulfil this task, UNHCR and IOM, which co-lead the Global CCCM Cluster, work closely together to develop common approaches for broader CCCM responses and design specific tools and methodologies to address specific subtleties that arise in natural disasters and complex emergencies. The
Global CCCM Cluster also works closely with other global clusters and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). It also supports cross-cutting initiatives of the Inter-Agency Standing Committee (IASC), including its work on accountability to affected populations (AAP) and communicating with communities (CwC).

- **At national (or CC) level**, CCCM clusters develop an overarching strategy to provide a harmonized, efficient and effective humanitarian response to displaced persons and communities. Central to this is a strong information management and monitoring system that ensures similar approaches are adopted. Identifying relative gaps and duplications in service delivery and protection within specific camps and regions must be coupled with a strong advocacy role to ensure that other clusters and stakeholders provide the most efficient, equitable and logical humanitarian response across all camps and communal settings outside of camps.
- The CCCM cluster is unique in that it has an additional level of coordination and engagement – the **communal/camp (or CM) level**. This is the level of the CCCM cluster's operational engagement, and involves coordinating service provision, monitoring, governance and engagement within a single (or small grouping) of camp/communal setting. Several Camp Management specific activities also need to be accounted for and are described in depth in the Camp Management Toolkit (2015).

**The structure and responsibilities of a CCCM cluster at country level**

A country cluster should form a CCCM coordination team that is capable of providing effective leadership of the cluster. Ideally, it should have a minimum of three members: a cluster coordinator, an information management officer (IMO), and a capacity-development specialist. In some geographical or operational settings, additional sub-national coordination mechanisms may be required.

**Cluster coordinator**

A UNHCR CCCM cluster coordinator reports to UNHCR's Representative or (in sub-national clusters) Head of Office, and is responsible for providing overall cluster leadership. S/he works closely with other country-level cluster coordinators, and particularly with Protection, Shelter, and Water, Sanitation and Hygiene (WASH). For guidance and support, s/he also keeps closely in touch with UNHCR's Global CCCM Cluster coordinator and support team.

Appointing an NGO as co-chair or co-facilitator promotes inclusion, but this decision should be discussed and endorsed by cluster partners. A memorandum of understanding or terms of reference (ToR) should clarify exact roles and responsibilities of the co-facilitator, and define clear lines of accountability. UNHCR will usually take the lead role, and the co-chair or co-facilitator supports. The appointment of a co-facilitator has important implications and should be assessed in consultation with the UNHCR Global CCCM Cluster coordinator.

**Information management officer**

An information management officer (IMO) reports to the cluster coordinator and is responsible for identifying and satisfying data-analysis and information requirements at a range of levels. The IMO's work: supports cluster priorities, informs decision-making by the Humanitarian Coordinator (HC) or the Humanitarian Country Team (HCT), strengthens data collection and processing systems, establishes information dissemination mechanisms and facilitates information
exchange between key stakeholders.

**Capacity development specialist**
In principle, a capacity development specialist should be deployed alongside the cluster coordinator and IMO. Experience has shown that CCCM training is required at an early stage, because many of the new personnel hired at the start of an emergency are unfamiliar with CCCM concepts.

**Sub-national and field level coordination**
Complex emergencies or geographically-spread responses may require additional coordination at sub-national or field level. Sub-national coordinators and resources to support sub-national coordination may be mobilised externally but also internally, through standby partner arrangements or CCCM cluster members (if they are willing and have the capacity).

See graphic 2: A minimum CCCM cluster coordination structure for a system-wide L3 emergency.

**Policy, strategy and/or guidance**

The IASC’s [Reference Module for Cluster Coordination at the Country Level](#) explains the work of clusters, including their activation and de-activation and core functions. The paragraphs below set out specific steps that an activated (or soon to be activated) national CCCM cluster should take in the first months.

**Formal activation of a CCCM cluster**
Under the [Transformative Agenda](#), IASC Principals agreed that activation of clusters must be more strategic, less automatic, and time limited. In consultation with the Humanitarian Country Teams and cluster lead agencies, the Humanitarian/Resident Coordinator (HC/RC) should only recommend the activation of clusters when there is an identified gap in the enabling environment warranting their activation. Formal activation of clusters may be difficult in circumstances where government capacity is constrained. In such contexts, different ways of augmenting coordination and response capacity may need to be found, underpinned by the principles of the cluster approach. To ensure that clusters continue to operate for no longer than they are strictly needed, plans to deactivate and transition clusters should be prepared as soon as possible after activation. Building the capacity of local partners and government institutions should be an objective from the outset.

**The criteria for cluster activation are met when:**
1. Response and coordination gaps exist due to a sharp deterioration or significant change in the humanitarian situation.
2. Existing national response or coordination capacity is unable to meet needs in a manner that respects humanitarian principles, due to the scale of need, the number of actors involved, the need for a more complex multi-sectoral approach, or other constraints on the ability to respond or apply humanitarian principles.

**The procedure for activating cluster(s)**
1. The RC/HC and cluster lead agencies (CLAs), supported by OCHA, consult national authorities
to establish what humanitarian coordination mechanisms exist, and their capacities.

2. Global CLAs are alerted by their country representatives and OCHA, prior to the UN Country Team (UNCT)/HCT meeting to discuss activation, to ensure they are represented at the meeting.

3. The RC/HC, in consultation with the UNCT/HCT, decides which clusters should be recommended for activation, informed by analysis of the situation and preparedness planning. In each case, the decision should be based on the criteria for cluster activation.

4. The RC/HC, in consultation with the UNCT/HCT, selects CLAs based on agencies' leadership accountably in IASC, their operational presence, and their ability to scale up. Ideally, the selection of CLAs mirrors global arrangements; but this is not always possible and sometimes other organizations are in a better position to lead. Under the IASC Transformative Agenda, CLAs were encouraged to consider developing a clearly defined, agreed and supported sharing of cluster leadership with NGOs wherever feasible.

5. The RC/HC writes to the Emergency Relief Coordinator (ERC), following consultation with the HCT, outlines the recommended cluster arrangements, suggests CLAs, and explains why particular clusters need to be activated. If non-cluster coordination solutions have been agreed, these are also described.

6. The ERC transmits the proposal to the IASC Principals for approval within 24 hours, and informs the RC/HC accordingly. The Principals may ask the IASC Emergency Directors Group to discuss in more detail, if necessary.

7. The ERC writes to the RC/HC to confirm that activation of the suggested clusters has been endorsed and/or to provide feedback from the IASC Principals.

8. The RC/HC inform relevant partners when decisions on clusters and lead agencies are approved.

Activating a country-level/national CCCM cluster after endorsement

- Cluster formation workshop – Invite interested actors to a workshop. Highlight what the cluster is, what it can do and how partners can contribute. Establish the capacities of stakeholders and where critical gaps need to be filled.
- Define the cluster's terms of references (ToRs) – Establish clear ToRs clarifying the role of the cluster in this specific context, scope, regulations for membership and national structure including sub-national CCCM structures. Membership of national CCCM clusters can vary considerably, but it is advisable to have a representative from all the major operational clusters (WASH, Protection etc.) to ensure cross-cutting representation.
- Define roles and responsibilities between CA, CC & CM functions – Define in writing, which actors will be responsible for which specific CCCM architecture functions. Depending on the context CM actors may need to take on CA functions, or the government will take on both CA and CM. What is essential is that it is clearly defined which specific actors are responsible for which specific activities and that a document outlining these can be referenced.
- Create a strategic advisory group (SAG) – Ideally, a SAG should have n more than six members. The group is responsible for developing the cluster's strategic direction.
- Define the scope of CCCM intervention – Will the intervention involve formal camps only or a variety of informal settlements and communal settings outside of camps? Will it involve people living with host communities and families? Establish clearly in writing what the cluster will and will not cover. Depending on the context overlap with OCHA's inter-cluster
coordination mechanisms may be anticipated. The delineation of these responsibilities should be made clear in writing, and be based on actual human resources and the ability to effectively cover the defined scope.

- Outline a CCCM strategy – Initially, quickly produce a one page 'living' document that sets out what the cluster would like to do (why, by whom, how and by when). Do not aim for perfection: create something that sets the direction and then elaborate it over time.
- Continue to develop capacity and run information sessions – Given that new emergencies often entail a high degree of staff turnover and recruitment, continued CCCM information and training sessions should be conducted in the initial months to ensure smooth transitions and a sustained quality response.
- Information management products – Establish a regular and predictable dissemination of Information Management products. Initially this should include 3/4Ws (Who, What, When, Where) and basic information on population, key indicators and mapping. Eventually this should evolve into fuller camp profiles and key data on displacement trends. The onset of the emergency is a critical moment to harmonize systems among partners as this becomes increasingly challenging as the response get more established.
- Communicate with the CCCM Unit at HQ – At least at the beginning of the emergency weekly or biweekly calls with an HQ CCCM focal point can provide remote support. Seek advice on strategy development, good practices, capacity development support, comparison with other operations and funding applications (to pooled funds, such as common humanitarian funds (CHFs) and the Central Emergency Revolving Fund (CERF).

For recent developments, consult the Global CCCM Cluster.

**Role of partners involved**

<table>
<thead>
<tr>
<th>Partners</th>
<th>Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internally displaced persons</td>
<td>Internally displaced persons (IDPs) are important CCCM partners at operational level. The CCCM cluster should explore how to involve them at cluster level, through representatives or camp management agencies (CMA). They are a key source of information on the needs and capacities of the displaced community, and on solutions. At community level they are directly engaged in governance and grievance mechanisms and play a crucial role in identifying specific and individual needs and targeting assistance.</td>
</tr>
<tr>
<td>Host communities</td>
<td>Host communities play crucial roles. They grant access to fuel wood, pasture, and other community services; facilitate a smooth humanitarian response; give IDPs access to protection and rights; promote harmonious relations by participating in peace and co-existence programs; protect the environment; and participate in efforts to prevent and respond to SGBV, etc.</td>
</tr>
</tbody>
</table>
### National authorities

Government offices are responsible for policies, regulations, land allocation, data and documentation, camp administration, camp security and access, and provision of protection and assistance to the IDPs. The Government also promotes peaceful relations and co-existence with host communities. Where feasible, national authorities should be encouraged and assisted to assume responsibility for camp management as well as camp administration. This will ensure ownership and continuity after UNHCR exits. The ministries of home affairs and land are most commonly a CCCM cluster's counterparts.

### HC, HCT supported by OCHA

The Humanitarian Coordinator and Humanitarian Country Team determine the shape and functions of inter-cluster coordination, supported by OCHA.

### Other UN agencies

UN agencies share information on protection and assistance needs, participate in joint needs assessments, and respond to needs/gaps in their respective areas. Cluster/sector leads, notably those responsible for shelter, protection and WASH, should be invited to participate in the CCCM cluster.

### National NGOs

National NGOs make a crucial contribution to CCCM responses and should be encouraged and assisted to participate in the cluster. Typical roles will be camp management and the provision of services to IDPs in camps. After clusters phase out, national NGOs ensure the continuity and sustainability of a response; they should be capacitated to fulfil these roles.
| **International NGOs** | Like national NGOs, international NGOs (INGOs) with relevant experience should also be represented in a CCCM cluster. INGOs that typically participate in a CCCM response include (note that programs and activities are subject to change):
  1. ACTED. Emergency response, camp management, access to basic services, inclusive economic opportunities, infrastructure and climate action, strengthening civil society, peace, stability and justice.
  2. CARE. Food security, maternal and child health, climate change, education, HIV and AIDS, WASH, economic development.
  3. Catholic Relief Services (CRS). WASH, community resettlements and camp construction, agriculture, health, children, (girls') education, microfinance, road, justice and peacebuilding, partnership and capacity strengthening.
  6. Lutheran World Federation (LWF). WASH, shelter/construction, community services (special needs, psycho-social counselling, peace building, distribution of non-food items), protection (of unaccompanied minors).
  7. Norwegian Refugee Council (NRC). Camp management, education, information-counselling and legal assistance (ICLA), livelihood and food security, shelter and settlements, WASH, expert deployment to UN.
  8. REACH. Emergency response, assessments, data collection, remote sensing, data analysis, publications, maps, web-maps and online dashboards.
  9. Red R. Capacity building in camp management, recruitment for the humanitarian sector. |

| **IOM** | When UNHCR leads a CCCM cluster, the IOM is invited to participate in it, and vice-versa. IOM's CCCM experience and resources contribute in addition to capacity development and information management, including Data Tracking Matrix (DTM). |

| **Donors** | Relevant donors interested in the work of a CCCM cluster should be involved as soon as possible and invited to strategic discussions. |

| **Media** | The media are important partners but should not join cluster meetings. To ensure accurate reporting and cluster visibility, specific mechanisms for working with the media should be established |
UNHCR's role and accountabilities

Under the cluster approach, UNHCR has specific CCCM roles and accountabilities at national level associated with its responsibilities as a cluster lead and an operational agency.

UNHCR as a CCCM cluster lead
At national level, the UNHCR Representative heads the lead agency of the CCCM cluster and is accountable to the HC. The Representative has responsibility to:

- Ensure that coordination mechanisms are established and properly supported.
- Serve as first point of call for the Government and the HC.
- Discuss cluster-specific concerns at the HCT as well as challenges the cluster cannot solve.
- Act as provider of last resort.

The CCCM cluster coordinator is responsible and accountable for ensuring that the CCCM cluster performs the following six core functions:

- To support service delivery by providing a forum in which approaches can be agreed and duplication eliminated.
- To inform the strategic decision-making of the HC and HCT by coordinating needs assessments, gap analysis, and prioritization.
- To plan and develop strategy (including cluster plans, adherence to standards, funding needs).
- To advocate for identified concerns on behalf of affected populations and cluster partners.
- To monitor and report on the cluster strategy and its results, and recommend corrective action where necessary.
- To conduct contingency planning, preparedness, and capacity development where needed.

The CCCM cluster coordinator is ultimately responsible for ensuring that service provision is equitable and harmonized across communal displacement setting and that camp managers apply participatory and community-based approaches universally. By building trust via regular, two-way engagement at community level, camp managers enable CCCM clusters to play a unique role in strengthening accountability to affected populations (AAP).

The following five commitments are part of a camp manager's everyday responsibilities:

- Leadership and governance
- Transparency
- Feedback and complaints
- Participation
- Involvement in design, monitoring and evaluation
Operationalising UNHCR's commitments
The text below is drawn from UNHCR's Policy on UNHCR's Engagement in Situations of Internal Displacement (2019).

The scope of UNHCR's engagement in situations of internal displacement consists of global and country leadership, advocacy and coordination responsibilities, including those set out in arrangements agreed by the Inter-Agency Standing Committee (IASC) under the leadership of the Emergency Relief Coordinator, as well as operational involvement in line with relevant General Assembly resolutions. It will normally be aligned with UNHCR's leadership and coordination responsibilities related to protection, camp coordination and camp management and shelter, with a particular emphasis on displacement owing to conflict and violence, in line with IASC arrangements.

UNHCR will at all times strive to place protection at the centre of humanitarian action through strategic leadership of the three UNHCR-led clusters and ensuring, together with partners, an evidence-based analysis that informs inter-agency decision-making and operational delivery. UNHCR will also contribute to any inter-agency response to disaster-induced internal displacement, taking the lead on protection, whenever the three criteria of field presence, a government request and inter-agency agreement are met. The scope of UNHCR's engagement in such situations will generally be time-limited, and will be determined in consultation with the Senior Executive Team.

UNHCR may also make available its protection expertise in the context of national, regional and international preparedness and response measures related to forced displacement or planned relocations arising from development projects, climate change and environmental degradation.

The implementation of the Policy requires concerted organisation-wide commitment and effort to ensure the predictable exercise of leadership and coordination responsibilities in line with IASC agreements, and an operational stance that is fit for purpose at each stage of our engagement.

Notably:

- The Senior Executive Team (SET), namely the High Commissioner, Deputy High Commissioner and Assistant High Commissioners for Operations and Protection shall ensure that our IDP commitments are fully reflected in the exercise of their leadership, oversight, management and support responsibilities, including in relation to strategic planning and resource allocation;
- Regional Bureaux Directors and Representatives have a crucial accountability and responsibility for ensuring prompt and robust engagement in humanitarian crises characterized by internal displacement, from prevention through to solutions, on a 'no regrets' basis; and
- Directors of Divisions and Heads of Services are responsible for mainstreaming internal displacement in their respective areas of work and ensuring that the necessary capabilities, systems, processes and procedures are in place to resource, guide and support Regional Bureaux and country operations in preventing and responding to internal displacement, including through strategic and effective global cluster leadership, strategic communications and advocacy, and contributing to global policy development and
Delivering a protection and solutions response

With respect to delivering protection and solutions, and disengaging, the Policy states: UNHCR will support Resident/Humanitarian Coordinators and UN/Humanitarian Country Teams to develop an overarching protection and solutions strategy, based on an evidence-based protection analysis. UN and humanitarian partners will be able to rely on UNHCR for expertise and advice on protection priorities and Representatives will participate actively in UN/Humanitarian Country Teams, to help ensure that protection is placed at the centre of the humanitarian response.

When cluster or cluster-like arrangements are established, UNHCR will assume leadership and coordination functions in line with global responsibilities. These will be supported by dedicated cluster coordination capacities, underpinned by a robust operational response – with both aspects supported by information management capacities.

In its cluster leadership capacity, UNHCR will support and steer the development and implementation of comprehensive cluster strategies while, as Provider of Last Resort, mobilizing internal and external resources and engaging a range of stakeholders to fill response gaps. UNHCR will promote protection mainstreaming, working with all clusters to design and deliver an inter-agency response that is shaped by protection considerations. Appropriate opportunities will be identified to reinforce local and national actors, including those responsible for development, to engage in and eventually lead the response to internal displacement.

In its operational capacity, UNHCR will ensure a community-based protection approach and prioritize interventions to prevent, respond to and mitigate the most urgent and immediate protection risks and needs, including protection against sexual exploitation and abuse (PSEA), sexual and gender-based violence (SGBV) and child protection. UNHCR will apply and integrate systematically to its work with IDPs its longstanding expertise in shelter, and camp and site management, including experience gained in the refugee context in transitioning from camps into inclusive settlements.

UNHCR will also prioritise actions that contribute to the conditions conducive for safe, dignified and comprehensive solutions, including (where relevant) for refugees returning from countries of asylum. Special areas of focus will include community engagement, law and policy, documentation, shelter, secure land tenure, livelihoods, peaceful co-existence and conflict resolution.

UNHCR will galvanise and contribute to government led efforts to address the needs of IDPs - including those who are integrating locally, returning to places of origin or settling in another part of the country, as well as the wider displacement-affected community.

In line with the 2030 Agenda and the principle of “leaving no-one behind,” UNHCR will work together with partners to secure the inclusion of IDPs in national services, such as education, health, access to livelihoods and social services, including social safety nets; promote the participation of IDPs in local and national social and economic development, including through an enabling legal framework; and build effective approaches to resilience and solutions that assist IDPs, wider displacement affected communities and their governments to better manage and overcome the consequences and effects of displacement. In pursuit of solutions, UNHCR will contribute to transition strategies that link humanitarian and development action, and activities that build and sustain peace.

Results from protection monitoring and assessments, and other monitoring systems, will be
systematically utilised to generate an evidence-base to inform analysis, advocacy, programme
design, resource mobilisation and communications. Protection assessments and monitoring will
also be used to reinforce community based protection work and to ensure that the humanitarian
response takes full account of age, gender, disability and other diversity elements.
Protection and conflict analysis will also be used to ensure a "do no harm" approach to solutions.
In this regard, UNHCR will initiate and participate in multi-stakeholder assessments, profiling and
analysis, engaging relevant national bodies and other actors to develop a comprehensive
understanding of the longer term protection and assistance needs, vulnerabilities, socio-
economic conditions, capacities and aspirations of IDPs, returning refugees and wider
displacement-affected communities.

Disengaging responsibly
UNHCR will disengage responsibly when local and national actors can meaningfully take over
operational delivery, coordination and monitoring in relation to protection and solutions for IDPs.
This will require UNHCR, from the outset of its involvement, to undertake interventions and
measures aimed at enhancing national response capacity, including technical advice and support
for national laws and policies on internal displacement, training and capacity development.
UNHCR will work alongside others in the UN/Humanitarian Country Team to support the gradual
de-activation of clusters in support of government-led coordination arrangements, including in
the transition of any IDP sites to governments and/ or other agreed approaches.

