Cash based interventions (CBIs)

Key points

- Analyse the feasibility of cash, and justify the reasons for not using cash.
- Establish SOPs for CBI.
- Agree with partners on a collaborative approach to CBI.
- Establish a multi-functional team to oversee a CBI.
- Involve PoC in all the steps of cash delivery.
- Reach out to CBI experts in house.
- Adopt forms of assistance because we have used them in the past.
- Establish cash delivery mechanisms in a silo (separate from partners and government).
- Think that you can deliver cash without sufficient resources and expertise.
- Stop advocating for CBI if the government is not in favour.
- Leave cash delivery to the cash focal point; it is a multi-functional operation.

1. This Entry provides guidance to field operations when they consider the introduction of cash based interventions (CBIs), including multi-purpose cash grants (MPGs).

A ‘cash-based intervention’ is any intervention in which cash or vouchers for goods or services are provided to refugees and other persons of concern (PoC) either as individuals or as representatives of a community.

Note. Cash or vouchers that are provided to governments or other state actors, or to humanitarian workers or service providers, are not CBIs. The terms CBI, ‘cash-based transfer'
and ‘cash transfer programming' are interchangeable.

**Multipurpose cash grants (MPGs)** are regular or one-off cash transfers to a household that fully or partially cover a set of basic or recovery needs in different sectors (for instance, for shelter, food, education, and livelihood) and support protection and solutions outcomes. By definition, MPGs are unrestricted cash transfers that put beneficiary choice (the prioritisation by beneficiaries of their own needs) at the centre of programming. They are designed to offer refugees and other PoC as much dignity, flexibility and efficiency as possible commensurate with their needs and capacities.

Assuming the context is appropriate, the steps and tools for implementing CBIs are outlined below.

## 2. Main guidance

- To give PoC the right to choose how they meet their basic needs, taking their changing needs into consideration.
- To boost the host economy and so create a better environment for asylum and co-existence.
- To facilitate PoC access to national services.
- To promote a rights-based, community-based and participatory approach.
- To increase refugees' self-reliance, by combining cash and livelihood interventions.
- To help people to be economically active, and thereby achieve financial inclusion.
- To link humanitarian cash programmes to national social safety net programmes, whenever possible. If this cannot be done at the outset, programmes should mirror existing systems in order to facilitate a smooth transition later on.

**CBI policy outlines the following lines of action:**

- Embed CBI as a corporate priority.
- Proactively consider cash when you evaluate different forms of transfer.
- Exercise leadership; promote coherence and complementarity.
- Maximize partnership by ensuring that all aspects of CBI programmes are joined up.
- Use direct transfer wherever possible to deliver cash assistance to refugees and other PoC.
- Ensure that CBI programmes are subject to appropriate financial controls.

**Do a cash feasibility and response analysis**

UNHCR multi-functional teams should employ the Cash feasibility and response analysis **toolkit** to decide whether CBI is feasible in a given operation. Use the toolkit after undertaking a
needs assessment and if there is evidence that CBI is an appropriate way to address PoC needs.

To establish the feasibility of CBI, analyse the seven key areas outlined below.

<table>
<thead>
<tr>
<th>Area of analysis</th>
<th>Key questions and main tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Market access and capacity</td>
<td>Are local, regional, and national markets accessible? Can they provide the goods or services that are required? Can they do so at an appropriate price? If demand increases following the introduction of a CBI programme, can markets respond? Maintool. <a href="https://www.unhcr.org">UNHCR, Market Assessment Companion Guide and Toolkit</a></td>
</tr>
<tr>
<td>2. Protection risks and benefits</td>
<td>What are the protection risks and benefits of using CBIs compared with alternatives? What are the protection implications for individuals, households and communities? How can these risks be mitigated and managed? Maintools. <a href="https://www.unhcr.org">UNHCR, Guide for Protection in Cash-Based Interventions</a> and <a href="https://www.unhcr.org">UNHCR, Protection Risk and Benefit Analysis Tool</a></td>
</tr>
<tr>
<td>3. Financial risks and benefits</td>
<td>What are the potential financial risks and benefits of using CBIs? How can risks be mitigated and managed? Main tool. <a href="https://cbi-intranet.org">UNHCR, Template for country-level standard operating procedures (SOPs) for UNHCR cash-based interventions</a></td>
</tr>
<tr>
<td>4. Political context</td>
<td>What is the host government’s position on providing CBIs to PoC, nationally or locally? What are other CBI actors, including the Government, doing? What is the regulatory environment? Maintool. Best practice is summarised in UNHCR, <a href="https://www.unhcr.org">Cash feasibility and response analysis toolkit</a></td>
</tr>
</tbody>
</table>
5. Transfer mechanisms and delivery options

Which organizations provide financial services? What is their coverage and how reliable is the service they provide? How long might it take to contract and establish the required services? What is the regulatory environment?