3. Links

- CCCM Collective Centre Guidelines, 201
- CCCM Cluster Desk Review - Urban Displacement &
  Outside Camp (UDOC), 2014
- CCCM Cluster, CCCM Paper on Area-based Approaches, 2020
- IASC, Reference Module for Cluster Coordination at the Country Level, 2015
- www.twitter.com/@cccmcluster
- Camp Management Toolkit
- Global CCCM Cluster webpage
- UNHCR Policy on Internally Displaced Persons, 2019
- CCCM branding and logos

4. Main contacts

- Contact UNHCR's CCCM Unit. At: hayo@unhcr.org
- Contact the Global CCCM Cluster. At: globalsupport@cccmcluster.org

Humanitarian Response Plans (HRPs) and Flash
Appeals (FAs)

27 March 2023
1. Overview

In the Humanitarian Programme Cycle (HPC), HRPs and FAs are the primary tools for jointly setting strategy, planning operations, and managing the response during complex emergencies that involve internal displacement or natural disasters.

In addition to providing a joint humanitarian planning framework, the HRP and FA are fundraising tools.

A Flash Appeal is prepared and issued within five days after a sudden onset emergency or, during a protracted or slow onset crisis, when the Humanitarian Coordinator (HC) and Humanitarian Country Team (HCT) decide that it is necessary to respond to a significant and unforeseen increase in need or change in context; the emphasis is on quick action.

A Humanitarian Response Plan is prepared within 30 days of the issue of an FA if a longer response is required (beyond the initial activation period of six months). Based on an updated needs analysis, it sets the direction of the response, identifies funding requirements, establishes a framework for humanitarian action, and determines how the results of the HRP will be monitored.
Humanitarian planning processes are led and coordinated by the HC or Resident Coordinator (RC) and the HCT. As requested by the HCT, after approval by IASC Principals, UNHCR will fulfil its lead role in the clusters for Protection, Camp Coordination and Camp Management (CCCM), and Shelter.

Note. In refugee situations the Refugee Coordination Model (RCM) applies. Prepared by UNHCR, the RCM is a framework for coordinating and delivering protection and relief services to refugees and host communities. UNHCR leads the entire cycle of refugee responses, including inter-agency contingency planning, needs assessment, information management, response, and resource mobilization.

In some contexts, UNCHR leads Country and Regional Refugee Response Plans (RRP).

In ‘mixed situations’, where internally displaced people (IDPs) and refugee operations occur side by side, the Joint UNHCR-OCHA Note on Mixed Situations; Coordination in Practice sets out the respective accountabilities, roles and responsibilities of the UNHCR representative and the HC, ensuring that coordination is streamlined, complementary and mutually reinforcing.

**Inclusion of a separate refugee chapter in the HRP**

- If a refugee influx occurs in a country that has an HRP and related coordination structures, a high-level summary of the RRP (including related resource requirements) is inserted as a separate refugee chapter when the HRP is updated. The information in this chapter should match the information contained in the Country RRP that UNHCR coordinates.
- A refugee chapter should only be included in HRPs when there is an inter-agency response to refugees. HRPs should not include refugees where UNHCR is the only agency responding to refugee needs.

**2. Main guidance**

**Underlying rationale / objective of the approach or system**

FAs establish an initial planning framework for response operations, and present initial funding requirements early enough in the response to influence programming and funding decisions.

HRPs outline the overall, collectively agreed direction and the funding requirements of a response. The Transformative Agenda's key principles - centrality of protection, accountability to affected populations, cross-cutting issues and gender equality, environment, and early recovery - underlie an HRP's premises and should guide the work of all clusters.

For each response, HCs and HCTs formulate HRP country strategies with input from key humanitarian actors, including cluster coordinators and relevant government authorities. A country strategy sets out the strategic objectives of a response and explains how the
humanitarian community will fulfil these. A cluster plan sets out the cluster's intervention strategy, in support of the HRP's strategic objectives, as well as key cluster-level objectives and planned outputs and targets. Cluster plans also describe how different elements of the operational response will be covered in practice, by whom and where. Inter-agency response plans describe the needs that have been identified in a given emergency, as well as planned actions and costs. This information is important for operational planning and coordination and for raising funds.

The Financial Tracking Service (FTS), managed by OCHA, is an on-line database that tracks donations to established humanitarian plans (usually FAs and HRPs). The goal of the FTS is to improve resource allocation decisions and advocacy by indicating what proportion of people receive humanitarian aid during crises and how far their needs are met. UNHCR HQ (DER/DRRM) reports regularly to the FTS on funding that UNHCR has received for FAs and HRPs.

**Policy, strategy and/or guidance**

**Flash Appeals**

FAs outline the immediate direction of an inter-agency response to a new emergency and its coordination. Issued quickly, within 5 days, they can, where required, provide the foundation for the more detailed HRP.

A Flash Appeal sets out:

- Strategic objectives.
- The scope of the emergency.
- International response efforts and how they link to government actions.
- The coordination architecture of the response, showing how organisations, agencies and donors will cooperate with national authorities to achieve the response's objectives.
- Preliminary gaps in coverage or capacity that need to be filled.
- Cluster/sector activities and costs.
- A first estimate of the overall funding requirements.

**Humanitarian Response Plans**

HRPs set out the overall direction of a response and identify its requirements.

HRPs use humanitarian needs assessments to provide an evidence-base for planning, analyse the scale of the crisis, and identify the most pressing humanitarian needs. These needs, summarized in the Humanitarian Needs Overview (HNO), inform the HRP's strategic objectives. The objectives guide the development of cluster plans.

HRPs have two components:

- A country strategy, consisting of a narrative, strategic objectives, and indicators.
- Cluster/sector plans, consisting of objectives, activities and accompanying projects that describe how the strategy will be implemented and its cost.
HRP requirements/budgets may be defined and assessed in two ways:

- Each agency/partner creates projects in OCHA's Projects Module.
- Cluster/sector lead agencies identify the requirements of their clusters, negotiate costs with all cluster members, then present a joint cluster statement of requirements/budget.

**Role of partners involved**

**Humanitarian Coordinator (HC)** The HC leads humanitarian coordination in complex emergencies and disasters and facilitates the following collective outputs:

- A shared situational analysis.
- A shared HNO.
- A common vision and strategic plan for the humanitarian response.
- Common advocacy messages.
- System-wide resource mobilisation and allocation of pooled funds.

**OCHA**

- Assists the HC to manage the overall planning process.
- Coordinates the preparation of agreed planning figures. These underpin the development of a strategy.
- Facilitates the development (or revision) of a strategy and its subsequent monitoring. OCHA also leads the strategy's preparation, including the development of a timetable and organization of a workshop or meeting(s) of the HCT.
- Assists clusters as needed to identify cluster objectives and activities (and accompanying projects) and ensure they are in line with the strategic objectives.
- Finalizes the HRP (country strategy and cluster plans) in coordination with agencies and clusters, and submits it to the HC and HCT for approval.
- Conveys funding information from donors or agencies to the FTS.
- Keeps a complete and up-to-date 3W or 4W database ('who does what where when'), to assess coverage and identify gaps and overlap.

**Cluster coordinators**

- Participate in establishing a process for completing the HRP (to review guidance, adapt templates, agree timelines, etc.).
- Work with cluster partners and other humanitarian actors on the strategic objectives and cluster plan, making sure that all partners are included.
- Provide inputs to the HCT on the country strategy, as needed, and review the overall FA/HRP as required.
- Draft cluster objectives and define activities the cluster must fulfil to meet the strategic objectives.
- Ensure protection and cross-cluster collaboration remain central.
- Take into account coverage by the Government and other actors who are not part of the
plan, in order to organize activities (and related projects) in the most efficient way to meet response priorities.
- Prepare an internal division of labour for the cluster, oversee a peer review process for selecting and prioritizing projects, and assist the HC to review and endorse projects.
- Keep a complete and up-to-date 3W or 4W database ('who does what where when') so that the cluster can assess coverage and identify gaps and overlaps.

**UN agencies, non-governmental organizations (NGOs), other partners**

- Through the HCT and through clusters, contribute to development of the response plan, based on information available in the country, shared analysis, and planned actions.
- Influence the strategy-setting process, and contribute to response planning.
- Include programmes and projects in the FA and HRP, as appropriate.

**UNHCR's role and accountabilities**

Whenever UNHCR leads or co-leads the Protection, Shelter and/or CCCM clusters, UNHCR offices actively engage in inter-agency planning processes as outlined in IASC guidance.

In refugee emergencies, UNHCR always leads the inter-agency process to plan the response and set strategy, in line with the RCM. In mixed situations, a separate refugee chapter is included in the FA or HRP; this chapter should match information in the Country RRP.

The HRP does not replace or duplicate planning by UNHCR or other agencies of country emergency operations. It is a complementary planning process, undertaken in association with partners and stakeholders and takes place alongside UNHCR's own internal emergency planning process.

In FAs and HRPs, UNHCR:

- Leads the Protection, CCCM, and Shelter clusters, as required by cluster activation in each situation.
- Ensures that protection underpins the planning process in clusters it leads, and encourages other clusters to make protection central.
- Inserts activities and budgets in the FA and HRP, either by creating agency-specific projectsheets in OCHA's [Project Module](#), or by including UNHCR's requirements in the budgets and activities of clusters/sectors.
- Sets up Planning and Monitoring frameworks for Clusters and chapters within the HRP led by UNHCR through the [Response Planning and Monitoring module (RPM)](#). UNHCR also reports against the indicators and targets set up at the beginning of the year on behalf of the Cluster/Sector.
- Ensures that the FA takes account of all approved budgets (with the applicable 7% of indirect support costs), including those associated with the OPS, staffing, and the Administrative Budget and Obligation Document ABOD; and that only budgets approved by
the ExCom and by Supplementary Budgets (SBs) are included.

- Places IDP programmes (Pillar IV) under the applicable FA and HRP sectors/clusters (shelter, protection, etc.). One project sheet should be created for each applicable HRP sector/cluster.
- Leads, coordinates preparation of, and submits the separate refugee chapter of the FA and HRP. This chapter should match information in the RRP. Activities relating to refugees (Pillar I), stateless persons (Pillar II), and reintegration (Pillar III) should be placed only in the refugee response chapter.

**Note**. A refugee chapter should only be included in the HRP if there is an inter-agency response to refugees. HRPs should not include refugees where UNHCR is the only agency responding to refugee needs.

- Ensures that the UNHCR’s cluster/sector project sheets contain just two lines that summarize Programme (PG) and Programme Support (PS) costs. The budget of the refugee project sheet should contain a breakdown by sector; this should be discussed and confirmed with the HQ Regional Bureau Desk and DER/DRRM.
- Participates actively in the inter-agency planning process, and provides inputs as required for the strategic planning and narrative elements of the FA and HRP.

**Annexes**

- Refugee Coordination Model
- OCHA-UNHCR, Joint Note on Mixed Situations. Coordination in Practice
- IASC. The Centrality of Protection in Humanitarian Action

**3. Links**

- Humanitarian Response Info OCHA, Financial Tracking Service (FTS) Project Module IASC
- Reference Module for the Implementation of the Humanitarian Programme Cycle HRP template
- HRP guidance Joint UNHCR-OCHA Letter 5 June 2018 UNHCR, Refugee Coordination Guidance FA
- template and guidance DER Director, HRP Memo (2019) IASC, The Centrality of Protection in
- Humanitarian Action HRP and HPC Resources

**4. Main contacts**

**CONTACT** UNHCR DER/DRRM, Humanitarian Financing and Field Support Unit:
Rachel Manning: manning@unhcr.org.
Sebastien Laroze: larozes@unhcr.org
Civil - military coordination

27 March 2023

Key points

- Work with OCHA CMCS or the individual appointed to establish civil military coordination. Understand the specific UN-CMCoord strategy for the operation.

- Establish who is participating in UN-CMCoord cell meetings, and channel relevant requests or concerns to them.

- Understand how Government and local authorities coordinate with the military. Understand how partners and other relevant actors coordinate with the military. Share this information with the UN-CMCoord officer.

- Establish and share contact details with CIMIC personnel (if the HCT/UNCT has determined that they are the appropriate interlocutor).

- Understand in which sectors, and where, the military are operating and how their operating methods may differ from those of other actors.

- Understand the security environment in which you operate, and risks that may arise from associating with the military.

- Understand the military structure and hierarchy.

- Build and use networks, in accordance with country or other guidelines.

- Avoid public criticism of any actor.

- Determine whether the operation depends on military and civil defence assets (MCDA). If it does, identify additional or alternative forms of delivery.

- Review plans for phasing out military assets and factor these into operational planning.

1. Overview

Humanitarian operations may take place in areas affected by armed conflict. It is frequently justified and essential to interact and dialogue with military forces, in order to gain access to persons of concern and deliver vital humanitarian assistance.

In natural, technological and industrial disasters, governments may use national and external military forces to deliver relief (Haiti 2010, Philippines 2013). Particularly in complex emergencies (Pakistan 2005, 2010), coordination between military and humanitarian actors is
vital, to ensure that humanitarian principles are fully understood, avoid competition, minimize inconsistency and, where appropriate, pursue common goals.

The United Nations Humanitarian Civil-Military Coordination (UN-CMCoord) exists to provide such coordination. UN-CMCoord promotes a broad understanding of humanitarian action, guides political and military actors on how best to support that action, helps develop context-specific policy based on internationally agreed guidelines, and establishes humanitarian civil-military coordination structures, ensuring that staff members are trained to make coordination work. It plays a particularly essential role in complex emergencies and high-risk environments, where it is vital to facilitate humanitarian access, protect civilians, and provide security for humanitarian workers.

Within the UN and humanitarian community, OCHA's Civil Military Coordination Service (CMCS) has responsibility for civil-military coordination. It supports relevant field and headquarter activities by developing institutional strategies to enhance the capacity and preparedness of national and international partners. By means of non-binding guidelines on use of military assets, and through training, workshops, conferences and simulation exercises, it improves the response of operational partners to humanitarian crises. As the custodian of UN-CMCoord guidelines, CMCS also helps humanitarian actors to develop context-specific guidance for operations in particular situations.

When necessary, CMCS advises the international community on mobilization of foreign military assets to support relief operations or humanitarian assistance. Its advocacy, coupled with the publication of operational guidance, complements and supports USG-level dialogue.

CMCS deploys experts known as Civil Military Coordination Officers to support the HCT/UNCT. Where they are not present, the Resident or Humanitarian Coordinator takes the lead, relying on UN-CMCoord doctrine. All UN personnel are expected to understand and follow UN-CMCoord polices and guidelines.

2. Main guidance

Underlying policies, principles and/or standards

- Preserve humanitarian space.
- Cooperation (or perceptions of cooperation) with the military must not jeopardize core humanitarian principles of neutrality and impartiality, or put persons of concern or humanitarian personnel at risk.
- Form and maintain appropriate relations between humanitarian and military or armed actors.
- Make appropriate and timely use of foreign or national military assets to support humanitarian operations.
- Ensure that relief efforts are consistent, whether they are delivered by civilian or military actors.
Good practice recommendations

- Planning. This varies according to the phase of an emergency. All those involved in the response need to share the same strategic overview, share information regularly, and understand clearly who is doing what, where and for how long.
- Information sharing. This works best when it is proactive. Information sharing helps to validate plans and adjust priorities and is critical to the safety and security of humanitarian workers and persons of concern.
- Task allocation. Clear attribution of roles ensures consistency and avoids duplication. It matches capacities to needs and supports forward planning by organizations on the ground.

Considerations for practical implementation

Map the actors
This will help you to identify the critical actors in the civilian and military communities, and decide which actors can most effectively operate and meet needs in given areas, in accordance with humanitarian principles. Military actors may help particularly to:

- Secure and maintain access to persons of concern.
- Support the security and logistical dimensions of an operation.
- Provide additional resources, especially in emergency operations.
- Make available their good offices to expedite assistance and resolve difficulties.

Assess and analyse civil-military relations, perceptions and approaches
Short-term cooperation can be effective, but long term implications must be considered, particularly where international military actors may be involved and where action to establish security on the ground might compromise (perceptions of) neutrality.

Determine missions and mandates
Consider the roles of:

- Domestic civilian actors: local leaders, NGOs, Government.
- Domestic military and paramilitary actors: military, police, gendarmerie, border and customs forces.
- International civilian actors: UN, INGOs, donors, ICRC.
- Foreign military actors: UN and non-UN peacekeeping forces, UN Civil Military Officers (CIMIC), military police, UNPOL.

Ascertain the mission or mandate of each of the actors identified, and understand their engagement in terms of UN-CMCoord.

Agree the character of civil-military relationships and set a CMCoord strategy
Basic strategies range from co-existence to cooperation. Coordination (essential dialogue and interaction) is always required, but its character should reflect the strategy.
Understand the strategy of the HC/RC and HCT/UNCT
When military and civilian actors clearly understand the HCT/UNCT's strategy, it helps the HCT/UNCT and the response to:

- Build shared situational awareness and understanding.
- Establish a common approach.
- Agree and implement a strategy.
- Facilitate implementation and monitoring.
- Share lessons learned.

Country specific UN-CMCCoord guidelines should be developed for each operation, and persons with coordination responsibilities identified clearly.

Resources and partnerships

- OCHA Civil Military Coordination Officers.
- OCHA Civil Military Coordination Section.
- Consultative Group on Humanitarian Civil Military Coordination.
- UNHCR Field Security Advisors.

Annexes

IASC, Non-Binding Guidelines on the Use of Armed Escorts for Humanitarian Convoys, February 2013

Recommended Practices in Humanitarian Civil Military Coordination, OCHA 2018

UN Civil Military Coordination Handbook 2018

OCHA, On Message – Civil Military Coordination, November 2013

CMCoordination Operational Guidance COVID19

IASC, Civil-Military Relationship in Complex Emergencies, Reference Paper, June 2004

Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief, the Oslo Guidelines

Recommended Practices for Effective Humanitarian Civil-Military Coordination of Foreign Military Assets in Natural and Man-Made Disasters
3. Links


4. Main contacts

UNHCR Field Security Service (FSS), Division of Emergencies, Supply and Security (DESS).

Refugee Coordination Model (RCM)

03 July 2023

Key points

- UNHCR's is accountable for coordinating refugee responses as follows:

  1. Preparedness. It makes sure that joint risk analyses are prepared and that, where necessary, joint preparedness plans and actions are completed.

  2. Protection strategy. It guides the development of a comprehensive refugee response, drawing on the contributions of partners.

  3. Resource mobilization. It coordinates immediate and ongoing inter-agency funding appeals. It seeks support from pledges made at the Global Refugee Forum and other relevant fundraising fora.

  4. Sectoral set up:
     a. It determines whether current Government-led or interagency coordination mechanisms (including clusters) can be adapted to address the needs arising from refugee influx, in accordance with UNHCR's accountabilities.

     b. Where necessary, it establishes sectoral coordination mechanisms, with government counterparts where possible, to lead sector-specific needs assessments, planning, monitoring, reporting, and information management, within and across sectors, at national and sub-national level.
• c. It leads the refugee protection working group; ensures protection concerns are reflected in the work of other sectors; and ensures that refugees and host communities participate in a manner that is sensitive to age, gender and diversity.

• d. It ensures that other sectors and their leaderships, including leads from other agencies, have appropriate expertise, experience and operational capacity.

• e. Being accountable for the quality of the refugee response, the UNHCR Representative maintains a direct line to the Government on refugee issues.

• 5. Coordination forum. Where appropriate, it establishes a national coordination forum, if possible co-chaired by the Government, to support the overall refugee response.

6. Information management. It builds or strengthens information management, including through contributions by other agencies.

7. Information sharing. It ensures that information is shared regularly with the RC and UNCT; updates and ensures coordination with the HC and HCT (where they operate); and shares information regularly with donors.

1. Overview

The coordination of international protection, assistance and solutions is central to UNHCR's refugee mandate and derives from the High Commissioner's responsibility to ensure international protection for persons of concern to UNHCR from the time they become a refugee or internally displaced person (IDP) until they find a solution, whether they live in urban or rural host communities or in camps, with other refugees and internally displaced people, with other populations affected by humanitarian crises, or in non-emergency settings.

The Refugee Coordination Model (RCM) provides the model for leading and coordinating refugee operations. It sets out our shared duty to refugees, an integrated humanitarian vision, and responsibilities. Together with the UNHCR-OCHA Joint Note on Mixed Situations: coordination in practice (2014), the RCM sets out a framework and principles for responding to refugee and mixed situations.