Maintool. UNHCR, Cash Delivery Mechanism Assessment Tool (CDMAT).

6. Costs and cost-efficiency

What is the cost of delivering CBIs, relative to alternative options? What are the costs of different transfer mechanisms?

Maintool. Best practice is summarised in UNHCR, Cash feasibility and response analysis toolkit.

7. Skills and capacity

What skills are available in the operation that will assist delivery of CBI? What level of commitment is there? Consider a range of functions, including information technology (IT) and budgeting and accounting. What additional internal capacity is needed?

Maintool. An overview of the steps required to establish a CBI is attached to this Entry.

Protection risks and benefits

Always prepare a protection risk mitigation matrix when you design an assistance programme. It will help you to identify the potential harmful effects and risks of CBIs, who is at risk, how serious the harms might be, how likely they are to occur, and whether the programme's design can mitigate risks (by selecting particular payment, delivery or feedback mechanisms, for example).

An example of a protection risk mitigation matrix can be found on the intranet.

Weigh risks against potential benefits; consider alternative forms of transfer if risks cannot be mitigated. Monitor programmes regularly; establish accountability frameworks with effective feedback and response mechanisms.

In summary, when you assess whether a CBI programme is feasible, ask the following key questions to assess protection risks and benefits:
Are affected communities included as participants in all phases of the programme cycle?
- Will MPGs create or exacerbate protection risks or improve benefits for individuals, households and communities?
- Have individuals with different or specific needs and protection risks been consulted?
- Have two-way feedback mechanisms and focal points been established to ensure regular communication?
- Are we working closely with colleagues in protection and other relevant sectors?
- Have we done a gender, age and diversity analysis?
- Does the MPG design take account of complementary activities and services?

For further information on protection risk and benefits analysis, see UNHCR, Operational Guidance and Toolkit for Multipurpose Cash Grants, pp. 33-35.

Other risks and hazards (security, political, reputational, etc.)
During feasibility planning, it is important to assess the financial and operational risks associated with particular methods of transfer and delivery mechanism, including the harms they might cause, and the probability that harm will occur. Use UNHCR's Risk Mitigation Matrix to assess risks, identify who is at risk and the possible harms, and set out mitigating measures. Based on this analysis, assess whether the risks are such that a CBI programme cannot be justified or cannot be implemented. Additional risks that need to be analysed include legal, political and socio-economic risks.
An example of a financial risk mitigation matrix can be found on the intranet.

The multi-sectoral nature of UNHCR's refugee mandate makes it sensible to use CBIs because they can address a range of needs cost-effectively, during displacement and on return. Before designing and implementing a CBI response, it is essential to:

- Determine whether to use cash, based on a feasibility assessment and analysis.
- Agree collaboration arrangements with partners if cash is feasible. In refugee settings, UNHCR should coordinate a cash approach with sectors and agencies, as well as with the Government and safety net programmes.

UNHCR's Guidance on Cash-Based Interventions in Displacement Settings will help teams to analyse whether CBIs are an appropriate way to achieve protection and assistance goals, and
to design suitable programmes.

To implement a CBI in an emergency, take the following steps:

- Establish a multi-functional team (MFT). Include staff who have expertise in cash management and distribution.
- Establish a CBI focal point who can coordinate with counterparts in HQ, with the MFT, and with partners.
- Link with existing coordination systems and partners who are already implementing CBIs (on advocacy, data collection, targeting, delivery of assistance, etc.).
- Do a rapid needs assessment (or similar programme) to guide your programme design.
- Assess the market (for access, availability of goods, prices, etc.).
- Consider political factors, including support for cash and CBI.
- Consider the relative merits of multipurpose cash grants and sectoral cash grants and decide the value of the grants that will be distributed.
- Identify an appropriate financial service provider or partner who is competent to deliver the services you require swiftly and in an appropriate manner.
- Because it is a priority to facilitate the financial inclusion of refugees, seek arrangements that will enable them to open individual bank accounts.
- Develop standard operating procedures (SOPs) that set out in precise terms how the CBI is to be implemented. Make use of technology wherever it will improve efficiency or access.

The table below indicates how a CBI should be designed and implemented in an emergency.

**Note.** The sub-steps are not always chronological. These activities can and should happen in parallel.

<p>| Analyse options and choose the best combination | Plan, design and implement the response |</p>
<table>
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<tr>
<th><strong>Engage with stakeholders</strong></th>
<th><strong>Identify a CBI focal point.</strong></th>
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<tbody>
<tr>
<td>Identify and analyse existing CBI assessments and reports.</td>
<td>Establish or activate a multi-functional team (MFT) or cash task team (CTT).</td>
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<tr>
<td>Assess the skills and capacity of the MFT and partners.</td>
<td>Contact external stakeholders and find out whether a cash working group (CWG) is active.</td>
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<tr>
<td>Design and conduct a training for (i) UNHCR staff and (ii) partners (if needed).</td>
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<th><strong>Assess needs and determine objectives</strong></th>
<th><strong>Assess political feasibility.</strong></th>
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<tr>
<td>Identify and analyse existing CBI assessments and reports.</td>
<td>Assess political feasibility.</td>
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<tr>
<td>Analyse needs.</td>
<td>Conduct a market analysis.</td>
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<tr>
<td>Determine programme objectives.</td>
<td>Assess protection risks and benefits, and safety considerations (macro).</td>
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</table>

<p>| <strong>Assess delivery options.</strong> (Include a macrorisk assessment of the financial sector.) | Assess cost efficiency. |
| Assess the skills and capacity of potential implementing partners and financial service providers. | |</p>
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<th>Determine whether it is appropriate to apply conditionalities.</th>
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<tr>
<td>Select a form of transfer or a combination of forms; and a delivery mechanism.</td>
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<td>Refine objectives.</td>
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<td>Develop the programme strategy. Decide how you will target beneficiaries, and the value of the cash transfer.</td>
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<td>Design and test IT solutions.</td>
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<td>Assess operational and financial risks and develop a strategy to mitigate them.</td>
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<tr>
<td>Assess protection risks and develop a strategy to mitigate them.</td>
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<tr>
<td>Develop a communications and information strategy for internal and external stakeholders.</td>
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<td>Plan the allocation of resources.</td>
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<tr>
<td>Draft and publicise terms of reference and a request-for-proposals. Select partners (financial service providers or implementing partners) and finalize contracts.</td>
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<td>Determine criteria for selecting retailers who will participate (if appropriate).</td>
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<td>Select a vendor to create or manage vouchers (if required).</td>
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<td>Develop country-specific SOPs that set out administrative and financial procedures.</td>
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<td>Secure approval for the SOPs.</td>
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</table>
Train partners.

Establish financial arrangements and transfer funds.

**Monitor, listen, evaluate and learn**

- Manage the caseload.
- Monitor the distribution of cash or vouchers.
- Make changes to the CBI as necessary.
- Monitor financial reconciliation and service payments.
- Report.
- Review the programme.

In line with UNHCR's policy on CBI, operations will systematically and proactively consider the feasibility of using CBIs as the preferred form of transfer in emergencies.

- Decisions to use only in-kind assistance must be based on solid evidence that this option is preferred by beneficiaries, or is a necessary response to the weakness of markets or financial service providers.
- In inter-agency fora, UNHCR should seek proactively to integrate CBIs in emergency responses and accept a coordination role where CBIs are adopted.
- UNHCR should not allow a position to arise in which it loses cash funding because of the food/non-food division of responsibilities with WFP. Where donors push for a single agency model, UNHCR should seek to be the lead agency for multi-purpose cash, including for food and non-food.
- Where it does not use CBIs in an emergency, notably after the first six months, UNHCR must be able to explain why.

UNHCR will cooperate on CBI with host governments, agency partners, PoC, donors, and
private sector actors (particularly if they have expertise or comparative advantages in areas critical to the delivery and effectiveness of cash assistance). Use shared mechanisms accessible to all the humanitarian actors in a response. Do not establish parallel delivery systems for CBI unless there is no other option.

- Wherever possible, transfer cash assistance through a financial service provider.
- If they are to function effectively, CBIs must be supported by an active multi-functional team that includes (at minimum) colleagues from supply, finance, programming, and protection, as well as sectoral colleagues. Each has a role to play in the different phases of a CBI: assessment of needs, markets, and financial service providers; analysis of risks; choice of the transfer and delivery mechanism; procurement and contracting; implementation and monitoring.
- Seek support. The CBI Section at HQ stands ready to offer technical advice, deploy CBI experts, provide training, support the procurement process, communicate CBI achievements, and more.

**Annexes**

- [UNHCR, Policy on Cash-Based Interventions](#)
- [UNHCR, Strategy for the Institutionalization of Cash-Based Interventions 2016-2020](#)
- [UNHCR, Basic needs approach](#)
- [UNHCR-WFP Addendum on Cash Assistance to Refugees to the January 2011 MoU](#)

**3.**

- [Cash for Health: Key learnings from a cash for health intervention in Jordan](#)
- [CaLP/UNHCR, Review of the Common Cash Facility in Jordan](#)
- [The Greece Cash Alliance, Meeting Basic Needs through a harmonized Partnership](#)
- [Cash for education – A global review of UNHCR programs in refugee situations](#)

**4. Main contacts**

Contact the CBI Section in UNHCR Headquarters. At: [hqcash@unhcr.org](mailto:hqcash@unhcr.org).
Connectivity for refugees