2. Main guidance

Underlying rationale / objective of the approach or system

UNHCR's mandated responsibility to protect refugees, and coordinate action on their behalf
Under its Statute, UNHCR provides international protection to refugees and seeks permanent solutions for them, acting on the authority of the General Assembly (GA). In that capacity, it is the lead agency with respect to refugee protection, responsible for seeking solutions in the UN system in association with a wider array of stakeholders. As set out in subsequent GA resolutions, its responsibilities include coordination, provision of protection and assistance, obtaining solutions, and advocacy. Importantly, UNHCR also has a supervisory role: it is the UN entity most immediately responsible for ensuring that States adhere to internationally accepted standards with respect to refugees and stateless persons and for strengthening States' capacity to protect such persons.

UNHCR has led and managed refugee operations effectively for decades. For many years, however, it did not articulate a model of refugee coordination that took account of changes in the humanitarian landscape. The Refugee Coordination Model (RCM), formalized in 2013 and further updated in 2019, makes UNHCR's approach to coordination more predictable by clarifying roles and responsibilities. Recent UN General Assembly Resolutions have confirmed the RCM and UNHCR's mandate to lead and coordinate the refugee response (A/RES/69/152, A/RES/70/135).

States are primarily responsible for protecting refugees. Several factors can inhibit their capacity to fully discharge this responsibility. Over two thirds of all refugees live in low- and middle-income countries that face economic and development challenges. The arrival of large numbers of refugees strains already over-stretched infrastructures and service delivery. In addition, the institutions of many States across the development spectrum are not equipped to appropriately receive, protect or otherwise respond to the challenges of receiving large numbers of refugees. For this reason, it has long been recognized that international cooperation is required to support States that receive refugees. This understanding lay at the heart of UNHCR's creation and the 1951 Convention on the Status of Refugees. The importance of cooperation was subsequently confirmed in a range of regional instruments and was underscored by the Global Compact on Refugees (GCR) which stated that "there is an urgent need for more equitable sharing of the burden and responsibility for hosting and supporting the world's refugees, while taking account of existing contributions and the differing capacities and resources among States. Refugees and host communities should not be left behind." The GCR calls for a multi-stakeholder and partnership approach to meet this objective, to achieve which UNHCR plays both a supportive and catalytic role.

UNHCR's approach to coordination is determined by the needs and concerns of refugees and persons of concern, the capacity of Government to respond, and the operational context. Coordination is a means to an end, whose purpose is to ensure that refugees and other persons of concern receive the protection and assistance they need through the collective efforts and capacities of all stakeholders involved. Reflecting these points, the RCM:

- Reaffirms that States' have the primary responsibility to protect refugees, and that the High Commissioner has a mandate to provide international protection to refugees and support the efforts of host Governments to protect refugees by providing leadership and coordination.
- Affirms that coordination of a refugee response takes account of the approach of the host Government, and its capacity, and builds on the resources of refugees and host communities.
Makes clear that UNHCR's approach to coordination is predictable, inclusive and partner-friendly, designed to ensure that refugees receive the assistance and protection they need throughout the duration of a refugee response.

Underlines that UNHCR is mandated to undertake advocacy on refugee issues and international protection.

Welcomes sector leadership by partners who have the necessary expertise and experience.

Seeks to widen the support base for refugees and countries that host them, and promotes self-reliance and collaboration with development actors, in accordance with UN Reform and the Global Compact on Refugees.

In practical terms, UNHCR’s coordination responsibilities lie operationally in the following broad areas:

1. **Preparedness.** It works with Government and partners to assess the likelihood of refugee inflows, determine the impact of inflows on national response mechanisms, and (depending on the level of risk) take preparedness actions.

2. **Advocacy.** It intervenes politically, diplomatically and legally to influence legislation and national practices. When doing so, UNHCR may engage directly with host Governments.

3. **Strengthening national capacity.** It may strengthen the capacity of national institutions and local actors to protect refugees and find solutions for them.

4. **Delivery.** It delivers protection and assistance and facilitates solutions.

5. **Coordination.** It involves UN partners and other stakeholders in developing and implementing a protection and solutions strategy that supports refugees and assists host countries to support refugees.

6. **Participation.** It works with refugees and host communities in ways that are sensitive to age, gender and diversity, and ensures they participate in designing responses to their needs that are appropriate, accessible and inclusive.

7. **Resource mobilization.** It raises funds for responding to refugees, including through inter-agency plans and appeals. **Inter alia,** it sets protection objectives; coordinates resource mobilization; drafts initial inter-agency plans; reports on their implementation and impact; and tracks contributions.

8. **Broadens the support base.** It seeks out and works with a wide array of stakeholders, including private sector organizations and multilateral and bilateral development actors, to strengthen institutional capacity and assist host communities to address their urgent humanitarian needs. Where applicable, it works with such stakeholders to overcome shocks that result from conflict or large refugee arrivals.

9. **Monitoring and reporting.** It monitors and reports on the situation of refugees and application of the international protection regime.

10. **Prevention.** UNHCR uses the High Commissioner's good offices to prevent situations that cause refugees to flee, address root causes of migration and displacement, and promote the involvement of refugees in efforts to sustain peace.

11. **Solutions.** It promotes durable solutions; designs refugee responses that facilitate solutions; and ensures that solutions are implemented in ways that are safe and sustainable. This work includes efforts to secure return and reintegration, resettlement, local integration, obtain complementary pathways, and achieve other local solutions.
UNHCR's mandate includes leadership responsibilities. Within countries, the **Representative** speaks for the High Commissioner on matters concerning UNHCR's mandate and is responsible for coordination, as described in the next section. Where large refugee movements occur, the Representative coordinates UN and NGO partners as they prepare a refugee response plan, which serves as an advocacy tool and is used to raise resources.

At regional level, the High Commissioner may appoint **Regional Refugee Coordinators** to address a specific refugee situation and lead development and implementation of regional refugee response plans. These are developed jointly with partners at regional level.

The High Commissioner may also appoint **Special Envoys** to provide political representation and advocacy on behalf of the High Commissioner in specific contexts.

**Resident Coordinator system**

In the UN system, the Resident Coordinator (RC) in a country leads the UN Country Team (UNCT) in undertaking development activities under the UN Strategic Development Cooperation Framework (UNSDCF, formerly UNDAF) and assisting countries to implement the 2030 Agenda. As a member of the UNCT, UNHCR contributes to this work and is accountable to the RC for UNHCR programming in support of the UNSDCF/UNDAF. RCs are in turn accountable to members of the UNCT, who expect the RC to support their efforts to fulfil their mandates. UNHCR exercises its mandate as an agency and fulfils its supervisory responsibilities. These include the duty to monitor States' compliance with their international obligations to refugees and stateless persons, and play a catalytic as well as support role in implementing the GCR, which encourages a broad range of stakeholders – including development actors – to participate in refugee responses.

In line with the GCR, UNHCR is committed to work with RCs and UNCTs to advance national development priorities and ensure no one is left behind. This collaborative work includes encouraging development actors to intervene on behalf of refugees and in support of host communities, as well as to work with States to include refugees in national development plans, as part of the Agenda 2030 imperative to ‘leave no one behind’.

**Humanitarian Coordinator system**

In complex emergencies, the Humanitarian Coordinator (HC), if one has been appointed, leads overall humanitarian planning, advocacy and resource mobilization. When a complex emergency occurs that has a refugee dimension, UNHCR leads the refugee response, working with the overall humanitarian response to make sure it is coherent. The arrangements are set out in UNHCR's and OCHA's **Joint Note on mixed situations: coordination in practice** (2014). They were reconfirmed by the Emergency Relief Coordinator (ERC) and the High Commissioner in 2018. The Note describes in detail the division of responsibilities between the UNHCR Representative and the HC in such situations.

The High Commissioner remains accountable for protection of persons of concern; the Joint Note is about increasing operational efficiency by flexible and pragmatic organization, not about transferring accountability or responsibility. The High Commissioner's protection responsibilities, combined with his advocacy and supervisory functions, mean that he must continue to oversee and monitor the delivery of services to refugees during UN responses. UNHCR's refugee response
is an integral yet distinct element in the overall humanitarian coordination architecture. By developing visions that are integrated and strategic alongside distinct but interoperable plans and funding tools, UNHCR and the larger humanitarian response can remain accountable and fulfil their responsibilities coherently and transparently.

The RCM is applicable in all refugee situations and throughout a refugee response, whether the emergency is new or protracted, and whether refugees are living in camps, rural areas, urban settings or in mixed situations. According to the operational context and the size and length of the response, certain features of the RCM may be less or more significant.

Policy, strategy and/or guidance

Preparedness
Refugee influxes can often be anticipated. Large movements may build over time and can be predicted as the conflict that drives them intensifies.

UNHCR's emergency policies require operations to prepare annual risk analyses and complete minimum preparedness actions. This work is done with government and partner counterparts to: assess the likelihood of refugee inflows; determine the impact that refugee flows are likely to have on national response mechanisms; and, depending on the level of risk, make ready.

When refugee influxes are anticipated, UNHCR coordinates refugee preparedness actions. Where relevant, it does so as part of broader UNCT or Humanitarian Country Team (HCT) preparedness processes. Wherever possible, UNHCR works jointly with Government. Preparedness actions include mapping of partner capacities.

The growing engagement of multilateral development actors, including the World Bank Group, mean that preparedness efforts can be supported more actively by national institutions, whose capacity goes well beyond what UNHCR can do on its own. By engaging early on with development and financial institutions, UNHCR can provide information and guidance that will help them to: strengthen the institutions that will manage any refugee influx; prepare instruments to facilitate flows of financial support; devise social protection systems able to support affected host communities and refugees; and establish surge capacity for service delivery.

Emergency
At the outset of a refugee emergency, UNHCR's knowledge and operational capacity assists Governments to design and roll out quickly a response that has the capacity to be sustainable and encourages contributions from a wide array of stakeholders. Importantly, Governments
expect UNHCR to act immediately to raise financial and in-kind resources to meet urgent and pressing needs.

Operations are expected to reinforce or establish coordination arrangements, as prescribed in the RCM, ensuring a smooth interface with other interagency mechanisms.

**Building for resilience**

Not all refugee situations start with an emergency influx, but all emergency responses need to become consolidate programmatically and become a more stable form of operation.

National ownership is crucial. Wherever possible, UNHCR will work to establish and support national arrangements for coordinating a comprehensive refugee response. As envisaged by the GCR, UNHCR may support the development of a comprehensive plan, in line with national policies and priorities. Comprehensive plans set out: policy priorities; institutional and operational arrangements; requirements for support from the international community, including investment, financing, and material and technical assistance; and solutions, including resettlement and complementary pathways for admission to third countries, as well as voluntary repatriation.

The GCR also makes clear that refugee responses should be designed (or adapted) to be able to evolve into more sustainable forms of support and response. One objective of the GCR is therefore to strengthen the resilience both of refugees and the communities that host them, especially when displacement is protracted. The GCR's Programme of Action sets out various arrangements for supporting refugees and hosting countries and identifies areas in which immediately or long term support is likely to be needed. Longer term action is likely to be required to: strengthen the capacity of facilities and systems that deliver asylum, education, health and child protection services; enhance accommodation, energy supply, and natural resource management; increase livelihoods and grow the economy; and empower women and youth.

UNHCR will remain engaged in all areas of refugee protection and solutions; however, the transformative support envisaged by the Programme of Action requires investments that go well beyond a humanitarian or even a UN development response. A much broader array of stakeholders must be engaged. While UNHCR can act as a catalyst, it recognizes that it is not competent to lead in all areas.

UNHCR must therefore encourage others to make significant contributions, to strengthen institutional capacity, help host communities overcome shocks resulting from conflict or large refugee arrivals, and advance the rights of refugees. These objectives can be pursued in the following ways:

- **Within the UNCT.** UNHCR actively draws on the expertise of other agencies to promote refugee resilience: UNICEF and UNESCO in education; ILO in employment; WHO in health etc. It works to include refugees in UN development frameworks (UNSDCF/UNDAF).
-NGOs. NGO contributions and leadership are vital and can be promoted in HCTs and within refugee responses that UNHCR coordinates. Encouraging others to lead in their areas of expertise strengthens their engagement and the inclusion of refugees without undermining UNHCR's mandate or accountability.

-The private sector, and multilateral and bilateral development actors. UNHCR encourages involvement by the private sector and development actors. Its knowledge of refugees, of the operating environment, and other agencies and actors involved in refugee response, mean that UNHCR can be an invaluable guide and source of information for such organizations.

Voluntary repatriation and returns

Within the UN, UNHCR is the authoritative voice on the right of every refugee to a safe and dignified voluntary return to his or her own country. It advises and guides UN action and facilitates voluntary return by refugees to their country of origin when conditions in those countries are such that their return can be safe, dignified and sustainable.

UNHCR advises the UN system on the basis of its own assessment of the degree to which countries are in a position to: receive returnees; assure their security and provide essential services; and sustain return. In its assessment, UNHCR identifies obstacles to voluntary return, conditions favourable for voluntary return, and specific protection needs. UNHCR also leads on a range of other relevant activities by UN and operational partners. These include: compiling information on possible return areas; structured dialogues with refugees and intention surveys; go and see visits; identification of specific protection needs; monitoring; and comprehensive measures to support protection and solutions. With both host and receiving Governments, UNHCR may sign a Tripartite Voluntary Repatriation Agreement that defines the legal framework, lists refugee guarantees, and describes the responsibilities of the parties.

In countries of return, UNHCR's work to support returning refugees usually focuses on the country's coordination mechanisms (notably the UNCT and HCT, where applicable), and, for an initial period of time, on the protection, assistance, and well-being of returnees. Its responsibilities include the provision of: return packages; initial reintegration support; returnee monitoring; information sharing on protection risks in areas of refugee return; and advocacy and operational guidance on measures to reduce those risks.

It is a given for UNHCR that Governments should lead refugee responses wherever possible. Beyond this, how UNHCR exercises its coordination responsibilities is context specific.

Refugee Response Plans. With respect to both inter-agency refugee response plans (which are country specific) and regional refugee response plans (which address refugee influxes in several countries), UNHCR leads their development, their implementation, and resource mobilization. Response plans are a coordination tool: they establish a common strategy and give host Governments as well as donors an overview of the inter-agency response, including resource requirements.
**Comprehensive Response Framework.** When requested to do so, UNHCR assists Governments to put in place the national, regional and international arrangements needed to establish a comprehensive refugee response framework. These frameworks should engage a broad range of stakeholders as envisaged by the GCR and are context specific.

As recognized in the GCR, population movements are not always homogeneous and may be composite. Some large movements involve both refugees and others on the move; others involve refugees and internally displaced persons; in certain situations, people are displaced across frontiers by sudden-onset natural disasters and environmental degradation.

These situations present complex challenges for affected States. In responding to refugee movements within mixed movements, UNHCR works with a range of operational partners, such as OCHA, UNDP and the International Organization for Migration (IOM), drawing on their mandates, roles and expertise as appropriate to develop a coordinated approach.

In **complex emergencies** that include internal displacement and refugees, for example, UNHCR and OCHA apply a joint coordination model that ensure their leadership and coordination are complementary and clearly defined, reflecting their expertise, mandates, and responsibilities.

UNHCR is also actively engaged in efforts to ensure that humanitarian and development responses are linked and engage multilateral partners such as the World Bank and international financial institutions. These efforts include the humanitarian-development-peace nexus, the collective outcomes approach, and the New Way of Working set out in the Agenda for Humanity.

**Mechanisms for joint coordination,** which can be adapted to regional contexts, have been designed for responses to mixed movements of refugee and migrants, and responses to refugees and hosting communities. These are elaborated by UNHCR and IOM in their [Joint UNHCR-IOM letter on Global Compact for Safe, Regular and Orderly Migration](https://www.unhcr.org/en-us/20190125-0014579568931147.html) (25 January 2019).

Wherever **inter-agency mechanisms** function in countries or regions, UNHCR will seek similarly to coordinate its work with them.

At all times, UNHCR exercises its mandate responsibilities which include coordination of efforts to ensure refugees are protected and to advance solutions for them.

**Annexes**

- [Joint UNHCR and OCHA, Note on Mixed Situations. Coordination in Practice](https://www.unhcr.org/en-us/20190125-0014579568931147.html)
- [Note on the Mandate of the High Commissioner for Refugees and his Office](https://www.unhcr.org/en-us/20190125-0014579568931147.html)
- [Refugee Coordination Model](https://www.unhcr.org/en-us/20190125-0014579568931147.html)
Key points

- A system-wide scale-up activation automatically triggers mechanisms and responses that UNHCR has undertaken to support. These include the deployment of cluster coordinators and information management support, and development of a budgeted inter-agency response plan.

- It is a priority to deliver humanitarian support to IDPs and affected populations in a sudden onset or significantly deteriorating humanitarian crises requiring a system-wide scale-up activation. Empowered leadership and effective coordination help to achieve this priority.

- The decision to activate a system-wide scale-up is a high level priority statement as much as a practical response mechanism. It will (and should) generate attention. Agencies will be scrutinized on how well they deliver their response.

- Be proactive and share information about the emergency with bureaux and support divisions.

- Inform HQ which clusters should be activated and why.

- Actively participate in HCT discussions.

- Assess your office's capacity and identify resource and staffing gaps that will impede or prevent delivery of assistance; request support from HQ to fill gaps.
1. Overview

This entry provides guidance on humanitarian system-wide scale-up activation, related inter-agency processes and actions, and their implications for UNHCR. It should be read in conjunction with the most recent version of the IASC’s Humanitarian Programme Cycle. The entry is based on IASC’s ‘Protocol 1. Humanitarian System-Wide Scale-Up Activation: Definition and Procedures' (November 2018), which replaces the 2012 Transformative Agenda Protocol on L-3 definition and procedures.

IASC scale-up activation is a system-wide mobilization in response to a sudden onset or rapidly deteriorating humanitarian situation in a given country, including at subnational level, where the capacity to lead, coordinate and deliver humanitarian assistance does not match the scale, complexity and urgency of the crisis. It is an element of the Transformative Agenda (TA), which aims to strengthen leadership, coordination, and accountability in inter-agency responses to major humanitarian emergencies.

A scale-up declaration activates mechanisms and tools which:

- Ensure that the IASC system delivers effective support both to national authorities and existing capacities, and monitors its own performance.
- Ensure that adequate capacities and tools for empowered leadership and coordination of the humanitarian system are in place.
- Engage IASC member organisations and Global Cluster Lead Agencies to put in place the systems and resources required to contribute to the response in line with their mandates.

Activation is for a time-bound period of up to six months, and is appropriate only in cases where the gravity of the humanitarian situation justifies the mobilization of system-wide capacities and resources, beyond standard levels, to respond to critical humanitarian needs on the ground. In exceptional situations a single additional three-month extension can be considered. During the activation, sufficient capacity should be created to sustain the level of response. The procedure mandates the Humanitarian Country Team (HCT) to develop benchmarks, appropriate for the context, followed by a transition plan and post-activation accompanying measures. Though UN system-wide scale-up declarations and agency-specific emergency level declarations are often linked in practice, they have separate procedures.

Note. Refugee emergency responses (and where applicable emergency responses for returning refugees) are led and coordinated by UNHCR and guided by the Refugee Coordination Model (RCM). The scale-up protocol does not apply to such situations.

2. Relevance for emergency operations

In December 2011, the IASC Principals agreed to the Transformative Agenda (TA). This set of actions was designed to improve the humanitarian response model while reaffirming that the cluster approach is the most appropriate coordination model for non-refugee inter-agency humanitarian responses. Since then, as part of this initiative, the Principals have approved or
continued to update protocols that set parameters for the TA, strengthen leadership, increase stakeholder accountability, and improve coordination.

UNHCR is committed to successful implementation of the TA. It will continue to contribute to its evolution, implementation, and tools, as well as monitor its implementation.

3. Main guidance

The Emergency Relief Coordinator (ERC) declares a scale-up activation based on five criteria:

- Scale.
- Urgency.
- Complexity.
- Capacity.
- Risk of failure to deliver effectively and at scale to affected populations.

**Within 24 hours** of the event, or recognizing that the humanitarian situation has deteriorated dramatically, the ERC receives an initial assessment of the situation, including data on affected populations. The information is provided by the Humanitarian Country Team (HCT) in the affected country, under the leadership of the Humanitarian Coordinator (HC), or a Resident Coordinator (RC) if the former is not yet designated. The IASC secretariat should share the assessment with the Emergency Directors Group (EDG) and Global Cluster Coordinators.