07/07/2023

**Key points**

- UNHCR
- SIM
- Connectivity is not a luxury for refugees, it is a lifeline

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   [https://www.weforum.org/agenda/2017/01/connectivity-is-not-a-luxury-for-refugees-it-is-a-lifeline/](https://www.weforum.org/agenda/2017/01/connectivity-is-not-a-luxury-for-refugees-it-is-a-lifeline/)

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Connecting Refugees (2016)

Enabling Access to Mobile Services for the Forcibly Displaced (2017)

3. UNHCR – GSMA – UNHCR

4. Main contacts

hqconref@unhcr.org
innovation@unhcr.org

Key points

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Infant Screening Questionnaire
3. Main contacts

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http://wash.unhcr.org/wash-guidelines-and-forms-for-refugee-settings/
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https://spherestandards.org/handbook-2018/
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4. Main contacts

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hqphn@unhcr.org

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UNHCR-IOM, Collective Centres Guidelines, 2010

UNHCR, Global Strategy for Settlement and Shelter 2014-2018
3. UNHCR, Sphere 2018.

4. Main contacts

HQShelter@unhcr.org

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- Site planning for transit centres
- Guidelines on emergency sheltering for refugees in Germany

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4. Main contacts

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hqphn@unhcr.org.

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4. Main contacts

HQShelter@unhcr.org

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4. Main contacts

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WFP-UNHCR, Global Memorandum of Understanding, January 2011

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UNHCR Essential Medicines and Medical Supplies Policy and Guidance 2013

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4. Main contacts

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</table>

*SENS*
Annexes

UNHCR and WFP, Guidelines for selective feeding. The management of malnutrition in emergencies, 2011


WHO, Updates on the Management of Severe Acute Malnutrition in Infants and Children, 2013

3. SENS Refugee Health Data Sphere Handbook

4. Main contacts

hqphn@unhcr.org

Infant and young child feeding threshold

07 N	g 2023

Key points

- SENS Infant and young child feeding threshold (IYCF)
- IYCF

1. 0-23 g

(0-23 g)

24 g
2. Main guidance

<table>
<thead>
<tr>
<th>0-5</th>
<th>0-23</th>
<th>≥70%*</th>
<th>≥80%*</th>
</tr>
</thead>
</table>

Annexes

UNHCR’s policy related to the acceptance, distribution and use of milk products in refugee settings

UNHCR, IYCF screening questionnaire

3. Annexes

UNHCR’s policy related to the acceptance, distribution and use of milk products in refugee settings

UNHCR, IYCF screening questionnaire
4. Main contacts

HQPHN@unhcr.org

Key points

- GAM
- GAM
- GAM
- GAM
- GAM
- GAM
- GAM

1. 

2. Main guidance
<table>
<thead>
<tr>
<th>GAM / MUAC (%)</th>
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<tbody>
<tr>
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<td>2.5 - &lt; 5</td>
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<td>5 - &lt; 10</td>
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<tr>
<td>&lt; 15</td>
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</tr>
</tbody>
</table>


Annexes
Guidelines for selective feeding. The management of malnutrition in emergencies

Moderate Acute Malnutrition. A decision tool for emergencies

3. SENS

4. Main contacts

hqphn@unhcr.org

Key points

• 10-35%

1. GtS (GIS)
2. Main guidance

- %
- >=70
- >=90
- 15
- 500
- 200
- 10
- 250
- 80
- 500
- 250

2.1

- %
- >=70
- >=90
- 70
- 250
- 70
- 500
- 250
- 10
- 250

- %
- >=70
- >=80
- 80
- 250
- 70
- 500
- 250
- 10
- 250
Annexes

UNHCR indicators guidance

3. UNHCR indicators guidance

4. Main contacts

HQWASH@unhcr.org
Key points

- [Text]
- [Text]
- [Text]
- [Text]
- [Text]

1. Sphere

[WMS] 2018

(WMS)
### 2. Main guidance

#### (sitrep)

- 50%... (sitrep)...

- 60%

- 70%
Annexes

Manuel WASH du HCR (version de 1992 en anglais)

3.

4. Main contacts

DRS/PH • HQWASH@unhcr.org
Key points

- [ ]
- [ ]
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Sphere [ ]
### 2. Main guidance

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<th>&gt;=70</th>
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<tr>
<td>&lt;=50</td>
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<td>=&gt;90</td>
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<td>&gt;=200</td>
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</tbody>
</table>

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(sitrep)
Annexes

Sphere Handbook (2018)

3.

4. Main contacts

DRS/ QlQqPe^·yÑ0u5[P®{±ÿ HQWASH@unhcr.org.

Key points

- O0l40s疿僑kuT孨*N篠ku

Key points

- O0l40s疿僑kuT孖*N篠ku

Key points

- O0l40s疿僑kuT孖*N篠ku

Key points

- O0l40s疿僑kuT孖*N篠ku
2. Main guidance
SDG # 11 "[...]

(AGD) [...]

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[...]
Annexes

UNHCR, Policy on Protection and Solutions in Urban Areas

UNHCR, Policy on Alternatives to Camps

Sphere Handbook (2018)


4. Main contacts

HQATC@unhcr.org

Key points
1.  

2. Main guidance
Annexes

UNHCR’s Global Shelter and Settlement Strategy, 2014-2018

UNHCR Policy on alternatives to camps

Sphere Handbook (2018)
4. Main contacts

HQShelter@unhcr.org.

Key points

- 
- 
- 

07/01/2023

1. 

2. Main guidance
Annexes

UNHCR, indicators guidance

UNHCR Hygiene Promotion Guidelines 2017

3. Main contacts

DRS/HQWASH@unhcr.org
Sourcing from local suppliers

Key points

- Carefully evaluate the market before sourcing goods or services locally.
- Give attention to the financial implications of your sourcing strategy.
- Look carefully at issues of quality, especially when procuring emergency relief items locally.
- Consider requesting higher ceilings, via a Request for Quotations (RFQs), or the LCC or RCC
- Do not hesitate to seek support from HQ

1. 'Local procurement' can be defined in the UNHCR context as the process of obtaining goods or services from local sources, rather than procuring them internationally.

Local procurement should be preferred (wherever goods and services are of sufficient quality) because they offer numerous advantages (lower price, shorter lead time, products familiar to local persons of concern, lower environmental costs, etc.). Risks associated with local procurement should also be assessed (lower quality goods, lower production capacity, higher prices, etc.).

Representatives should nominate a purchasing or logistics focal point, with clearly defined responsibilities, to make all purchases for UNHCR offices in the field. Local purchases should be initiated, or cleared, by the purchasing/logistics focal point. In all circumstances, including the evaluation of contracts (for goods, services or consultancies), apply the emergency procurement regulations described in para. 14 of the Administrative Instruction on Procurement, UNHCR/AI/2021/05

2. Main guidance

A key step towards obtaining value for money is identifying vendors who can meet UNHCR's needs. The objective should be to identify several vendors who can meet or exceed UNHCR's performance criteria, and so obtain competitive prices. This result can be achieved by using a
range of techniques: doing market research via Internet or the UN Global Marketplace (UNGM); requesting expressions of Interest (REOI); issuing Requests for Information (RFIs); consulting the register of vendors, etc.

Local procurement can offer several advantages compared with international procurement:

- Lower prices.
- Less transport costs and reduced carbon emissions due to shorter distances.
- Speed and flexible delivery.
- Locally acceptable products.
- Benefits and incentives to the local economy (particularly in areas affected by large refugee movements).

Local purchasing may also have disadvantages:

- Higher prices.
- Poor quality, inability to meet specifications.
- Inability to supply the volume of goods demanded.
- Increase in demand may trigger sharp price increases that may affect local consumers and cause resentment.
- High maintenance costs.

With respect to cost, generally it is acceptable to purchase local goods if their cost is no more than 15% higher than the total cost, including delivery, of goods procured internationally. Where a local market has limited capacity, organizations should be careful not to provoke price increases by bidding against each other for the same supplies. Provided organizations agree on their needs, it is usually possible to coordinate or combine purchase orders.

With regard to the quality of local purchases, locally available emergency relief items should be compared where possible with those on the international market. Obtain catalogues or ask the Supply Management Service (SMS) at Headquarters for advice. Assess what is readily available on the local market: if locally available items are appropriate, make initial purchases locally. At the same time, compare the longer-term cost of international procurement against the cost of continued purchase from local suppliers beyond the initial phase of the emergency.

The main influence on procedures for procuring goods and services by UNHCR country offices is the value of the US dollar. See the table below.

<table>
<thead>
<tr>
<th>Field Offices - Monetary value USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shopping</td>
</tr>
</tbody>
</table>
In countries that are wholly or partially affected by a declared L2 and L3 emergency, the upper RFQ threshold is increased to USD 100,000.

In accordance with the provisions of the CoC Rules and Procedures, the Chairperson of the Headquarters Committee on Contracts may approve an increase of the upper limit of the LCC threshold up to USD 750,000 for offices in declared L2 or L3 emergencies with large procurement volume, if a Supply Officer at the P4 level or above is assigned to the relevant office.

In all cases of local procurement, procedures and controls should align with the AI on Procurement. To provide quality, accountability, value for money and achieve project requirements, procurement processes should be open and (where applicable) competitive. The staff responsible for procurement is responsible for ensuring that procedures are respected. In particular, the following must be ensured:

UNHCR’s fundamental principles of procurement (best value for money, effective international competition, integrity, fairness, transparency, and in the best interest of the organization) must be strictly respected.