**Within 24 hours** of receiving the initial assessment, the IASC Emergency Directors Group (EDG), composed of representatives from each agency, convenes to discuss the event. It considers the context, the response, capacity, expected gaps, lessons learned from past emergencies, and advocacy priorities, and agrees recommendations. These cover leadership and coordination arrangements, including cluster activation for the IASC Principals’ consideration. The Global Cluster Coordinators should be consulted on proposed coordination arrangements, where relevant.

Following receipt of the EDG recommendations, the ERC contacts national authorities at the highest level to brief them on the measures being considered to bolster operational capacity. The ERC informs the UN Secretary-General (S-G) and the lead UN Secretariat Department (Department of Peace-Keeping Operations or Department of Political Affairs as applicable), as well as the chair of the UN Sustainable Development Group (UNSDG) and the UN Operations and Crisis Centre (UNOCC), that a scale-up activation is under consideration.

**Within 48 hours** of the crisis, the ERC convenes the IASC Principals to jointly review the initial assessment and present recommendations on a ‘no objections’ basis. The Principals discuss whether the initial assessment warrants a scale-up activation. The ERC, as Chair of the IASC, makes the final decision. If it is agreed to declare a scale-up activation, the Principals also discuss (1) the most appropriate leadership model, (2) the most appropriate coordination arrangements, (3) common advocacy priorities for the humanitarian system and common messages, and (4) other context-specific arrangements.
The ERC announces the activation via e-mail to all IASC Principals. The ERC also issues a note for the attention of the Secretary-General (including the UNOCC Director), and a note to the HCT via the RC/HC. The ERC contacts national authorities at the highest level to explain the decision and its implications, including additional support that will be provided to national and in situ capacity. All messages from the ERC include information on geographic coverage, the length of the activation (up to six months), and leadership and coordination arrangements (including the appointment of a HC, cluster activation, and designated in-country cluster leads).

**The activation automatically triggers:**

- Immediate establishment of a HCT. The current RC is re-hatted as HC pending a decision on the most appropriate leadership model.
- Activation of the ‘empowered leadership' model.

**Within 72 hours** of the onset of the crisis:

- A HC is designated and deployed for up to six months, to lead coordination of the overall humanitarian response, exercising empowered leadership in line with the IASC protocol.
- A Central Emergency Response Fund (CERF) and Country-Based Pooled Fund (CBPF), if available in country, are announced. Allocations are issued by the ERC (by the HC in the case of CBPFs) on a ‘no regrets' basis, in support of priorities identified in the strategic statement.

**Within 72 hours** of the scale-up activation:

- The ERC activates clusters for priority sectors, after consulting the IASC Principals on the basis of a request from the RC/HC in consultation with the HCT.
- The IASC Principals, after consulting the Global Cluster Lead Agencies, immediately deploy appropriate coordination capacity, including qualified cluster coordinators and information managers (as required).
- The RC/HC issues a ‘Statement of Key Strategic Priorities', to establish shared messaging and advocacy from headquarters level down, and for press releases.
- A multi-cluster or -sector Initial Rapid Assessment (or alternative rapid assessment) is implemented based on coordinated assessments. The initial Situation Analysis is followed by a multisector assessment and report within the first two weeks.

**Within 5 days** of the scale-up activation:

- A Flash Appeal is developed, supported by the Situation Analysis. It contains a top-line analysis of the scope and severity of the crisis, sets out priority actions, and lists financial requirements.

**Within 4 weeks** of the scale-up activation:

- The Flash Appeal is revised. If a longer response is required (beyond the initial activation period of six months), the HCT develops or updates the Humanitarian Needs Overview (HNO). The HNO consolidates and analyses information on the needs, vulnerabilities and
capacities of the affected population, and develops or updates a Humanitarian Response Plan (HRP). The HRP sets out the strategy chosen to respond to the assessed needs, and is the basis for implementing and monitoring the overall response.

**Within 5 months** of the scale-up activation:
- An Operational Peer Review (OPR) takes place.

**Within 9-12 months** of a Scale-Up activation:
- An Inter-Agency Humanitarian Evaluation (IAHE) is conducted, in accordance with IAHE terms of reference.

**End of the scale-up**
The scale-up activation automatically expires after a maximum period of six months. The IASC Emergency Directors (EDG) meet towards the end of the activation period to review the situation.

The EDG may, in exceptional circumstances and before the scale-up activation expires, recommend to the ERC that the scale-up activation should be extended for an additional three months (to a total maximum duration of nine months). Exceptional circumstances might include a further deterioration of the situation, based on an OPR recommendation.

**UNHCR’s role and accountabilities**

When a decision to declare a system-wide scale-up activation is considered, UNHCR will actively contribute to the initial assessment of the UN Country Team (UNCT) or Humanitarian Country Team (HCT), because the decisions taken will affect UNHCR's involvement later in the process. If the crisis involves refugees, UNHCR will lead discussion of refugee aspects. Scale-up activation is not applicable to such situations.

In its internal communications with HQ, the UNHCR office will:

- Communicate the outcomes of UNCT/HCT discussions to the Director of the concerned bureau and to DESS, focusing especially on the five criteria on which the decision to declare is based.
- As cluster lead agency, share with the Directors of the regional Bureau and DESS its assessment with respect to:
  1. UNHCR's in-country capacity (cluster coordinators, information management, needs assessment officers, etc.).
  2. Which clusters should be activated (if they are not already operational).
  3. Available stocks of core relief items (CRIs), and staff readiness.
  4. The RC's ability to lead a scale-up mobilisation as HC.
Brief the Bureau Director and DESS Director in preparation for the Principals' review of leadership and coordination (within 72 hours of the event).

In addition, if a system-wide scale-up is activated, the office will:

- Mobilize internal response capacity and prepare to receive additional staff for clusters deployed under the Inter Agency Rapid Response Mechanism (IARRM).
- In consultation with the bureau, prepare to receive other support staff.
- Make sure that personnel (particularly cluster coordinators and information management focal points) are aware of their roles and the time-bound outputs they need to deliver under the system-wide scale-up procedure. These include: an emergency response plan; a strategic response plan; cluster response plans; and CERF submissions and allocations.

Considerations for UNHCR’s engagement at country level

IDP situations
During a system-wide scale-up activation, all or some of the three clusters that UNHCR co-leads at global level (Protection, Shelter, and Camp Coordination and Camp Management (CCCM)) may be activated at country level. This decision is made by the ERC, in consultation with the IASC Principals, based on recommendations by the RC or HC.

At country level, the UNHCR office should be involved in discussions of cluster activation and should keep the bureau, DESS, DIP, DPSM and other relevant HQ entities informed.

Once clusters are activated, UNHCR must be ready to lead the clusters for which it is responsible for. It should provide dedicated staff for coordination and information management (IM). For both functions, it may need to have dedicated personnel at national and local level.

Mixed refugee and IDP situations
If a new emergency also affects refugee populations, UNHCR should lead discussion of refugee aspects of the crisis and determine the coordination arrangements for an effective response (in accordance with the Refugee Coordination Model and the Joint UNHCR-OCHA Note on Mixed Situations - Coordination in Practice). Field operations should keep Headquarters (the DESS and Partnership and Coordination Service) closely informed.

Post emergency phase
If factors affect the response that the scale-up activation cannot address, a transition from scale-up may commence. The IASC Principals and leadership on the ground should provide clear messaging on both the expiry of the scale-up activation and the transition strategy as soon as possible. The transition plan should include (at a minimum):
A statement indicating how the chosen leadership model will affect arrangements at the end of the period, and how the transition will be managed.

A strategy for continuing core coordination functions, in support of national and local coordination efforts (where applicable and relevant).

A statement indicating how reporting lines, roles and responsibilities will be defined at the end of the period of application.

An outline of measures that will contribute to efforts to reach solutions. This should indicate how the humanitarian response will bridge with longer term recovery and national development priorities.

**Annexes**

**Protocol 1** IASC, Humanitarian System-Wide Scale-UP Activation - Definition and Procedures

**Protocol 2** IASC, ‘Empowered Leadership’ in a Humanitarian System-Wide Scale-Up Activation

**IASC, Humanitarian System-Wide Scale-Up Activation – Frequently Asked Questions**

**IASC Humanitarian Programme Cycle July 2015**

**IASC, Inter-Agency Rapid Response Mechanism (IARRM), Concept Note**

**Refugee Coordination Model**

**UNHCR-OCHA, Note on Mixed Situations. Coordination in Practice**

**4. Links**

**IASC web-site**

**5. Main contacts**

UNHCR Division for Emergency Security and Supply (DESS). At: hgemand@unhcr.org
Shelter Cluster

21 April 2023

Key points

- Contact UNHCR's Shelter and Settlement Section in the Division of Resilience and Solutions (DRS) as soon as there is an indication that cluster activation will be discussed. This permits the section to provide guidance and support effectively.

- UNHCR should lead the shelter cluster in conflict-related emergencies. Representatives should consult UNHCR's Shelter and Settlement Section if they feel their office cannot take the lead, as a decision not to lead the shelter can have important operational and reputational consequences.

- The appointment of an NGO co-chair should be made after consulting UNHCR's Shelter and Settlement Section because the decision has important consequences.

- Coordinating a cluster is a full time job. It should not be done on top of another job. A dedicated full time Shelter Cluster Coordinator should be appointed. Other coordination positions (Information Manager, Technical Coordinator, Sub-national Cluster Coordinators) often are also required.

- UNHCR's Shelter and Settlement Section can deploy surge capacity at short notice to help establish a cluster. It can also provide support and advice from headquarters.

1. Overview

The Global Shelter Cluster was established in 2005 and it is co-led by UNHCR (conflict IDP situations) and IFRC (natural disasters) at the global level. The Shelter Cluster is an inter-agency mechanism that coordinates shelter, settlement, and shelter-related non-food items (NFIs) during a humanitarian response for internal displacement (IDP) situations. When activated at country level, it is responsible for coordinating the response to meet emergency needs (plastic sheeting, shelter kits, tents, cash, NFIs or other solutions) and longer-term needs (transitional shelter, building or reconstruction of houses, capacity building, and related matters). The shelter cluster is responsible for site planning and settlement design working in close cooperation with other clusters, in particular the CCCM cluster to ensure that the views of the community are well represented. The shelter cluster promotes the inclusion of disaster risk reduction measures in the design and construction of shelters and settlements. Protection mainstreaming and risk analysis, particularly for housing, land and property (HLP) rights, have important implications for shelter clusters. Close coordination with the Protection Cluster is therefore very important.
At country level, a shelter cluster is activated in the same way as other clusters. In an IDP emergency situation, the Humanitarian Coordinator (HC) consults the Humanitarian Country Team (HCT) and recommends to the Emergency Relief Coordinator in New York which clusters should be activated and which organisations should lead them. The Emergency Relief Coordinator then consults the IASC Principals and Global Cluster Coordinators and activates the clusters. In principle, country level clusters should mirror those at global level, though adjustments can be made. UNHCR leads the Global Shelter Cluster for conflicts and IFRC the Global Shelter Cluster for natural disasters.

UNHCR should recommend the activation of shelter clusters when there are shelter needs and the government requires additional capacity for coordination of the shelter response. According to the Policy on UNHCR’s Engagement in Situations of Internal Displacement, in situations of conflict UNHCR should lead the Shelter Cluster. The UNHCR Shelter and Settlement Section should be contacted as soon as there is an indication that the activation of clusters will be discussed.

Please note that the cluster coordination approach is applicable in situations of internal displacement and natural disasters. In refugee situations the IASC cluster approach does not apply, and the response is coordinated within the framework of the Refugee Coordination Model (RCM), including the "Joint UNHCR – OCHA Note on Mixed Situations: Coordination in Practice".

2. Main guidance

Underlying rationale / objective of the approach or system

The objective of a shelter cluster is to meet the shelter needs of affected populations more effectively by strengthening leadership, coordination, and accountability in the humanitarian shelter sector.

At the global level, the Global Shelter Cluster provides field support through surge capacity and remote support, develops capacity through training and e-learning, develops tools, and coordinates policy development to guide country-level Shelter Clusters. The Global Shelter Cluster also participates in all OCHA and IASC inter-agency coordination initiatives to guarantee that shelter issues are appropriately represented and considered. UNHCR and IFRC work in close partnership to develop common approaches for shelter responses while developing more specific tools and methodologies for Natural Disasters and Conflict. The global cluster also works in close cooperation with OCHA, other global clusters and supports cross-cutting IASC initiatives.

At the national level, the Shelter cluster develops an overarching strategy to provide a harmonized, efficient and effective humanitarian shelter response. Central to this is a strong information management and monitoring system that ensures up-to-date information is gathered, analysed, shared to inform strategic decision-making by the Humanitarian Country
Team, cluster partners and other senior decision-makers, to identify gaps in the response and to prevent duplications in coverage. Given the expensive nature and long-term impact of shelter interventions, it is essential to ensure that appropriate approaches and technical solutions are defined based on good practices, needs, and capacities. Advocacy with donors and government is key to a shelter cluster in order to get funding for cluster partners and support for issues such as land allocation. National Shelter Clusters should provide inputs and coordinate the shelter sector sections of the Humanitarian Programme Cycle (HPC) and its outputs; the Humanitarian Needs Overview (HNO) and the Humanitarian Response Plan (HRP).

Policy, strategy and/or guidance

The IASC's Reference Module for Cluster Coordination at Country Level is the principal reference document on clusters, and describes their activation, de-activation, functions, and other features. UNHCR should recommend the activation of shelter clusters when there are shelter needs and should normally lead country-level shelter clusters in conflict situations. Contact the UNHCR Shelter and Settlement Section as soon as there is an indication that cluster activation will be discussed.

For more information on shelter cluster coordination, contact UNHCR’s Shelter and Settlement Section, or consult the Global Shelter Cluster Coordination Toolkit.

The following checklists provide guidance on specific steps to be taken within the initial months by an activated (or soon to be activated) National Shelter Cluster:

A. Preparedness/Pre-Crisis

- Understand Shelter and the Shelter Cluster - The shelter sector is very broad covering household or shelter-related NFIs, emergency shelter, transitional and longer-term shelter, and settlement planning. The Shelter Cluster has developed tools and guidance for shelter operations.
- Familiarize your team with Shelter and the Shelter Cluster - Educate your team on the importance of Shelter as a way to achieve protection, improve health and a basis for livelihoods. Explain the important responsibility that UNHCR has as Global Shelter Cluster lead for conflict which includes being the first port of call for the activation of the cluster at country-level. Several helpful tips from the Guidance Package on UNHCR’s Engagement in Situations of Internal Displacement include the following:
- Raise awareness of humanitarian partners and Government on Shelter and the Shelter Cluster - The Shelter Cluster is often not well understood in its whole breadth by humanitarian actors. Often it is understood as just the delivery of NFIs and tents not thinking of other forms of shelter response. Shelter includes responses such as support to host families, rental support, support to emergency shelter needs through cash or material distribution, support to mid-term or transitional shelter needs with a variety of assistance methods, and support to longer-term shelter needs through housing. Settlement planning is often disregarded or its importance not understood.
- Seek Guidance from the Shelter and Settlement Section at HQ early - Contact the Shelter
and Settlement Section at the first signs of an IDP emergency to seek guidance. Seek advice on whether a member of its surge capacity is available to deploy pre-emergency.

- Advocate for Activation and leadership by UNHCR
- Analyse the country context and the possible forthcoming emergency situations. Identify existing coordination mechanisms and whether they will be able to cope. Based on this analysis, if and when appropriate for the context, advocate for cluster activation in the HCT. According to IASC guidance, cluster leadership at country-level should ideally mirror that at the global level. Conflict-related shelter clusters should be led by UNHCR as a default option. UNHCR has built an important surge capacity at global and regional levels, and has significant shelter expertise. Only in exceptional cases and after consultation with the Shelter and Settlement Section should UNHCR decline to lead this cluster at country level.
- Pre-identify Shelter Cluster Partners, particularly the Government – Start getting in contact with shelter actors present in country. Identify which of the different government bodies will be best placed to be the counterpart of the Shelter Cluster.
- Get in contact with donors - Resources and donor support will be needed early on. Donors will not only be able to provide funding, they have also very useful expertise, insights and leverage with the government and cluster partners that can be of enormous support to the cluster.

B. Formal activation of the Shelter cluster (as per IASC "reference module for cluster activation at country level")

Cluster activation means the establishment of clusters as part of an international emergency response, based on the HCT's analysis of humanitarian need and coordination capacity on the ground, in consultation with national partners. The IASC Principals agreed that the activation of clusters must be more strategic, less automatic and time limited.

The HC should only recommend the activation of clusters when there is an identified need which is not being addressed. The ideal approach is to support national mechanisms for sectoral coordination. To the extent possible, any new clusters which are established should complement existing coordination mechanisms.

Criteria for cluster activation:

- Trigger event in the form of a new large-scale emergency or sharp deterioration and/or significant change in an existing humanitarian situation leading to coordination gaps.
- Evaluation of existing national response and coordination capacity and/or national response shows inability to appropriately meet needs.
- Humanitarian needs justify a multi-sectoral approach that the existing coordination and response mechanisms can no longer adequately address.
- The size of the operational presence (the number of actors and complexity of response) requires a sector-specific coordination mechanism, if this does not already exist.

Procedure for activating one or more clusters is as follows
1. The RC / HC agrees with the HCT which clusters should be activated, based on the contingency plan and with a clear rationale for each case that takes into account national capacity and needs.
2. Global clusters are alerted in advance of the proposed HCT meeting to discuss activation so
that they ensure appropriate and informed representation at country level in this discussion.

3. The RC/HC selects Cluster Lead Agencies in consultation with the HCT based on the agencies' coordination and response capacity, as well as the location and level of its operational presence and/or ability to increase this. The selection of Cluster Lead Agency ideally mirrors the global-level arrangements, but this is not always possible, and in some cases other organisations may be better placed to take the lead. Shared leadership, including using non-governmental organizations, should be considered.

4. Upon agreement within the HCT, the RC/HC sends a letter to the Emergency Relief Coordinator (ERC) outlining the recommended cluster arrangements, suggested cluster lead agencies, and the rationale for the clusters selected for activation. If other coordination solutions outside of the cluster have been agreed, these should also be outlined in the letter.

5. The ERC transmits the proposal to IASC Principals and global cluster lead and co-lead agencies for approval within 24 hours and informs the RC/HC accordingly.

6. Once approved, the RC/HC informs relevant partners of the agreed clusters and lead agencies.

C. Once formally decided – activation of the Shelter cluster at country level

- Establish a cluster coordination team: When UNHCR takes the leadership of a shelter cluster, a dedicated Shelter Cluster Coordinator should be appointed. Information management capacity should also be in place. Other personnel, including sub-national cluster coordinators, or technical coordinators may also need to be appointed. Shelter cluster coordinators report to the Representative and should work closely with other country-level cluster coordinators, particularly of the Protection Cluster, WASH Cluster, CCCM Cluster, and Logistics Cluster. Shelter cluster coordinators should coordinate closely with the Global Shelter Cluster Coordinator and Support Team in UNHCR's Shelter and Settlement Section, who can provide guidance and support.

- Work with UNHCR Shelter and Settlements section to develop a terms of reference for Shelter Cluster Coordinator

- Ensure appropriate staffing levels per the level of crisis for information management, technical coordination, subnational coordination, or other positions

- Cluster formation workshop – Invite interested actors to a session highlighting what the cluster is, what it can do and what partners can bring to the table. Establish capacities among stakeholders and where critical gaps need to be filled.

- Define national Shelter cluster ToR – Establish a clear ToR clarifying the role of the cluster in this specific context, scope, regulations for membership and national structure including subnational structures. Membership of national Shelter Clusters can vary considerably, but it is advisable to have a representative from all the major operational shelter actors (WASH, Protection etc.) to ensure cross-cutting representation (Footnote with examples.)

- Create a strategic advisory group (SAG) – which can take decisions on the cluster’s behalf. SAGs should represent the different types of cluster partners (International NGOs, national NGOs, UN, Red Cross Red Crescent Movement) but should not have more than about ten members (Footnote with examples.)

- Outline a Shelter strategy – Aim initially for a quickly produced one page document that
outlines what the cluster would like to do, why, by who, how and by when. Do not aim for perfection initially but rather create something that gives direction and elaborate details with time. Revise it soon and add more to it. It is better to start small and build on it than try to aim for a perfect strategy that takes too long to be produced. Partners make their plans very early in the emergency, the strategy will guide them. If the strategy is produced late it will not be very relevant as partners will already have their plans. (Footnote with examples.)