A Local Contracts Committee (LCC) must approve the precontract by a UNHCR office in the field of goods or services valued at between USD 40,000 and USD 250,000. Where Headquarters has not authorized the establishment of a Regional Committee on Contracts (RCC), the local supply team will also prepare proposals, which the Headquarters Committee on Contracts (HCC) reviews and approves, for procurements valued at more than USD 250,000. It must be noted that in case of emergency situations, under the provisions outlined in the AI 2018/5/Rev.1 the LCC threshold can temporarily be increased to USD 750,000 for a period of 12 months or until the declared emergency is deactivated, with prior approval by HCC through SMS. LCCs are established and chaired by the Representative; they oversee tendering, approve the recommended suppliers, and record their recommendations in writing.

When goods and services are available locally or in the region, the Representative may establish an LCC to meet the needs of an emergency operation in its early stages. The Representative chooses its members and alternate members, who include at least three (3) professional international or Field Service staff. Staff responsible for procurement are not eligible. In the absence of a quorum (three members), matters are referred to the HCC. Representatives should contact the Secretary of the Headquarter Committee on Contracts (HCC) for further information. The decision to create an RCC must be approved by Headquarters. RCCs are chaired by the Regional Representative or a formally designated alternate.

The officer in charge of procurement presents a written proposal to the LCC which describes the goods or services to be procured. Minutes of the meeting are issued (at least in draft) within two working days. Alternatively, particularly in an emergency, Committee Members may approve the purchase by signing the proposal and appending comments. In general, the Committee should adopt procedures that align with the procedures of the UNHCR Committee on Contracts, as set
out in the Headquarters Committee on Contracts Rules and Procedures (August 2019).

Table: Summary of the level of authority of the LCC, RCC and HCC

<table>
<thead>
<tr>
<th>1. THRESHOLDS APPLYING FOR SUBMISSIONS BY OPERATIONS IN THE FIELD</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. USD 0 to USD 40,000 Representative/Head of Office/Chief of Mission</td>
</tr>
<tr>
<td>b. Above USD 40,000 to USD 250,000 - LCC; or RCC if no LCC; or HCC if no RCC</td>
</tr>
<tr>
<td>c. Above USD 250,000 to USD 1,500,000 RCC; HCC if no RCC</td>
</tr>
<tr>
<td>d. Above USD 1,500,000 HCC</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. THRESHOLDS APPLYING FOR SUBMISSIONS BY HQ DIVISIONS, BUREAUX AND SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. USD 4,000 to USD 1,500,000 Head of SMS</td>
</tr>
<tr>
<td>b. Above USD 1,500,000 HCC</td>
</tr>
</tbody>
</table>

The Representative should notify Headquarters that a LCC has been established. Such notifications (and extensions of mandate) should be sent via the Regional Bureau to the Chairperson of the HCC and to the Head of the Supply Management Service (SMS). The Representative appoints an LCC secretary, who receives submissions, schedules meetings, circulates relevant documents, handles correspondence, maintains the Committee's files, and prepares and distributes minutes.

All RCCs and LCCs (and Sub-LCCs, if applicable) are required to comply with the Rules and Procedures Governing the UNHCR Committees on Contracts (August 2019).

The table below illustrates the typical outcome of Committee meetings.

All POs should be issued through MSRP.

Annexes

UNHCR-AI-2021-05 Al on Procurement

UNHCR-HCP-2021-01 Policy on Procurement
3. Procurement

4. Main contacts

UNHCR DESS, Supply Management Service (SMS).
Tel: +36 1- 451 56 61.
Fax: +36 1 450 52 97
Email: hqsms@unhcr.org
For any generic queries please contact: hqps@unhcr.org

Sourcing directly from UNHCR global suppliers

07 04 2023

Key points

- Carefully assess the local market before sourcing directly from UNCHR global suppliers. In emergencies, international procurement (excluding standard relief items) should be considered only when products of a suitable quality are not available in sufficient quantities on the local market.

- International procurement is one of several options. Stocks may be available in the Global Stockpiles (GSM), other UNHCR offices in the neighboring countries or region, other UN agencies in the country, or from NGOs. Always check these available options.

- Prepare your requisitions accurately. Mistakes or omission of information may significantly delay the issue of POs. Carefully consult the global frame agreement repository.

- Identify and resolve all customs clearance issues before goods are shipped.
1. ‘Sourcing directly from UNHCR global suppliers' refers to the process of procuring goods or services by placing purchase orders (PO) at international level with holders of UNHCR frame agreements (FA).