- Create Technical Working Groups when needed – Ad-hoc Technical Working Groups (TWiGs) may also be created: these are expert groups formed to address particular problems on behalf of the cluster. They do not need to be inclusive of all members of the cluster but rather bring the experts, those that know most about the issue being addressed by the TWiG. TWiGs might be asked to determine the content of NFI packages or shelter kits, for example, or to prepare information materials on fire safety in camps. Once the issue is addressed, the TWiG is deactivated.
- Continue information sessions – Given that new emergencies often entail a high degree of staff turnover, continued information should be provided. A briefing kit with the key documents could be prepared for newcomers.
- Information management products – Establish a regular and predictable dissemination of Information Management Products. Initially this should include activity planning, 3/4Ws (Who does What, Where, and with Whom), and basic information on population, key indicators and mapping. The onset of an emergency is a critical moment to harmonize systems among partners as this becomes increasingly challenging as the response get more established.
- Maintain a dialogue with the Shelter and Settlement Section at HQ – Weekly or biweekly calls with an HQ Shelter focal point allow for remote support in strategy development, funding mechanism applications (including Country Based Pool Funds, CERF strategic products such as the HNO or the HRP as well as best practice and comparison with other operations.

The structure and responsibilities of a Shelter cluster at country level

A Shelter cluster coordination team should be formed in a manner that ensures leadership of the cluster is effective. Ideally, it should have a minimum of three members: a cluster coordinator, an information management officer, and a technical coordinator. Sub-national coordination mechanisms may also be necessary in some geographical or operational settings.

Cluster coordinator
UNHCR should have a dedicated national shelter cluster coordinator, who is responsible for providing overall cluster coordination, and reports to the UNHCR's Representative. S/he works closely with other country-level cluster coordinators, particularly protection, WASH, Logistics, and CCCM. For guidance and support, s/he also keeps closely in touch with UNHCR's Global Shelter Cluster coordinator and support team.

Cluster partners are welcome to support the cluster by seconding members to the cluster team, such as information management officers, technical coordinators and sub-national cluster coordinators among others. The appointment of an NGO co-facilitator (or co-chair) has important
implications and should be assessed in consultation with the UNHCR Global Shelter Cluster coordinator at HQ. In any case, if appointed, the NGO co-facilitator should be part of the cluster organogram and report to the Cluster Coordinator.

**Shelter Information Management Officer**
An Information Management Officer (IMO) reports to the Cluster Coordinator and is responsible for identifying and meeting data/analysis/information requirements at a range of levels: in support of cluster priorities, to inform HC/HCT decision-making, to respond to HPC requirements such as the HNO and HRP, to strengthen data collection and processing systems, to establish information dissemination mechanisms, and to facilitate information exchange between key stakeholders. This is a very time-consuming and important job which makes it very difficult for an IMO to cover more than one cluster or other UNHCR tasks except in very modest operations.

**Shelter Technical Coordinator**
In principle, a Technical Coordinator should be deployed alongside the Cluster Coordinator and IMO. There are many shelter technical issues which need to be decided early on in the response. The Cluster Coordinator will not have time to get into the technical details of the response but the cluster needs to provide an impartial broker that manages the different technical opinions of cluster partners. The Government will also require technical advice on shelter response from an expert in this field.

**Sub-national/field level coordination mechanism**
Complex emergencies or geographically spread responses may require additional coordination at sub-national or field level. Sub-national coordinators and resources to support sub-national coordination may be mobilized externally but also internally, using standby partner arrangements or Shelter cluster members (if they are willing and have the capacity).

**Role of partners involved**

**Internally Displaced Persons (IDPs) and Affected Populations**
IDPs and affected population provide key information - on their capacities, needs and intentions, as well as feedback on the operation. They should play an important role in the cluster. It is important to put in place systems that allow frequent and fluid two-way communication channels with these stakeholders. This can be achieved in different ways depending on the context. Some shelter clusters, in particular at sub-national level, have one or several representatives of the IDPs and affected population participating in cluster meetings or cluster structures to strengthen their involvement in the response. In others, a focal point has been appointed for liaison with affected populations.

**National Authorities**
Their contribution is vital to the definition of reconstruction policies, and they are key sources of information about building regulations and codes, customs, housing, land and property rights, and many other issues. Ideally national authorities should co-lead the cluster when they have capacity. When this is not possible, a way should be found for them to participate. Typical counterparts for the shelter cluster are the Ministry of Housing and/or the Ministry of Social Welfare.
Humanitarian Coordinator, Humanitarian Country Team, OCHA
The HC and HCT determine the shape and functions of inter-cluster coordination, with OCHA's support.

National NGOs and National Red Cross/Crescent Society
Civil society institutions should be involved because they can be essential sources of information on a wide range of matters, including the context, local building practices, local materials, affected populations, and other actors. National NGOs may feel out of place in international fora: help them to participate by providing translation, ensuring they can get to meeting venues, and listening to their concerns. They should be represented on the Strategic Advisory Group.

IFRC
As the lead agency for the Global Shelter Cluster on natural disasters, in principle the IFRC should lead the shelter cluster in a natural disaster. It is usually an important shelter actor in natural disasters or mixed situations but does not often engage in conflict situations.

IOM
IOM is often interested in leading the shelter cluster at country level, usually when UNHCR or IFRC do not do so. IOM is typically an important shelter actor. It regularly provides NFIs and other shelter solutions.

ICRC
The ICRC is usually an important shelter actor. It is involved in clusters as an observer and should be invited by the cluster coordinator to share its plans and (to the extent it can) information. Regular bilateral meetings with ICRC can facilitate ICRC’s coordination with other Shelter Cluster partners.

International NGOs
A balanced number of INGOs should participate in the Strategic Advisory Group. INGOs who are typically active in shelter clusters include but are not limited to ACTED, CARE, CRS, DRC, Global Communities, Habitat for Humanity, Medair, NRC, and Save the Children. The operational presence of these International NGOs vary according to country context.

National NGOs
In many conflict situations, national NGOs are often on the front lines of response due to their access. Nevertheless, national NGOs may struggle to get access to traditional humanitarian funding and may require some reinforcement in their familiarity with international shelter standards and programming. With the agenda on localization, the Global Shelter Cluster supports country-level clusters with localisation strategies in order to better promote the involvement of national NGOs into the Shelter Cluster. National NGOs should be encouraged to participate in the cluster events and the SAG should include a balanced number of national NGOs. A good way to build their capacity may be through partnership with International NGOs.

Donors.
Donors are providing critical support to the emergency response, including shelter, and could be involved in the cluster and may be invited to the Strategic Advisory Group. ECHO, USAID/OFDA,
DFID, and Germany are typically very interested in shelter; JICA, AUSAID, and DFATD (CIDA) regularly show interest as well. Shelter Clusters should set up regular meetings with donors to brief them about the shelter situation and advocate for funding to cover identified gaps or specific plans and/or responses.

**Development Actors**
Due to the many protracted crises in UNHCR leads the Shelter Cluster it may also be worthwhile to liaise regularly with Development donors and stakeholders, so that they can include support to the government for shelter coordination should the needs continue to be that significant and to ensure that the shelter solutions are adequate beyond the emergency phase. In addition, in certain responses, development actors have large scale shelter activities and funding. While development actors do not necessarily participate in humanitarian response, clusters should be aware of development activities and responses that may be also responding to the shelter needs identified by the shelter cluster. Ideally development activities should complement and not duplicate humanitarian shelter response.

**Media.**
Media representatives should not participate in cluster meetings but arrangements should be made to engage with them. Given the high visibility of shelter at the peak of large emergencies with very important media attention, it has proved good practice to appoint a media and communications adviser. Shelter is highly visible and media are often interested in this sector in certain emergencies where shelter destruction is important. Having a specialist that can attend to media requests can free up time of the cluster coordinator and allow relaying important advocacy messages. This could be a resource that could be efficiently shared among the three clusters led by UNHCR since media attention tends to cover various sectors.

**National institutions.**
National associations of architects, civil engineers, and other professional bodies, as well as universities and other national institutions, can make valuable contributions to shelter clusters, notably on longer-term shelter and settlement issues. Many contribute their expertise or make other contributions pro bono.

**Private Sector**
The private sector is still considered to be a non-traditional actor in humanitarian shelter responses. Nevertheless, the Shelter Cluster encourages Shelter Cluster Coordinators to involve them as much as possible into coordination mechanisms. The private sector has a lot of skills and capacities that can enhance the overall shelter response.

**UNHCR's role and accountabilities**

Under the [Cluster Approach](#), UNHCR has specific Shelter roles and accountabilities at the National Level linked to dual responsibility of being both an A. cluster lead, and B. an operational agency.

**A. As Shelter cluster lead**
At national level, the UNHCR Representative as [head of the Shelter Cluster lead agency](#) is
accountable to the Humanitarian Coordinator (HC) and is responsible to:

- Ensure that coordination mechanisms are established and properly supported.
- Serve as first point of call for the Government and the Humanitarian Coordinator.
- Represent at the HCT cluster-specific concerns and challenges that the cluster cannot solve.
- Act as provider of last resort.

**The Shelter Cluster Coordinator** is responsible and accountable for ensuring that the Shelter Cluster performs the following six core functions:

- To support service delivery by providing a forum in which approaches can be agreed and duplication eliminated.
- To inform the strategic decision-making of the Humanitarian Coordinator and Humanitarian Country Team by coordinating needs assessments, gap analysis, and prioritization.
- To plan and develop strategy (including cluster plans, adherence to standards, funding needs, HPC processes, CERF and Pool Fund processes, etc).
- To advocate for identified concerns on behalf of affected populations and cluster partners.
- To monitor and report on the cluster strategy and its results, and recommend corrective action where necessary.
- To conduct contingency planning, preparedness, and capacity building where needed.

The Shelter Cluster Coordinator is ultimately responsible to ensure that the shelter needs of affected populations are met according to agreed standards and good practices.

A Shelter Cluster Coordinator should promote community participation and accountability to affected populations (AAP). The following five commitments to AAP are essential to any shelter cluster and shelter programme:

- Leadership and governance: integrate accountability and feedback in all aspects of the work
- Transparency: share information with all stakeholders
- Feedback and complaints: a feedback and complaints system is in place
- Participation: affected populations take a lead in making decisions, with support from organizational experts.
- Design, monitoring and evaluation: accountability is integrated throughout the project cycle.

**B. As an Operational Organization**

As indicated in guidance on UNHCR's **Engagement in Situations of Internal Displacement**, assuming cluster leadership not only implies readiness to coordinate, but also readiness to be **operationally relevant, predictable and accountable**. The following eight principles guide UNHCR's engagement in IDP operations and highlight higher accountabilities the agency is committed to support. Shelter specific roles in strengthening each of these principles are illustrated as follows:

1. **Promoting State responsibility**
Shelter interventions should complement, not supplement, existing government interventions lending expertise and building capacity as necessary. Ultimately this suggests that shelter coordination and shelter interventions need to be designed with a handover/exit in mind, especially where internal displacement is likely to remain protracted.

2. Upholding and maximizing synergies with refugee protection and right to asylum

- In situations where IDP and refugee populations are present in the same geographic area, the shelter response should find synergies with refugee operations and use similar approaches and standards where possible.

3. Promoting human rights

- Shelter interventions should empower the affected population and ‘Do No Harm’. These interventions should look at the longer term effects of any solution being applied. Particularly housing, land and property rights should be carefully addressed.

4. Applying a community-based approach responsive to age gender and diversity

- Ensuring community-based approaches and allowing for participation of all is an essential component of any shelter intervention. Mechanisms should be put in place to allow participation of people of different age, gender and diversity such as ensuring diversity in the staff itself, establishing for participation of groups that are less likely to participate in general meetings, organising home visits to seek the bilateral participation of those that need it.

5. Responding in partnership

- Designing a response that collaborates with other actors and other sectors such as WASH, CCCM, and protection.

6. Infusing protection principles across clusters in and interagency response

- Shelter responses should ensure protection mainstreaming, and, working together closely with the Protection Cluster, prioritizing safety and dignity, promoting access, accountability, participation and empowerment.

7. Promoting comprehensive solutions

- Shelter interventions are more meaningful when holistic interventions at a neighbourhood or settlement level are considered. All shelter interventions should have adequate access to water and sanitation, all settlements should have drainage, health and education facilities, garbage collection and waste disposal facilities. Engagement with the WASH, Health, Education, CCCM, and Protection clusters will be important. It is also essential to include the host community and find ways to ensure that the intervention will also benefit them. Disaster risk reduction should be considered in every shelter and settlement.
8. Disengaging responsibility

- Shelter interventions should be sustainable and as easy to maintain as possible. Local building practices and local materials should be prioritised so that shelters can be maintained and repaired with the existing know-how. Building capacity of local population and local builders such as masons and carpenters should also be considered.

With these principles in mind, it is essential to note, that to be effective in leading a national Shelter cluster, UNHCR needs to advocate for the necessary financial resources to carry out these specific functions.

Annexes

- IASC, Reference Module for Cluster Coordination at Country Level
- Global Shelter Cluster Strategy template
- GSC Fact sheet
- Generic ToR for Cluster Coordinator
- Generic ToR for Information Manager

3. Links

- Cluster Website
- Global Shelter Cluster Coordination Toolkit
- Humanitarian Response
- More than just a Roof: GSC online training on Shelter
- Global Shelter Cluster Strategy 2018-22
- IDP Guidance Package
- Global Shelter Cluster logo (for Section 1 What is this and when)

4. Main contacts

Contact the DRS/Shelter and Settlement Section, Global Shelter Cluster. At: HQShelter@unhcr.org and: info@sheltercluster.org
Protection Cluster

11 July 2023

Key points

- Try to achieve consensus with cluster members on as many issues and questions as possible, both on cluster products and initiatives and on how the cluster functions. The cluster belongs to its members: empower them to decide how it works, so they can feel responsible for it.

- Engage with cluster members. The cluster lead agency should support the work of all the cluster's members, and make sure the response always meets minimum standards. Do not try to achieve these goals alone.

- Engage with the sub-cluster lead agencies. They bring their technical expertise, knowledge and institutional capacity to the cluster.

- Engage with national authorities and international actors, both civilian and military. Advocacy is a key component of any response: it starts by establishing contacts and working relationships with all key stakeholders.

- Engage with other clusters and relevant interlocutors (such as peacekeeping missions). The protection cluster has expertise in, and is responsible for, protection activities. However, protection is not achieved by protection cluster activities alone. Engage other clusters and actors and understand the impact of their activities on the protection of affected populations. The protection cluster should facilitate analysis of protection risks for other actors and help to design appropriate responses. In particular, protection clusters should work closely with CCCM and shelter clusters, which UNHCR also leads, to make sure that activities, advocacy, and protection responses are complementary.

1. Overview

Protection clusters bring together protection partners who have the necessary expertise, resources, access and capacity. They are integral to the cluster approach adopted by the Inter-Agency Standing Committee (IASC) for non-refugee humanitarian crises.

UNHCR leads the Global Protection Cluster (GPC) and co-leads the Global Cluster for Shelter and the Global Cluster for Camp Coordination and Camp Management (CCCM). Its priorities are to ensure effective leadership, coordination, advocacy and operational delivery at country level, and to drive and influence the development of global policy on protection in humanitarian action, including protection of IDPs in particular.
2. Main guidance

Underlying rationale / objective of the approach or system

At sector level, protection clusters should make it possible to prevent and respond to human rights violations and meet the protection needs of affected populations in a coordinated and predictable manner. By collecting and sharing information on protection risks and needs, and applying an integrated approach to assessment, monitoring and analysis, protection clusters can identify protection priorities that should guide the development and implementation of sectoral strategies.

At inter-agency level, the protection cluster is responsible of supporting the development of overarching multi-sector protection strategies in light of the 2013 IASC Statement on the Centrality of Protection emphasizing the protection clusters fundamental role in providing sound protection analysis, promoting protection and guiding decision-making as well as the priorities of a humanitarian response.

Equally valuable is the technical guidance and advice that they can provide the Humanitarian Country Team (HCT), for example when it mainstreams protection in programmes or implements IASC commitments on Accountability to Affected Populations (AAP).

Protection clusters (and UNHCR Representatives by virtue of their leadership role):
- Coordinate community-based protection and solution-oriented interventions and services.
- Promote the Centrality of Protection in the overall humanitarian response.
- Provide comprehensive and timely protection analysis to HCTs.
- Train and guide other clusters in mainstreaming protection and promoting AAP.
- Seek to ensure that protection drives HCT strategies, advocacy and response plans.

Policy, strategy and/or guidance

The IASC's Reference Module for Cluster Coordination at Country Level (July 2015) is the principal reference document for clusters. It describes their activation, de-activation, core functions, and other features.

Under the Transformative Agenda, IASC Principals have agreed that the activation of clusters should be more strategic, less automatic, and time limited. Accordingly, Humanitarian Coordinators (HCs) should recommend their activation only when gaps in the enabling environment warrant. The criteria for cluster activation are met when:
Response and coordination gaps exist due to a sharp deterioration or significant change in the humanitarian situation.

Existing national response or coordination capacity is unable to meet needs in a manner that respects humanitarian principles, due to the scale of need, the number of actors involved, the need for a more complex multi-sectoral approach, or other constraints on the ability to respond or apply humanitarian principles.

Before recommending the activation of a cluster, the HC must consult the Humanitarian Country Team (HCT) and secure its agreement (including on which clusters to activate). The HC's recommendation is then sent to the Emergency Relief Coordinator (ERC), who consults the IASC Principals and communicates their decision to the HC.

Structure and responsibilities of a protection cluster at field level

The structure of a protection cluster should be flexible, and adequate to respond to the scale and complexity of a particular crisis, and to work with sub clusters and sub-national clusters.

In accordance with the Transformative Agenda, UNHCR leads protection clusters in conflict-induced crises. Areas of Responsibility (AORs) are coordinated by the following agency focal points: Child Protection by the United Nations Children's Fund (UNICEF); Gender-Based Violence by the United Nations Population Fund (UNFPA) and UNICEF; Housing, Land and Property by the Norwegian Refugee Council (NRC) and UN-Habitat; and Mine Action by the United Nations Mine Action Service (UNMAS). Final arrangements at country-level should be dictated by operational circumstances, including the presence and capacity of protection actors.

In situations of natural disaster, leadership of the protection cluster is determined by the relative in-country capacities of UNHCR, the Office of the High Commissioner for Human Rights (OHCHR), and UNICEF. These three agencies agree on leadership, under the overall leadership of the HC, after consulting each other.

The IASC included the concept of ‘provider of last resort’ in its cluster approach to guarantee predictability and accountability in humanitarian action. It is an essential element of UNHCR's accountability as cluster lead. UNHCR is expected to do its utmost to fill critical gaps in funding, access to populations, or security, while working with the Humanitarian Coordinator and donors to mobilize resources, meet security challenges and remove obstacles to access.

Protection clusters are increasingly co-facilitated by an NGO. This can enhance overall support and improve coordination by bringing in specific expertise and analysis and expanding the partnership network. Co-facilitation with an NGO requires a Memorandum of Understanding (MoU) that clarifies the roles and responsibilities of the NGO co-facilitator.

Under the Transformative Agenda, a cluster's core functions include:

- Needs assessment, analysis and prioritization, to inform strategic decision-making;
- Service delivery support (including elimination of gaps and duplication);
- Planning and strategy development; and
Advocacy and fundraising.

To fulfil UNHCR's protection cluster commitments, the following posts are recommended at country level, at a minimum, under the overall direction of the Representative:

- A dedicated Protection Cluster Coordinator (PCC) (P4 or P5). He or she should be supervised by the Representative and have direct access to the Global Protection Cluster (GPC) Operations Cell for advice and guidance. (See Field Protection Cluster Coordinators Model Terms of Reference and UNHCR's internal job descriptions).
- A dedicated Protection Information Management Officer (P2 or P3), to be supervised by the PCC.
- Depending on the humanitarian response's size and scale, it may be necessary to designate a full time post (P3 or P4) to coordinate sub-national protection clusters under the supervision of the Head of Sub- or Field Office(s).
- A Protection Officer for protection cluster support (P2 or P3), to be supervised by the PCC.
- A Protection Officer (P3 or P4), to represent UNHCR as an operational partner in the protection cluster.

UNHCR's protection cluster commitments are to:

- Identify and engage partners (including government bodies) to participate in the protection cluster.
- Develop terms of reference for the protection cluster, covering its scope, criteria for participation, and structure (including sub-clusters and sub-national clusters).
- Lead preparation of a cluster strategy with cluster partners.
- Undertake advocacy on protection.
- Promote community-based engagement, including for the purpose of carrying out comprehensive assessments and analysing protection risks.
- Provide the HCT with sound protection analysis, which can guide its decision-making and help set priorities for advocacy and programming.
- Engage other clusters, both in analysing protection risks and needs and in assessing the impact of programmes on the protection of crisis-affected communities.
- Support efforts by each sector to mainstream protection in their assessments and in the design, implementation and monitoring of programmes.
- Manage protection information products, including those that report on progress and assess the overall impact of the activities of protection cluster partners.
- Mobilize resources, and coordinate and monitor the implementation of resource plans to support the activities of protection cluster partners.
- Ensure coordination of protection delivery and outreach services, such as child protection, gender-based violence (GBV), mine action, and housing, land and property (HLP), in close collaboration with sub-clusters.
- Assist sub-national protection clusters to fulfil their responsibilities (to develop strategy, collect and share information, do assessments and analysis, report, etc.).
- Promote and monitor compliance with protection policies, standards and guidelines.
- Strengthen preparedness capacity and contingency planning.
- Consider the creation of a Strategic Advisory Group, for example to develop and update the protection cluster's strategic framework, priorities and work plan.
Monitor coordination (including through self-assessments), making improvements as necessary.
Develop the outline of a transition plan, within three months (in sudden onset emergencies) or annually (in protracted crises).
Maintain a dialogue with the GPC Coordinator and GPC Operations Cell to make sure that timely and effective support and guidance are available.
Provide secretariat functions for the protection cluster.

Via the GPC Operations Cell, protection clusters can access additional support through the Protection Standby Capacity Project (ProCap) and rosters managed by the Danish Refugee Council (DRC), the International Rescue Committee (IRC Surge) and the Norwegian Refugee Council (NorCap). Support missions can be requested for short-term assistance on strategy development, capacity building, and specific programmatic or advocacy activities. Through its global network, the GPC can also provide targeted capacity building and resources, for example on IDP law and policy and on protection information management. Finally, protection clusters can access tools and guidance through the GPC web portal (see below: Policy documents, references and tools).

Role of partners involved

Participation in protection clusters is open to all protection actors that are ready to contribute to information collection and sharing, strategy development, prioritization, and preparation of work plans. Minimum commitments for participation in the protection cluster include:

- Commitment to humanitarian principles and the Principles of Partnership, including the Secretary-General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse.
- Readiness to participate in actions that improve AAP, in line with the IASC's commitments.
- Demonstrated understanding of responsibilities associated with cluster participation, including in relation to agreed terms of reference at country level.
- Active participation in the cluster and consistent engagement in the cluster's collective work.
- Capacity and willingness to contribute to the cluster's strategic response plan and activities, including inter-cluster coordination.
- Commitment to work cooperatively with other cluster partners to ensure the best and most strategic use of available resources, including sharing information on organizational resources.
- Willingness to take on responsibilities as needed, taking account of capacity and mandates.
- Readiness to help draft and disseminate advocacy and messages targeted inter alia at affected communities, national authorities, donors, the HCT, cluster lead agencies, and the media.

As Protection Cluster lead agency, UNHCR needs to work to ensure the protection cluster reaches out to and engages with a diverse group of stakeholders, including:
Crisis-affected communities in general and internally displaced people and their host communities in particular.  
National authorities.  
UN and inter-governmental agencies.  
Local and national NGOs and civil society.  
National human rights commissions.  
International NGOs.  
Peacekeeping missions.  
Donors.

For an explanation of how protection clusters engage with peacekeeping missions, see Diagnostic Tool and Guidance on the Interaction between Field Protection Clusters and UN missions.

**UNHCR's role and accountabilities**

Under the UN Humanitarian Reform and the subsequent [Transformative Agenda](#), the Representative is responsible for ensuring that, as protection cluster lead agency, UNHCR:

- Ensures that coordination mechanisms are established and properly supported.
- Serves as first point of call for the protection cluster with regard to the Government and HC.
- Raises cluster-specific issues, concerns and challenges with the HC and HCT.
- Acts as 'provider of last resort'.

As Protection Cluster lead agency, UNHCR has undertaken to:

- Promote a timely, evidence-based and holistic approach to protection based on direct and meaningful engagement with crisis-affected communities, both to achieve accountability and to deliver well-informed analysis of protection risks and needs.
- Recommend to the HC and HCT priority actions (in the context of a system-wide strategic response) that address the most urgent and immediate protection risks and needs of crisis-affected populations in a manner that is responsive to differences of [age, gender and diversity](#).
- Work to align and represent the views of protection actors on advocacy and operational matters, in the UN Country Team and HCT, as part of an integrated approach to protection.
- Initiate the development of an overarching strategy for protection (owned and implemented by the Resident Coordinator (RC) or HC and the UNCT or HCT) that leverages each actor's expertise and experience to maximize protection and, ultimately, find solutions.
- Outline an advocacy strategy, which supports the priorities of the protection strategy and identifies forms of action, key stakeholders, and intended impacts or anticipated changes with regard to the protection risks and needs of crisis-affected populations.
- Stay abreast of developments in global policies relevant to protection and increase
understanding and appreciation of system-wide initiatives, such as the Human Rights Upfront initiative (designed to prevent or respond to major violations of human rights or international humanitarian law), that provide platforms for country-level protection advocacy as well as regional and headquarters' support and interventions.

- Build support and strategic alliances, inside and outside the humanitarian system, to increase support for protection priorities among organizations that do not have a protection mandate, such as the World Food Programme (WFP), the Office for the Coordination of Humanitarian Affairs (OCHA), the UN Development Programme (UNDP), and the World Bank.

**Annexes**


[Global Protection Cluster, Protection Mainstreaming Training Package 2014](#)

[Global Protection Cluster, Guidance on the Humanitarian Programme Cycle for Protection Clusters](#)

[IASC, Reference Module for Cluster Coordination at Country Level](#)

[IASC, Centrality of Protection in Humanitarian Action - Statement by the Principals](#)

[Joint UNHCR OCHA Note on Mixed Situations, Coordination in Practice](#)

[UNHCR OG 2016 2 Operational Guidelines for UNHCR’s Engagement in Situations of Internal Displacement](#)

[Annex to UNHCR OG 2016 2 - IDP Footprint](#)

[UNHCR-IOM Framework Agreement - Serving and Protecting Together 30.06.2022](#)

**3. Links**

[Global Protection Cluster](#)

[Global Protection Cluster, Gender-Based Violence Area of Responsibility](#)

[Global Protection Cluster, Child Protection Area of Responsibility](#)

[Inter-Agency Standing Committee](#)

[OCHA, Indicator Registry](#)

[IASC, Accountability to Affected Populations](#)
Cluster Approach (IASC)

24 March 2023

**Key points**

- The UNHCR Representative actively participates in the HCT, representing both the agency and the cluster(s) UNHCR leads.

- The cluster approach provides the coordination architecture for non-refugee humanitarian emergencies.

- In refugee situations, coordination is guided by the Refugee Coordination Model (RCM); clusters are not activated in refugee situations.

- At global level, UNHCR leads the protection cluster; co-leads the shelter cluster when conflict causes displacement; and co-leads the CCCM cluster when conflict causes displacement. UNHCR also leads the protection cluster in cases where disasters induce displacement provided it has an in-country presence, is requested to do so by the Government, and there is inter-agency agreement.

- Through the UNCT or HCT, UNHCR participates in decisions on country cluster activation; at global level, the High Commissioner endorses cluster activation proposals.

- At country level, inter-agency cluster-based responses are led by the HC through the cluster lead agencies. Sector-specific strategic direction and operational coordination is led by national cluster coordinators.

**1. Overview**

This entry should be read in conjunction with the [Entry on International Coordination Architecture](#).
The Cluster Approach is used for coordinating in non-refugee humanitarian emergencies. Humanitarian organisations have agreed to lead certain clusters at global level (see the chart), and have defined a cluster structure for non-refugee humanitarian responses at country level. At country level, cluster leadership should ideally mirror global arrangements and clusters are often co-led with government and/or co-chaired with NGO partners. The cluster system emerged to fill accountability gaps in international humanitarian responses. It spreads accountability for the delivery of services (health, shelter, etc.) across different cluster lead agencies, and as a result no single agency is accountable for the entire response. In each country situation, overall accountability for coordination and delivery rests with the Humanitarian Coordinator (HC).

Note. Protection and assistance to refugees is coordinated and delivered through the Refugee Coordination Model (RCM). (Clusters are not activated for responses to refugee crises.) (Clusters are not activated for responses to refugee crises.) In mixed situations, where a response is needed for both refugees and persons who have been internally displaced, the Joint UNHCR-OCHA Note on Mixed Situations: Coordination in Practice should be used for guidance.

The foundations of the current non-refugee international humanitarian coordination system were established by UN General Assembly Resolution 46/182 (December 1991), which created both the Inter-Agency Standing Committee and the post of Emergency Relief Coordinator. Led by the Under-Secretary-General for Humanitarian Affairs and the ERC (who is also head of OCHA), the IASC system brings together its members, which are operational organisations linked with the UN system, and a number of standing invitees, including ICRC, IFRC, ICVA, InterAction, OHCHR, the World Bank Group and the Special Rapporteur on the Human Rights of Internally Displaced Persons.

Almost 15 years later, in 2005, the ‘humanitarian reform agenda’ introduced several new operational and policy elements to enhance predictability, accountability and partnership. The Cluster Approach was one of the new elements.

Clusters are groups of humanitarian organizations, both UN and non-UN, in each of the main sectors of humanitarian action (water, health, shelter, logistics, etc.). They are designated by the IASC and have clear responsibilities for coordination.

The Cluster Approach was applied for the first time after the 2005 earthquake in Pakistan. Since then there have been two evaluations. The first, finalized in 2007, focused on implementation. The second, in 2010, examined the contribution clusters made to improving humanitarian assistance. After the 2010 report, the Cluster Approach was further refined and improved in the context of the ‘Transformative Agenda’.

2. Main guidance

Underlying rationale / objective of the approach or
Good coordination is needs-based, not capacity-driven. It establishes a coherent and complementary approach that identifies ways to work together for better collective results.

Large non-refugee humanitarian crises are crises in which needs exceed a government's existing capacity and in which the needs, scale and complexity of the crisis warrant a multi-sectoral response with the engagement of a wide range of humanitarian actors. In such situations, a cluster response is activated under the overall leadership of the designated Humanitarian Coordinator (HC). Each cluster is accountable to the HC through its Cluster Lead Agency (CLA), as well as to national authorities and to people affected by the crisis.

A Cluster Approach may be used both in humanitarian emergencies caused by conflicts and in humanitarian emergencies caused by disasters.

The Approach aims to strengthen system-wide preparedness, make sure that critical materials and expertise are immediately available, and focus technical capacity. It:

- Increases transparency and accountability. Its mechanisms improve transparency in resource allocation, establish leadership, and focus on operational performance, leading to stronger accountability.
- Enhances predictability. Sector and thematic responsibilities are made clear; formal mechanisms at national and international level bring clarity to areas that are not otherwise covered.
- Engagement with national and local authorities. Government authorities are the primary duty-bearers. Humanitarian actors should actively engage with and support them to lead or progressively take over operational delivery, coordination, and monitoring of protection, assistance, and solutions for IDPs.
- Inclusion of affected communities. Humanitarian actors are required to make themselves accountable to affected populations. At minimum, they must consult and engage with the populations they assist. Affected communities help to determine the best responses to the problems they face.
- More effective advocacy. When clusters, singly or collectively, speak with one voice on issues of common concern, and do so in association with affected groups who are not normally heard, advocacy has more weight.
- Joint strategic and operational planning. Formal processes of coordination within and between clusters enhance efficiency and improve effectiveness.

**Centrality of protection**

In December 2013 the IASC Principals issued a statement on the **Centrality of Protection in Humanitarian Action**. It is considered to be a core commitment of HCs, Humanitarian Country Teams (HCTs), and clusters. It affirms that, while Governments are primarily responsible for protecting people in humanitarian emergencies, humanitarian actors must protect people and respect and promote their human rights in accordance with international human rights law and international humanitarian law (IHL). Responses must develop a specific protection strategy at HCT level, covering preparedness, all aspects of the humanitarian response, and solutions. The
protection cluster is expected to provide analysis and support the HCT needs to prepare this strategy.

**Policy, strategy and/or guidance**

**Cluster activation**
In specific country situations, clusters can only be activated by the ERC, with the endorsement of IASC Principals. In 2018, ‘system-wide scale-up' replaced the previous emergency activation procedure referred to as 'Level 3'. An IASC Scale-Up is a system-wide mobilization in response to a sudden-onset and/or rapidly deteriorating situation in a given country or region and is declared when national or regional capacity to lead, coordinate and deliver humanitarian assistance does not match the scale, complexity, and urgency of the crisis. Five criteria are used to determine whether an emergency should be scaled up to a system-wide emergency: scale, urgency, complexity, capacity, and risk of failure to effectively deliver to affected populations.

Key steps include:
1. Consultation with the IASC Principals.
2. Mobilisation of cluster lead agency response capacities.
3. Immediate deployment of cluster coordination teams that possess information management expertise and capacity to scale up.
4. Activation of clusters, including designated leads.
5. Empowerment of an HC. The HC:
   - Leads the HCT in a multi-sector initial rapid assessment (MIRA), leading to a strategic statement and response plan.
   - Leads requests for allocations from the Central Emergency Response Fund (CERF).
   - Seeks consensus in the HCT for key decisions, but has authority to finalize proposals.
   - Raises any cluster lead performance problems with the ERC, who may bring them to the IASC Principals for discussion.
   - Oversees effective coordination and delivery, monitoring, and reporting.

UNHCR's participation and involvement in initial discussions of cluster activation at country level are crucial. In this period, it should make clear its readiness and commitment to lead particular clusters and activate internal mechanisms for rapid deployment of relevant staff.

**Core functions of a cluster**

**At country level, clusters:**
1. Support service delivery by providing a space in which to agree approaches and eliminate duplication.
2. Inform strategic decision-making of the HC/HCT by coordinating needs assessment, gap analysis, and prioritization.
3. Plan and develop strategies, including cluster plans, and arrangements for adhering to standards and meeting funding needs.
4. Advocate on behalf of cluster participants and affected populations.
5. Monitor and report on the cluster strategy and its results, and recommend corrective action where necessary.
6. Undertake contingency planning and, preparedness actions, and build capacity where the cluster has resources to do so.

From the outset of a humanitarian response, each cluster is also responsible for mainstreaming protection and integrating a solutions-orientation.

Coordination structure
A cluster-based response is led by the HC, in support of the host Government. At senior level (usually in the HCT), clusters are represented by the country head of the cluster lead agency. For example, the UNHCR Representative will represent the protection, the shelter and the camp coordination and camp management (CCCM) clusters, the UNICEF Representative the water, sanitation and hygiene (WASH) cluster, etc. OCHA supports the HC's coordination role, and typically convenes inter-cluster coordination meetings in which national cluster coordinators participate.

At country level, a cluster has six core functions:
1. To support service delivery, it:
   - Provides a coordination platform that ensures service delivery is driven by the Humanitarian Response Plan (HRP) and strategic priorities.
   - Develops mechanisms to eliminate duplication of service delivery.

2. To support the HC/HCT's strategic decision-making, it:
   - Prepares needs assessments and analyses of gaps (across and in clusters), using information management tools as needed, to guide decisions on priorities.
   - Identifies (emerging) gaps, obstacles, problems of duplication, and cross-cutting issues, and finds ways to address them.
   - Formulates priorities on the basis of analysis.

3. To plan and implement cluster strategies, it:
   - Develops sectoral plans, objectives and indicators that directly support realization of the response's strategic objectives.
   - Applies and adheres to agreed standards and guidelines.
   - Clarifies funding requirements, helps set priorities, and agrees cluster contributions to the HC's overall humanitarian funding proposals.

4. To monitor and evaluate performance, it:
   - Monitors and reports on activities and needs.
   - Measures progress against the cluster strategy and agreed results.
   - Recommends corrective action where necessary.

5. To build national capacity in preparedness and contingency planning.

6. To support robust advocacy, it:
Identifies concerns, and contributes support and content to HC and HCT messaging and action.
Undertakes advocacy on behalf of the cluster, cluster members, and affected people.

Role of partners involved

The Inter-Agency Standing Committee. The IASC is a unique inter-agency forum for coordination, policy development and decision-making. It includes the key UN and non-UN humanitarian partners. Led by the EKC, the IASC develops humanitarian policies, demarcates responsibilities across the various dimensions of humanitarian assistance, identifies and addresses gaps in response, and advocates for effective application of humanitarian principles.

Government and national actors. Under UN General Assembly Resolution 46/182 (19 December 1991), the affected State, including the Government and its official institutions, is primarily responsible for initiating, organizing, coordinating, and implementing humanitarian assistance in its territory.

The Emergency Relief Coordinator. The post of ERC is held by the Under-Secretary-General for Humanitarian Affairs, who leads the IASC. The ERC is responsible for overseeing all complex emergencies that require UN humanitarian assistance. In countries affected by disasters or conflict, the ERC may appoint an HC. The ERC secures IASC endorsement of HC proposals to activate clusters and appoint cluster leads. The responsibility of the ERC does not detract from the High Commissioner’s mandated accountability for refugees.

Humanitarian Coordinator. When crises occur, the HC in a country is responsible for assessing whether an international response is warranted and, if it is, for ensuring that it is well organized. HCs are accountable to the ERC. At national level, they lead the HCT in deciding the most appropriate coordination solutions for a crisis, taking into account the local situation. Agreement must be reached on which clusters to establish, and which organizations will lead them.

Humanitarian Country Team. The HCT is a strategic and operational decision-making and oversight forum established and led by the HC. It includes representatives from the UN and NGOs; the Red Cross/Red Crescent Movement often attends with observer status. Agencies that are designated cluster leads represent their clusters as well as their organizations. The HCT is responsible for agreeing on strategic issues relevant to humanitarian action.

Cluster lead agencies. Heads of cluster lead agencies are accountable to the HC. They
- Ensure that coordination mechanisms are established and properly supported.
- Act as first point of call for the Government and the HC.
- Are the provider of last resort in their respective cluster.

Note. The IASC term ‘provider of last resort’ "translates into a commitment by the Cluster Lead Agency to do the utmost to ensure an adequate and appropriate response. This means
calling upon all relevant humanitarian partners to address critical gaps, and if this fails, depending on the urgency, and subject to access, security and funding availability, the cluster lead may need to commit itself to filling the gap" (from UNHCR's IDP policy).

Cluster coordinators. A cluster coordinator is responsible for ensuring that his or her cluster fulfils its role (with regard to needs assessment, response planning, setting of strategies/approaches, provision of policy/operational guidance, coordination of field responses, inter-cluster engagement, information management, monitoring and evaluation, donor engagement, Government engagement, advocacy, etc.), as set out in the IASC Reference Module for Cluster Coordination at the Country Level. Cluster coordinators co-operate through the Inter-Cluster Coordination Group (ICCG) to: jointly deliver an effective and efficient humanitarian response that results in meaningful protection outcomes in line with the IASC Policy on Protection; reach a shared understanding of needs, informed by a robust protection and gender analysis; and agree a joint strategy to meet needs. They brief the HCT and raise strategic issues for discussion in the HCT. (For more information on ICCG standard terms of reference, see https://www.humanitarianresponse.info/en/coordination/ clusters/global-cluster-coordinators-group-initiatives-0.)

Shared leadership. The IASC recommends that country-level cluster leadership should mirror global arrangements. Accordingly, UNHCR should normally lead the protection cluster and, in conflict situations, the shelter cluster and the CCCM cluster. When appropriate, Governments should co-lead the cluster. Practice has shown that the appointment of NGOs to co-chair a cluster generally improves partnership, advocacy and information distribution and therefore the response as a whole. When an NGO co-chairs a cluster, it should contribute staff to the cluster coordination team in roles that complement and enhance the cluster's capacity. Appointing two UN agencies to co-lead clusters should be avoided because this does not strengthen ownership or make coordination more sustainable, but dilutes accountability and complicates decision-making. Global clusters should be consulted when the appointment of co-leads or co-chairs is considered before cluster activation. (For IASC guidance on cluster leadership, see IASC, Reference Module for Cluster Coordination at the Country Level, activation procedures, p. 10.)