2. **Main guidance**

UNHCR has established global frame agreements for a range of commodities (products and services). FAs ensure that UNHCR can acquire goods and services of predictable quality at competitive prices with reduced total lead time. Relief items supplied under FA agreements include family tents, blankets, plastic sheeting, essential medicines, medical supplies, nutrition items, vaccines, kitchen sets, semi-collapsible jerry cans, buckets, sleeping mats, mosquito nets, solar lamps, etc. Support and office items supplied under frame agreements include: armoured and light vehicles, vehicle tyres and tubes, vehicle spare parts and accessories, trucks, ambulances, coasters (30 and 26 seaters) generators, safety equipment, computer and telecommunications/ICT equipment, freight and forwarding services, and some office equipment and supplies.

Operations should avoid local sourcing of Core Relief Items (CRIs) that are supplied under global frame agreements, unless the order has been duly justified and quality standards have been met. When items are required immediately in an emergency situation, a limited quantity of items may be procured locally to meet initial demand, pending the implementation of a proper supply chain through global FA holders. In any case, for the purchase of light vehicles prior authorisation from Global Fleet Management (GFM) in DFAM is always needed.

UNHCR's environment policy applies to emergency situations. UNHCR desires environmentally friendly products and considers impact on the environment as an integral part of product quality. Where two or more suppliers offer items that have similar specifications (i.e. price, quality, and delivery time), UNHCR prioritizes the product whose manufacture, use and disposal methods are less harmful to the environment. See [United Nations Sustainable Procurement Indicators, 2019](https://www.un.org/development/desa/desahq/docs/2019-un-sustainable-procurement-indicators.pdf).

The Procurement Section (PS) is responsible for establishing and administering UNHCR global FAs. Note, however, that FAs for the procurement of light and armoured vehicles are managed directly by Global Fleet Management (GFM) in DFAM.

When you request a purchase from Headquarters, be sure to cite the reference number for a product (item ID, which can be found in MSRP) or refer to the [Global Frame Agreement Repository](https://www.unhcr.org). If specifications are not available for the desired product, inform Procurement Section of the purpose of the product and the context in which it will be used.
Please note that international purchases may have long lead times. Request only standard relief items covered by global frame agreements, particularly at the start of an emergency. This will ensure a faster response. UNHCR (Global Stock Management - GSM) stockpiles hold certain common relief items centrally, and UNHCR also holds certain stocks with suppliers: both can be accessed quickly in an emergency. These items can be ordered through Headquarters.

Other UNHCR operations in the region may hold stocks that could be made available. Contact these offices directly about urgent requirements. You are strongly recommended to consult Headquarters and nearby UNHCR offices to find out if stocks are available.

UNICEF, WHO, WFP and NGOs also maintain emergency stockpiles, which may be made available to UNHCR.

Once a supply requisition has been issued and approved (CRI Team - HQSMSCRI@unhcr.org can provide cost calculation for goods and related inspection, transport), one or more purchase orders (PO) are placed against the corresponding frame agreements. When goods are procured, a PO for transport (with a freight forwarder) and a PO for inspection (with an inspection service provider) may be issued as required. The requesting office is responsible for managing customs clearance and associated procedures.

POs commit UNHCR funds under its terms and conditions for the provision of goods and services.

Annexes

UNHCR-HCP-2021-01 Policy on Procurement

UNHCR-AI-2021-05 A1 on Procurement

Al-2018-5-Rev.1 - Rules and Procedures of UNHCR Committees on Contracts

Supply Assessment for Emergency Preparedness and Response

3. UNHCR Global Frame Agreement Repository Field Procurement Section Procurement in emergencies (unhcr.org)

4. Main contacts

UNHCR DESS, SMS, Procurement Section(PS).
Tel: +36 1- 451 56 61.
Fax: +36 1 450 52 97
Email: hqps@unhcr.org
Site planning for camps

Key points

- Consider alternatives to camps whenever possible
- Consider national development plans, to ensure settlement planning is economically, socially and environmentally sustainable
- Be dynamic. Settlement plans should be adaptable and capable of responding to changes in a crisis situation
- Consult with all relevant stakeholders and Government when selecting sites. Seek appropriate technical support.
- Avoid settlements that are very large

1. This entry provides guidance on standards and basic requirements that should be considered when developing a site plan for refugee, IDP settlements or camps. UNHCR discourages the establishment of formal settlements and whenever possible prefers alternatives to camps, provided they protect and assist people of concern effectively.

Site planning is the physical organization of settlements. Camps are a form of settlement in which refugees or IDPs reside and can receive centralised protection, humanitarian assistance, and other services from host governments and other humanitarian actors. Good site planning has a positive effect on the health and wellbeing of a community. It also facilitates the equitable and efficient delivery of goods and services.