OCHA. OCHA works closely with global cluster lead agencies and NGOs to develop policies, coordinate inter-cluster issues, disseminate operational guidance, and organize field support. At field level, it helps ensure that the humanitarian system functions efficiently and supports the HC's leadership. OCHA provides guidance and support to the HC and HCT, and facilitates inter-cluster coordination. It also helps coordination between clusters at all phases of the response, when required, including needs assessment, joint planning, and monitoring and evaluation.

A cluster benefits from wide and representative participation, but can become unmanageable if it has too many members or its members are transient. In such cases, the appointment of a smaller strategic advisory group (SAG) or technical working groups (TWIG) can improve its performance.

Minimum commitments for participation. These set out what local, national, or international organizations undertake to bring to country-level clusters. They are not meant to exclude
organizations or prevent national authorities from participating, where it is appropriate for them to do so.

Organizations that join clusters undertake to:

- Adhere to humanitarian principles and principles of partnership.
- Participate in actions that specifically improve accountability to affected populations.
- Engage consistently in the cluster’s collective work, and make capacity available for this.
- Make the best use of resources, and share information on organizational resources.
- Take on leadership responsibilities as needed and as capacity and mandates allow.
- Help to develop and disseminate advocacy and messaging for relevant audiences.

The minimum commitments are not prescriptive and should be adapted to actual needs and context. Country-level clusters should consult the IASC’s Coordination Reference Module when they develop or update their terms of reference or commitments.

**UNHCR's role and accountabilities**

Within the IASC system, UNHCR leads three clusters:

**Protection.** In situations involving conflict, UNHCR leads the protection cluster. UNHCR also leads this cluster in situations where a disaster has caused displacement provided that it has an in-country presence, the Government asks it to lead, and there is inter-agency approval. This cluster includes ‘areas of responsibility’ that are attributed to UNFPA for sexual and gender-based violence (SGBV), to UNICEF for child protection, to UNMAS for mine action, and to NRC for housing, land and property. Recognizing that protection is central to the purpose of any humanitarian response, the protection cluster advises the HC and HCT, and works with all clusters to strengthen protection and rights-based responses.

**Camp coordination and camp management (CCCM).** In conflict situations involving IDPs, UNHCR leads this cluster. IOM leads this cluster in natural disasters. The CCCM cluster neither advocates for, nor automatically creates, camps and similar collective settings; it seeks rather to establish and maintain the dignity of living conditions and services of an appropriate standard for displaced populations, whether they live in planned or spontaneous collective settings.

**Shelter.** In situations involving conflict, UNHCR leads this cluster. In natural disasters, the IFRC leads. If IFRC is not present or is not able to lead the cluster at the outset of a natural disaster, UNHCR may temporarily lead until IFRC is ready to do so. Because IFRC is not a recipient of CERF funding, UNHCR can provide support in natural disasters by receiving CERF funds for shelter. Country operations should consult the Global Shelter Cluster in such situations.

When new emergency situations arise, UNHCR Representatives at country level consult HQ and participate in UNCT or HCT discussions of cluster activation. When a cluster led by UNHCR is activated, in accordance with IASC commitments and accountabilities, UNHCR offices must be
prepared to resource cluster coordination, including coordination capacity at national and local level and information management support. Merging of clusters (shelter/NFI and CCCM) is not considered a good practice and should be avoided. Country operations should consult global clusters before taking steps to merge clusters.

To implement its updated Policy on UNHCR's Engagement in Situations of Internal Displacement (September 2019), UNHCR is currently making an agency-wide effort to strengthen its preparedness, response and solutions interventions in internal displacement situations, underpinned by a robust operational response in each of these sectors. Globally and in all IDP operations, it is strengthening internal tri-cluster synergies, including by mainstreaming protection across all sectors.

Annexes

UNHCR-OCHA, Joint UNHCR-OCHA Note on Mixed Situations. Coordination in Practice

IASC Principals, The Centrality of Protection in Humanitarian Action, statement

Global Shelter Cluster Coordination Toolkit

IASC Reference Module for Cluster Coordination at the Country Level July 2015

UNHCR-IOM Framework Agreement - Serving and Protecting Together 30.06.2022

3. Links

Shelter cluster Global CCCM Cluster Global protection cluster

4. Main contacts

Contact

- Annika Sandlund (sandlund@unhcr.org) or Maria Kiani (kiani@unhcr.org) at the Partnership and Coordination Service
- The Global Protection Cluster at http://www.globalprotectioncluster.org/general/contact-us/
  The Global Camp Coordination and Camp Management (CCCM) Cluster, at: https://cccmcluster.org/about/team or HQGLOBCCC@unhcr.org.
- The Global Shelter Cluster, at: https://www.sheltercluster.org/about-us/global-support-team or HQShelter@unhcr.org.
Working with the host government

13 April 2023

Key points

- Familiarize yourself with the political dynamics, capacities and institutional arrangements of the host government wherever these are relevant to the emergency response.

- Understand other UN agencies' engagement with the government and identify synergies and complementarities.

- In refugee situations, the UNHCR Representative or most senior UNHCR official in the country has an important role in direct advocacy with high-level government authorities.

- Always work with local government authorities (governors, municipalities) in operational areas.

- Always maintain an up-to-date contact list of key government counterparts.

- If key protection or operational issues vital to an emergency response cannot be resolved at national level, the UNHCR Representative may pass major advocacy issues to UNHCR HQ.

1. Overview

States are responsible for the safety and security of refugees and internally displaced persons on their territory, including the provision of assistance and law and order. Within this framework, and in accordance with UNHCR's mandate, UNHCR supports host governments in emergency situations, working with government authorities at all levels. This Entry outlines basic principles for working with host governments in both refugee and IDP emergencies.

2. Main guidance

**Underlying rationale / objective of the approach or system**

The international legal instruments listed below establish the core elements of State responsibility.
With respect to refugee protection:

- The 1984 Cartagena Declaration on Refugees.
- The 1994 San José Declaration (for operations in Latin America only).

With respect to IDP protection:

- The Guiding Principles on Internal Displacement (1998). (The Principles are not an international convention, but collate and reaffirm relevant international human rights and humanitarian law with regard to IDPs as well as clarify legal grey areas and gaps.)

For all populations on a State's territory:

- Human rights law.
- Humanitarian law (applicable only during times of conflict).

National laws on refugees and IDPs determine the scope of national mechanisms to fulfil international obligations. During an emergency response, operations should be aware of the provisions of national law.

**UNHCR's relationship with the host government**

**Refugees**

The High Commissioner's core mandate covers refugees. Given the particular character of refugees as people who are not protected by their own States, the post of High Commissioner was established with legal authority to intercede on their behalf, as illustrated by his supervisory responsibilities with regard to international refugee instruments.

The refugee mandate applies to asylum-seekers and refugees in both emergency and non-emergency situations, as well as to emergency and non-emergency mixed movements that involve asylum-seekers and refugees. The mandate covers camp settings and settings outside camps. In short, the High Commissioner has a global mandate with respect to refugees, regardless of their location.

The High Commissioner and his Office (UNHCR) are authorized to declare which individuals or groups may be of concern to the Office under its core mandate. Their concern may relate to a specific individual or a wider group. Exercising the mandate in this way informs other external actors of the High Commissioner's international protection interest in and responsibility for persons of concern.
In the course of fulfilling these functions, UNHCR has acquired more than sixty years of experience of collaborating with governments and developing partnerships with other international agencies and non-governmental organizations.

**Stateless persons**

The High Commissioner for Refugees has specific responsibilities for refugees who are stateless, pursuant to the 1951 Convention, which refers to stateless persons who meet its refugee criteria. Moreover, in accordance with GA resolutions 3274 XXIX and 31/36, and pursuant to Articles 11 and 20 of the 1961 Convention on the Reduction of Statelessness, it is to UNHCR that persons claiming the benefits of the 1961 Convention apply, both to examine their claims and assist them to present claims to the appropriate authorities.

**IDPs**

Certain requirements must be met before the High Commissioner may act in favour of internally displaced persons. The Secretary-General or a competent principal organ of the UN must issue a specific request or authorization; the State or other entities concerned must consent; there must be assurances that UNHCR will obtain access to the internally displaced persons in question; adequate resources and the Office's particular expertise and experience must be available; action should complement the action of other agencies; and adequate staff safety should be assured.

The High Commissioner does not have a general or exclusive mandate to intercede on behalf of internally displaced persons, However, it has been authorized by the UN General Assembly to become involved operationally under certain circumstances for the purpose of enhancing protection and providing humanitarian assistance to internally displaced persons through special operations.

Currently, the Office's involvement with internally displaced people is largely defined by the inter-agency approach to co-ordination that has been articulated in the Humanitarian Reform and the Transformative Agenda. These models, developed by the Inter-Agency Standing Committee under the leadership of the Emergency Relief Coordinator [ERC], fully respect the mandates of the participating agencies and partners. In mid-2005, UNHCR agreed to assume global cluster leadership for protection, and co-leadership of both camp coordination and management and emergency shelter.

For more legal information on UNHCR's mandate, see UNHCR, *Note on the Mandate of the High Commissioner for Refugees and His Office*.

**UNHCR presence/offices**

The relationship of UNHCR offices with host governments is usually regulated by host country agreements or memoranda of understanding (MOUs), often called *Accords de Siège*. Host governments are responsible for the safety and security of UNHCR staff. The Charter of the United Nations and the Convention on the Privileges and Immunities of the United Nations of 13
Policy, strategy and/or guidance

When a major new crisis occurs, UNHCR operations should be conscious that government arrangements for managing refugees or IDPs may change. Emergency response operations are delivered by a number of government departments, including those responsible for public works (water, sanitation), education, health, and home affairs (safety and security), which often also oversees local government institutions.

In terms of the practical management of government relations, UNHCR emergency managers should always keep an up to date contact list, including the mobile phone numbers of key government counterparts. These can make a big difference when quick or urgent operational and protection decisions or interventions need to be made.

Refugee emergencies

Pre-emergency preparedness

UNHCR offices, or visiting missions if there is no presence, support host governments to prepare for emergencies. Assistance covers all aspects of preparedness, from identifying/monitoring specific emergency risks and scenarios to advanced preparedness actions, including contingency planning. UNHCR offices should ideally be aware of government contingency plans and national response capacities. For more information on preparedness, please consult the Entry on the Preparedness Package for Refugee Emergencies.

During refugee emergencies

When a refugee emergency occurs, or is imminent, UNHCR should immediately initiate high level consultations with the host government on the points listed below. With respect to inter-agency coordination arrangements, the refugee coordination model (RCM) applies, by which UNHCR (co-) leads the emergency response in support of the host government.

Main points to consider in deliberations with the Government:

- What information is available to UNHCR on the refugee influx? Highlight those who, in UNHCR’s view, are or may be of concern to UNHCR.
- Seek to ensure that newly arriving asylum seekers and refugees have access to the territory and access to asylum and asylum procedures.
- Seek to ensure that new arrivals in the country are granted appropriate status and enjoy corresponding rights.
- Given that the government is responsible for ensuring the civilian character of asylum,
clarify security arrangements as well as related procedures for separating civilians from combatants and former combatants, as required.
- Establish who will be the most senior government counterpart in charge of the emergency situation, as well as primary working level counterparts.
- Open initial consultations on the response strategy and how (as appropriate) UNHCR can enhance the host government's emergency response capacity.
- Propose joint development of a contingency plan or refugee response plan (RRP), as applicable.
- Offer assistance with coordination of the emergency response, given the possible involvement of UN and NGO partners.

Response leadership and coordination

UNHCR assists the government on coordination, response delivery and protection issues. Typically, this involves joint coordination arrangements, partnership with various government departments in service delivery, and regular dialogue at all levels on refugee protection issues.

Emergency response delivery

At the request of government, UNHCR may complement national capacities to deliver essential services to newly arriving refugees in an emergency situation. It is of critical importance that an emergency response operation supported by UN and NGO actors does not displace or operate in parallel to government services: existing national capacity should always be the starting point when planning emergency response services. Perhaps assisted by targeted capacity-building, most national public services are able to deliver essential services such as health, education, and water.

IDP emergencies

When an IDP emergency occurs, or is imminent, the UN Resident Coordinator (RC) or Humanitarian Coordinator (HC) initiates consultations with the host government on UN engagement. In terms of inter-agency coordination, the cluster approach applies to IDP emergencies and the overall response is (co)-led by the RC or HC.

UNHCR's role and engagement with host governments focuses on the three global clusters for which it has lead or co-lead responsibility. UNHCR leads the Global Protection Cluster (GPC) and co-leads the Global Cluster for Shelter and the Global Cluster for Camp Coordination and Camp Management (CCCM). UNHCR does not normally support the entire response. Its role and interventions reflect the plan and approach adopted by the UN Country Team (UNCT) or Humanitarian Country Team (HCT).

UNHCR presence/offices

In countries that have not agreed an Accord de Siège, the UNHCR country office or the
Emergency Team should strive to formalize exchanges with the government and define the initial scope and modalities of cooperation. This needs to be done in close consultation with the relevant Bureaux and Divisions at HQ.

Role of partners involved

National government authorities

National authorities lead and manage the overall emergency response in a country, and their decisions and policies have a major impact on persons of concern. It is vital that UNHCR jointly plans and coordinates with national authorities, and engages them in protection and operational issues.

National authorities include government leaders; the principal focal points or task forces on refugee and IDP issues; relevant line ministries (including those responsible for foreign affairs, justice, immigration, social welfare, civil registration, etc.); and relevant security forces, enforcement agencies and the military. Policies and guidance issued by national authorities, including the executive and line ministries, may have a major impact on the approach that local authorities take in specific operational areas.

Local government

Local government may include governors, mayors, municipalities, local councils, police, security forces, and branches of line ministries. The influence and role of local government authorities should not be underestimated. They are usually responsible for all local public services, land and settlement issues, and security and law and order. In both out-of-camp and camp operations, the success of a response will depend significantly on the degree to which persons of concern have access to public services. UNHCR may put in place capacity-building initiatives or community support projects (CSPs) to facilitate service delivery and ensure the good will of local populations.

Judicial authorities

Judicial authorities are institutions of the State but are normally independent of the government in terms of their functions. They may operate at national, regional or local level, and include courts of appeal as well as first instance. UNHCR's engagement with the judicial system may take several forms. It may intervene formally as a party in legal proceedings, may offer informal support or input to courts or other judicial bodies, and may support lawyers or applicants associated with an action or who seek redress, for example, after removal or to prevent refoulement.

Independent bodies

Independent bodies may include commissions (such as national human rights commissions), ombuds offices and other independent institutions that may be established or appointed by the
government or parliament to investigate and address complaints of maladministration or violations of rights. Where appropriate, UNHCR approaches such bodies for support or intervention, for example to prevent refoulement.

**UNHCR's role and accountabilities**

- UNHCR engages with the host government at all levels on emergency preparedness and response.
- On issues of operational delivery and to channel international humanitarian assistance, UNHCR always works in support of government authorities.
- When it is appropriate, feasible, and when requested by the authorities, UNHCR may engage in emergency service provision for refugees and IDPs, and in capacity-building initiatives that strengthen the ability of host government systems and services to cope with an emergency situation.

**Annexes**

UNHCR, Note on Mandate of the High Commissioner for Refugees and his Office, 2013

Risk Management _ Fraud Prevention _ Toolkit

**3. Links**

Fraud Prevention

**4. Main contacts**

When appropriate, contact the relevant UNHCR HQ Regional Bureau.

Contact UNHCR’s Division for Emergency, Security and Supply (DESS). At: hqemhand@unhcr.org.

**Interagency Collaboration on Setting up Community Based Complaints Mechanisms**

27 March 2023

**Key points**
Persons of concern should know how to safely report sexual exploitation and abuse when it occurs. It is crucial to put in place effective and anonymous complaint mechanisms that enable individuals to report instances of SEA easily and safely.

Establish an interagency PSEA network to support the development and implementation of a coherent and effective complaint mechanism.

Complaint mechanisms should be community based, culturally sensitive and jointly established with communities of concern and the interagency PSEA taskforce (where present).

A multi-sectoral approach will be required to implement complaint mechanisms successfully. If the operation includes an inter-cluster or inter-working group, present PSEA issues there, as well as in other multi-sectoral coordination fora.

Integrate SEA complaints in general feedback and misconduct complaint mechanisms.

1. Overview

**Community-based complaints mechanisms**

Community-based complaints mechanisms aim to facilitate SEA reporting and referral of allegations, and help known and potential SEA survivors to access assistance and services. A community-based complaints mechanisms (CBCM) are jointly developed with a community of concern, preferably in an interagency framework if applicable, and make use of the community's resources and structures. CBCMs should therefore be culturally and gender sensitive and remove barriers that hinder members of the communities from reporting SEA incidents to appropriate stakeholders for follow up. Well-functioning CBCMs that are implemented properly help raise awareness of SEA among affected populations and also humanitarian staff. They enable an efficient response to SEA in emergency situations.

**Interagency collaboration on setting up a CBCM: the example of Jordan**

In Jordan, the Network on Protection from Sexual Exploitation and Abuse (PSEA Network) was established with UNHCR leadership in 2015. It assists humanitarian organizations involved in the inter-sectoral refugee response to fulfil their commitment to protect persons of concern from sexual exploitation and abuse by humanitarian personnel. The PSEA Network is composed of focal points from more than 45 international organizations and national and international NGOs. It is currently co-coordinated by UNHCR and INTERSOS. While each UN agency and NGO is responsible for its own PSEA commitments, policies and response, and for reporting and investigating complaints, the Network has enabled humanitarian response agencies to jointly evaluate the measures that have been put in place to prevent and respond to SEA, including community complaint mechanisms. These measures include the Mechanism itself, guiding principles, complaint reporting requirements, referral pathways, and risk mitigation measures for complainants and witnesses.
The Mechanism was developed after extensive consultation with refugees, PSEA Network members and agencies providing humanitarian services. Over 700 refugee women, girls, men and boys from different backgrounds living in and outside camps were consulted. More than 30 agencies have signed the Mechanism. The PSEA network assists organizations to adhere to monitoring and compliance mechanisms, and to refer complaints in accordance with the Mechanism's norms.

2. Main guidance

Underlying policies, principles and/or standards

UNHCR, Age, Gender and Diversity Policy, 2019
Best Practice Guide, Inter Agency Community Based Complaint Mechanisms

Good practice recommendations

- Ensure that all UNHCR staff and partner agencies (including Government partners) are aware of PSEA and relevant principles.
- Ensure that Representatives, programme and human resources colleagues, in addition to protection staff, support the development and implementation of SEA prevention and response activities.
- Engage with partners (including Government partners) across agencies and sectors. Although protection often leads, a multi-sectoral approach is required to implement CBCMs successfully. If the operation includes an inter-cluster or inter-agency working group, PSEA issues should be raised there, as well as in other multi-sectoral coordination fora.
- Designate PSEA focal points with sufficient seniority, and include their PSEA-related responsibilities in the E-Pad.
- Establish (or participate in) an interagency PSEA network to support the development and implementation of a coherent and effective complaint mechanism.
- Integrate CBCMs in general community-based feedback and misconduct complaint mechanisms.
- Make sure the community participates throughout when CBCMs are established and implemented.
- Integrate and coordinate SEA complaint mechanisms and SGBV and Child Protection (CP) responses.
- UNHCR or the best placed agency should liaise with the authorities to seek access to justice and other forms of protection for SEA survivors.
- Liaise with the Inspector General's Office (IGO).
Considerations for practical implementation

Key steps in setting up an interagency CBCM
1. Raise the awareness of staff and partners, at all levels, and build their capacity.

2. Appoint official PSEA focal points in UNHCR and inter-agency fora. Establish / participate in an interagency PSEA network.

3. Design and apply a PSEA self-audit check list and develop a joint action plan with humanitarian and development actors working with persons of concern (PoC).

4. Map country, regional and global SEA mechanisms (with the support of Inter-agency coordination structures if they exist).

5. Map CBCMs and consult PoC on their use to address SEA.

6. Consolidate the findings of community consultations and discuss them with the PSEA network.

7. Draft an inter-agency SEA complaints mechanism and referral system, which draws in humanitarian agencies and community-based structures, and link it with other operational protection systems, particularly those that address SGBV and child protection.

8. Consult other PSEA focal points and Representatives, reflect their advice in the draft CBCM, and seek their approval for it.

9. Develop information materials to publicise the existence of, and guidance on the functioning of the CBCM among PoC, UNHCR staff, and service providers working with PoC.

10. Test the information materials with PoC, UNHCR staff, partners and service providers.

11. Incorporate the feedback from PoC, partners, service providers in the information materials.

12. Develop an implementation and dissemination plan (preferably interagency).

13. Launch the CBCM at a[n] (interagency) signature ceremony.


15. Review.

Key aspects that Standard Operating Procedures (SOPs) should cover
- Roles and responsibilities.
- Guiding principles.

- Receiving and reporting complaints.

- Inter-agency referral.

- Investigation.

- Supporting the needs of survivors, complainants and witnesses.

- Mandatory reporting.

- Recording and reporting SEA complaints throughout the PSEA network.

- Awareness and dissemination materials.

**Resources and partnerships**

**Staff.** Make sure that PSEA focal points are appointed in UNHCR and partner organizations. Establish terms of reference for PSEA focal points which clarify their responsibilities and the experience and competencies they should possess.

**Partners.** Develop (or participate actively in an existing) interagency PSEA task force to plan joint PSEA activities. Set up an effective and culturally sensitive interagency CBCM to receive sensitive complaints, including SEA ones.

**Materials.** Design and develop outreach materials on SEA to inform PoC, staff and partners about complaint mechanisms and their remits.

**Financial.** Make sure PSEA activities are planned and budgeted.

**Annexes**

[Risk Management Toolkit - SEA](#)

**3. Links**

Protection from Sexual Exploitation and Abuse (PSEA) by Humanitarian Personnel ... Jordan PSEA Network documents Inter-Agency SEA Community-Based Complaint Referral Mechanism and awareness mat... JASC Task Force on Accountability to Affected People and Protection from Sexua... UNHCR, Age Gender Diversity policy. PSEA Task Force. Planning for the PSEA Tackling Sexual Exploitation and Abuse Best Practice Guide: Inter-Agency Community-Based Complaint
Mechanisms

4. Main contacts

Contact:

- UNHCR Ethics Office at: HQETHICS@unhcr.org.
- UNHCR Division of International Protection (DIP).

Coordination on Protection from Sexual Exploitation and Abuse (PSEA)

16 August 2023

Key points

- Ensure that structures for inter-agency coordination on PSEA are established from the outset of the emergency
- Take lead in establishing and coordinating in-country PSEA Networks in refugee emergencies
- Actively engage in in-country PSEA Networks in non-refugee emergencies in collaboration with other actors
- Ensure close coordination with all concerned sectors / clusters for PSEA to be effectively mainstreamed across the emergency response

1. Overview

Sexual exploitation and abuse (SEA) of forcibly displaced and stateless persons and other affected communities by aid workers causes irrevocable harm to victims and their communities. Even one incident of SEA breaks community trust and undermines the work of the entire humanitarian response. UNHCR works in close collaboration with sister UN agencies, non-governmental and civil society organisations, government and other partners to coordinate engagement, strengthen prevention and promote a victim-centred approach in response to SEA within the humanitarian and development systems. In emergency situations which continue to rapidly evolve, inter-agency and multi-sectoral coordination is of critical importance to ensure that protection from sexual exploitation and abuse (PSEA) is effectively integrated into the
emergency response from the outset, including prevention, risk mitigation, community engagement, safe and accessible reporting, and a victim/survivor-centred response.

While PSEA is the responsibility of all UNHCR personnel, at UNHCR, PSEA Focal Points (FPs) are formally appointed by the Representative and work to ensure PSEA is implemented within the operation in line with UNHCR policies. While certain activities fall under specific functional units, the PSEA FP provides guidance to all colleagues in their respective areas of responsibility to ensure PSEA is adequately implemented and mainstreamed across the operation. In large operations, more than one PSEA FP may be appointed. Usually, the PSEA FP represents UNHCR in the inter-agency PSEA Network.

In-country inter-agency PSEA networks serve as the primary body for technical level coordination and oversight of PSEA activities to prevent and respond to SEA and mitigate risks thereof. The network is responsible for implementing coordinated activities between members to minimize the risk of SEA by aid workers and associated personnel delivering humanitarian assistance, ensure effective response when incidents do arise, and raise awareness of PSEA. The network should also ensure collaboration and coordination with other sectoral working groups or clusters in relevant thematic areas to ensure that PSEA is mainstreamed across the response.

2. Main guidance

Close coordination amongst agencies is essential for PSEA efforts to be coherent and effective in an emergency response. Inter-agency coordination brings organizations together under a common situation analysis, strategy and approach, to ensure consistent messaging on PSEA to communities and stakeholders, build on good practices and expertise of partners, streamline procedures and mechanisms for reporting and referral, utilize shared tools and resources, ensure complementarity of interventions and avoid duplication, and increase overall efficacy of interventions.

In addition, coordination with various sectors / clusters is essential in order to mainstream PSEA prevention, risk mitigation and response across sectors, including mapping potential SEA risk areas by sector and taking actions to mitigate those risks, integrating PSEA messages into community outreach and capacity-building sessions, and ensuring multi-sectoral services and referral pathways are in place for survivors to access the support that they may require including safety and security measures, basic material assistance, medical care, psychosocial support or legal services as part of GBV response.

PSEA is a cross-cutting issue requiring a range of technical expertise. Working to prevent and respond to SEA is a collective responsibility for all actors in all sectors. For this reason, the PSEA Network is an independent, standalone structure and not a sub-group of Protection, GBV, Gender, or AAP.

PSEA inter-agency coordination in refugee, IDP, development and mixed contexts

Under the auspices of the Refugee Coordinator (UNHCR Representative) in a refugee situation and the Resident Coordinator / Humanitarian Coordinator (RC/HC) in a development or an internal displacement situation, an in-country PSEA Network should be established (if one does
not exist already) as the primary body for technical-level coordination and oversight of PSEA activities. It is recommended that the PSEA Network is situated as a cross-sectoral group, rather than under a specific sectoral / cluster working group, given the cross-cutting nature of PSEA which requires mainstreaming across sectors and clusters. The PSEA Network should liaise regularly and closely with the broader inter/multi-sector coordination group.

For refugee emergencies, UNHCR has the role to take the lead to establish (if one does not exist already) and coordinate / co-chair the PSEA Network in accordance with the Refugee Coordination Model. For non-refugee emergencies, UNHCR should actively engage in the PSEA Network, which may include co-chairing if appropriate or required depending on the operational context. (See also UNHCR’s Policy on Emergency Preparedness and Response, paragraphs 7.1 and 7.2)

The above structure is an example, to be adapted depending on the local context of the operation.
- UNHCR Representative / Refugee Coordinator is accountable for coordination of refugee response.
- UNHCR establishes sectoral coordination mechanisms, with government counterparts wherever possible. PSEA Network is part of RCM coordination structure.
- The PSEA Coordinator reports to the UNHCR Representative / Refugee Coordinator.

In mixed situations, where a Humanitarian Coordinator (HC) has been appointed and the populations of humanitarian concern include refugees, IDPs and other affected groups, the UNHCR/OCHA Joint Note on Mixed Situations Coordination (2014) applies and the PSEA Coordinator has a shared reporting line to the HC and the Refugee Coordinator / UNHCR Representative. On PSEA, UNHCR maintains overall coordination and leadership responsibilities for PSEA in the refugee response, while the configuration of PSEA coordination structure will need to be guided by the operational context, what structures already exist, and what would be fit for purpose and optimize results (e.g. separate PSEA Network for refugee response or merged PSEA
Network covering both refugee and IDP operations. Moreover, the UNHCR Representative, as Refugee Coordinator, actively engages in coordinating PSEA efforts with the HC, shares updates on developments on PSEA in the refugee response with the HC and UN Country Team (UNCT)/Humanitarian Country Team (HCT) and actively contributes to system-wide efforts maximizing resources, efficiency, and impact in addressing PSEA. In accordance with the IASC Vision and Strategy: Protection from sexual exploitation and abuse and sexual harassment (PSEAH) 2022-2026 and the IASC’s Generic Terms of Reference for In-Country PSEA Coordinator, in country contexts where refugee situations are the predominant humanitarian concern, the PSEA Coordinator should be situated within the UNHCR office with a shared reporting line to the UNHCR Representative and the (D)SRSG/RC/HC as appropriate.

These considerations also apply in countries where there is a refugee response as well as a UN development coordination system under the auspices of the UN Resident Coordinator (RC). UNHCR maintains overall coordination and leadership responsibilities for PSEA in the refugee response and the configuration of PSEA coordination structures will need to be guided by the operational context, what structures already exist, and what would be fit for purpose and optimize results (e.g. sub-national PSEA Network for refugee response or integration into the national PSEA Network if one exists, etc). The UNHCR Representative, as Refugee Coordinator, actively engages in coordinating PSEA efforts with the RC, shares updates on developments on PSEA in the refugee response with the RC and UNCT and contributes to system-wide efforts maximizing efficiency and impact in addressing SEA.

In situations of mixed movements of refugees and migrants, UNHCR and IOM seek to achieve co-leadership of the response and establish adequate coordination mechanisms in accordance with the UNHCR-IOM Framework of Engagement. While guidance and models of coordination arrangements in mixed refugee / migrant movement situations is evolving, building on experience in the Coordination Platform for refugees and Migrants from Venezuela (R4V model) and other existing models, it is considered good practice to establish a cross-cutting PSEA Network as part of the inter-agency coordination structure for coordination of response to the mixed movements, in a similar way to refugee and mixed refugee / IDP situations.

The role of the Inter-Agency PSEA Network

The PSEA Network is responsible for implementing coordinated activities between member organizations to minimize the risk of SEA, ensure that systems are in place for effective response when incidents do arise, and raise awareness of PSEA in the operation. It provides technical level coordination and oversight on PSEA, including: developing and/or adapting country level strategies for endorsement by country-level leadership (e.g. UNCT / HCT, Refugee Coordination Forum, depending on the operational context), workplan, guidelines, procedures and mechanisms contextualizing global and/or regional guidelines and tools where applicable; carrying out joint SEA risk assessments; and organizing activities and advocacy for prevention, response and risk mitigation for PSEA. The PSEA Network activities should follow a victim-centered approach and respect the principles of safety, confidentiality, respect, and non-discrimination. For further information on the role of the Network, please refer to the Generic ToRs of an in-country PSEA Network available at the links below.

The Network should be open to all UN agencies, international and national NGOs, and local
organizations operating in the response, and engage in outreach with relevant non-member organizations as part of ongoing activities. The presence of the PSEA Network does not lessen the responsibility of individual network members to develop, implement, and strengthen measures, activities and programmes internally for PSEA at the country level. Senior management within each member organization is accountable for PSEA within their organizations. However, the Network ensures that initiatives by agencies are well coordinated and provides a forum through which joint inter-agency efforts for PSEA can be undertaken collectively.

The PSEA Network is not responsible for investigating or adjudicating complaints. Within UNHCR these functions rest exclusively with the Inspector-General’s Office (IGO), or in case of allegations against individuals employed by other agencies the entity that employs the individual against whom a complaint has been alleged, in line with internal policy and procedures.

To ensure adequate coordination capacity in a rapidly evolving environment, it is highly recommended that a dedicated PSEA Coordinator is appointed to coordinate and represent the PSEA Network (or support the PSEA Network in coordination with the network co- chairs if the latter are different from the Coordinator), particularly in a refugee emergency where UNHCR is responsible to take lead. The PSEA Coordinator is responsible for reporting on Network activities, including progress made against key objectives and priorities. The PSEA Coordinator also represents the Network in relevant coordination bodies and advises actors in country on good practice to support effective PSEA implementation. PSEA Network Co-chairs take an active role at the Network level in convening and managing network meetings and events and help coordinate and oversee the PSEA Network Action Plan. In operations where there is no PSEA Coordinator position available in the country, the Coordinator role will usually be divided between the co-chair agencies as appropriate. In some countries the PSEA Coordinator may serve as the Network Chair or co-chair.

**Relationship between the PSEA Network and other inter-agency coordination groups**

It is important that the PSEA Network and PSEA Coordinator ensure close coordination with inter-agency coordination structures and focal points for GBV, child protection, accountability to affected people (AAP), community-based protection and other sectors / clusters, with a view to ensure effective inclusion of SEA victims in GBV referral pathways and services, inclusion of SEA in communication with communities planning and messaging and the development of feedback and response mechanisms, integration of PSEA in programmes for groups at heightened risk (including children, persons with disabilities, older persons, women at risk, and LGBTIQ+), and assessment and mitigation of SEA risks in programming by sectors / clusters such as camp management and coordination, shelter, WASH, health, food, education, etc.

Member organizations of the PSEA Network will be represented by their PSEA focal points, who actively participate in the meetings and activities of the Network on behalf of their organizations. Additionally, membership to the network is also open to sector / cluster coordinators, who are strongly encouraged to attend PSEA Network meetings in order to improve two-way coordination between sectors / clusters and the network and ensure that PSEA considerations are integrated in multi-sectoral programming.
PSEA in the Inter-Agency Programme cycle

In refugee contexts, in order to mainstream PSEA across the Refugee Response Plan (RRP) cycle, it is important to look at the full programming cycle, i.e. collecting information on PSEA through multi-sector needs assessments (MSNAs); developing PSEA indicators (both regionally and nationally); and informing the planning process and the information provided to RRP partners on the topic. Please also see the [Guidance on Reflecting PSEA in RRP](link accessible to UNHCR staff only).

In IDP contexts, integrating PSEA in the Humanitarian Response Plan (HRP) is critical to embed PSEA within the cluster system as a standard and integrated part of the humanitarian response and to ensure that PSEA activities are properly resourced. PSEA indicators should be integrated into the humanitarian needs assessments overseen by OCHA, as its findings shape the country-level Humanitarian Needs Overview (HNO). The HNO is then used as a basis for the design of the HRP. Integrating PSEA in each cluster chapter reflects the importance of building strong relationships with each of the clusters. Please also refer to the [OCHA Guidance Note on Reflecting PSEA in the HRP](link).

Role of partners involved

- **Host government authorities:** The Government has the primary responsibility for the protection of forcibly displaced and stateless persons. Therefore, engagement of national and local governmental structures early on is essential for the success and sustainability of inter-agency coordination on PSEA. Without government support and buy-in, it will not be possible for the PSEA Network to undertake its roles and responsibilities. As SEA can also be perpetrated by government officials, it is important that the relevant authorities are included in initiatives for awareness-raising, capacity-building sessions, and risk assessment and mitigation as appropriate.

- **UN agencies, international and national NGOs:** It is important that agencies designate PSEA focal points who coordinate PSEA activities within their organization and actively engage in the PSEA Network. Based on their area of expertise, experience and available resources, such agencies may take on the co-chair role of the PSEA Network, contribute to the work of the PSEA Network, take lead on specific activities in coordination with other Network members, and ensure linkages with sectors / clusters to promote mainstreaming of PSEA.

- **Community-based organizations (CBOs) and community-based structures:** Community-based organizations and structures are often the bridge between affected communities and organizations. CBOs and community-based structures have a good understanding of the needs, views and situation of the community, and also often enjoy great trust within communities and can provide links between agencies and the communities that they serve. Therefore, they are ideally situated to help identify relevant entry points to feedback and response mechanisms, communication channels for effective community outreach and awareness-raising, identify protection risk areas including SEA risks, and social and cultural dynamics that must be taken into account in designing appropriate and relevant prevention and response mechanisms. They also have responsibility to ensure PSEA in their own activities and projects, with the support of UNHCR and other larger organizations and PSEA Network as appropriate.
**Forcibly displaced and stateless persons:** It is important that PSEA Networks closely engage with and work in partnership with affected communities. Consultations with girls, boys, women and men in affected communities, including those of diverse backgrounds and groups at heightened risk, to help to design and tailor PSEA messages, information campaigns, community outreach strategies, and feedback and response mechanisms to ensure that they are effective in reaching the community and are accessible. Furthermore, engaging the community in programme design, adjustment, implementation and monitoring of interventions will also allow more ownership by the community and sustainability.

**Sector / cluster coordinators:** Close engagement with sector / clusters is key to ensure that PSEA is mainstreamed across the emergency response, including integrating SEA prevention, risk mitigation and response assessment and mitigation of SEA risks in programming by sectors. To this end, sector / cluster coordinators are strongly encouraged to attend PSEA Network meetings, and the PSEA Network and PSEA Coordinator must maintain channels of communication with relevant sector working groups / clusters through the inter-sector / cluster coordination group and bilaterally where appropriate.

**UNHCR’s role and accountabilities**

As noted above, UNHCR has leadership and coordination responsibilities in refugee situations, in line with its mandated accountabilities and reflected in the [Refugee Coordination Model (RCM)](link). For refugee emergencies, UNHCR therefore has the role to take the lead to establish (if one does not exist already) and coordinate the PSEA Network in the refugee response in accordance with the Refugee Coordination Model. It must also ensure that referral pathways and services are in place for the provision of needed assistance to SEA survivors, in line with a victim centred approach, through inclusion of SEA victims in GBV and child protection referral pathways. For non-refugee emergencies, UNHCR should be actively engaged in the PSEA Network, which may include co-chairing if appropriate or the situation so requires, depending on the operational context.

In accordance with the UN system-wide “[Guidance Note: Requirements and procedures for all United Nations entities on information on allegations of sexual exploitation and/or abuse related to United Nations staff and related personnel and implementing partner personnel with the most senior United Nations official in country](link)” dated 8 June 2023, as well as the “[UNHCR Internal Guidance Note to UNHCR Representatives on Sharing Incident Information on Sexual Exploitation and Abuse with Resident and Humanitarian Coordinators](link)” of June 2023 (links accessible to UNHCR staff only), UNHCR Representatives are also responsible to share information on SEA allegations related to its personnel and personnel of UNHCR funded partners with the Resident Coordinator (RC), Resident and Humanitarian Coordinators (RC/HC), Special Representatives of the Secretary General (SRSG) and Heads of Mission (HoM), depending on the country context.

In addition to engagement in inter-agency PSEA efforts, UNHCR remains accountable to ensure that mechanisms and measures are in place to prevent and respond to SEA and to mitigate risks thereof throughout its programmes, while ensuring that a [victim-centred approach](link) is applied throughout all related processes and procedures. (Please refer to entry [Protection from Sexual Exploitation and Abuse (PSEA)](link) for further details)
Senior level coordination responsibilities

While everyone has a responsibility to prevent and respond to PSEA, Senior Management has a particular coordination role at the strategic and leadership level – to promote a multi-functional approach to PSEA in inter-agency response; pool resources to enhance what’s being done; burden share; and identify what needs strengthening. Whether as Heads of Office, Sector / Cluster leads, or Inter-Agency Coordinators – their role is to cultivate a culture of collective responsibility, and create a space where members reflect honestly on SEA risk areas in their organisations and sector / cluster programming, seek support from others, raise concerns, acknowledge shortcomings and commit to agreed actions.

In refugee contexts, the PSEA Network reports directly to the Refugee Coordinator, who is also the UNHCR Representative. The Representative, therefore, has overall accountability and strategic oversight for PSEA inter-agency coordination within the refugee response.

3. Policies and guidelines

UNHCR, 2023-2025 Strategy and Action Plan: Tackling Sexual Exploitation and Abuse
Protection from Sexual Exploitation and Abuse: A Collective Responsibility

4. Links

UNHCR intranet page on SEA and sexual harassment and resources page (accessible... Reflecting Protection from Sexual Exploitation and Abuse (PSEA) in RRPs (accessible... Checklist on PSEA/SH for Representatives and Senior Managers (accessible to UNH... Checklist for emergency deployees – PSEA/SH (accessible to UNHCR staff only) Generic ToR for PSEA in Refugee Emergencies (PSEA Network, PSEA Coordinator) (a... Module 10: Inter-agency Coordination on PSEA (accessible to UNHCR staff only) UNHCR website: Tackling sexual exploitation, abuse and harassment IASC PSEA website IASC PSEA resource library IASC Secretariat, Generic Terms of Reference of In-country PSEA Network IASC, Deployment Package for PSEA Coordinators UN website: preventing sexual exploitation and abuse Interagency PSEA Community Outreach and Communication Fund UN Online course on PSEA (accessible to UNHCR staff only) UN Online course on PSEA - accessible to partners

5. Main contacts
Office of the Senior Coordinator for Prevention of and Response to SEA / SH
(hqseash@ unhcr. org)