With this in mind, settlement plans should:
- Apply UNHCR Master Plan Approach to Settlement Planning Guiding Principles.
- Take into account national development plans to ensure that settlement plans are economically, socially and environmentally sustainable.
- Be people-centred, promoting self-reliance and enabling communities to develop suitable solutions themselves.
- Take into account the characteristics and identity of the area, of the environment, and of the people and their habitat.
- Systematically apply an Age, Gender and Diversity (AGD) approach to ensure that all
persons of concern have equal access to their rights, protection, services and resources, and are able to participate as active partners in the decisions that affect them.

- Be dynamic. Settlement designs should be adaptable and capable of responding to changes in a crisis situation. They should foresee an exit strategy when persons of concern find durable solutions.

2. Main guidance

- To plan and manage settlements in a manner that encourages affinities, and mitigates potential friction, between refugee and host populations.
- To locate camps at a reasonable distance from international borders and sensitive sites, such as military installations.
- To recognize, and encourage other actors to recognize, that every person, including every refugee, is entitled to move freely, in accordance with human rights and refugee law.
- To assist refugees to meet their essential needs and enjoy their economic and social rights with dignity, contributing to the country that hosts them and finding long term solutions for themselves.
- To ensure that all persons of concern enjoy their rights on equal footing and are able to participate in decisions that affect their lives. (AGD approach)
- To ensure that settlement and related policies and decisions are driven primarily by the best interests of refugees (rather than the interests of UNHCR or Government).

UNHCR Master Plan Approach to Settlement Planning Guiding Principles provide the framework for the definition of physical site layouts. The table below defines the guiding principles and expected outcomes.

<table>
<thead>
<tr>
<th>Guiding Principles</th>
<th>Expected Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principle 1 National legislation, policies &amp; plans provide a framework for settlement design.</td>
<td></td>
</tr>
</tbody>
</table>
| - The spatial design of the settlement is in compliance with national and local planning regulations and emergency response minimum standards.  
<p>| - Infrastructure improvements are designed to support national/regional development plans and priorities. |</p>
<table>
<thead>
<tr>
<th>Principle 2</th>
<th>Environmental considerations drive design.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>◦ Risk of natural disaster impact (e.g. due to floods, landslides) is identified and addressed.</td>
</tr>
<tr>
<td></td>
<td>◦ Risk of endangering natural resources (e.g. deforestation which can, in turn, increase the risk of natural disaster impact) is identified and mitigated.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Principle 3</th>
<th>Defining site carrying capacity.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>◦ The capacity of the site has been defined taking into account sufficient access to water, fuel, and land for livelihoods.</td>
</tr>
<tr>
<td></td>
<td>◦ Risk of conflict between the displaced population and host community over access to natural resources is identified and mitigated.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Principle 4</th>
<th>Decisions about density must be taken in context.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>◦ Site density is in ‘harmony' within the physical context.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Principle 5</th>
<th>Supporting safe and equitable access to basic services.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>◦ Equitable access to basic services for the displaced population and the host community is ensured.</td>
</tr>
<tr>
<td></td>
<td>◦ Development and upgrading of existing services facilities have been prioritized over the creation of new parallel services.</td>
</tr>
<tr>
<td></td>
<td>◦ Travel distance to basic services is within standards.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Principle 6</th>
<th>Providing an enabling environment for livelihoods and economic inclusion.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>◦ Site location and layout represent a positive choice in terms of impact to livelihood, economic opportunities and self-reliance of displaced population and host community.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Principle 7</th>
<th>Addressing housing, land and property issues, an incremental tenure approach.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>◦ Risk of conflict link to land tenure has been addressed and mitigated.</td>
</tr>
<tr>
<td></td>
<td>◦ Following the initial emergency response, actions are taken to increase the security of tenure for the displaced population through pathways for the incremental establishment of tenure through formal or customary means.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Principle 8</th>
<th>Defining localized critical design drivers.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>◦ Site layout is informed and respond to physical and social factors and the spatial needs over time.</td>
</tr>
<tr>
<td></td>
<td>◦ Residential areas, key services and infrastructures are not susceptible to the risk of natural hazards such as flash floods and landslides</td>
</tr>
</tbody>
</table>
**Principle 9**
Follow natural contours in the design of road and drainage infrastructure.

- Site layout respond to the natural topography and drainage patterns of the site.
- An effort has been made to reduce construction and maintenance cost of road and drainage infrastructure.

**Principle 10**
Finalizing the settlement layout.

- Site layout takes into account the social organization of the displaced population under the bases of an Age, Gender, and Diversity approach.
- The physical layout considers fire risk mitigation strategies and complies with standards for the provision of basic service.

SPHERE emergency standards are the key references when designing planned settlements. The table below sets out minimum standards which should be upheld when planning camps.

<table>
<thead>
<tr>
<th>Description</th>
<th>Minimum Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Covered living area</td>
<td>3.5 sqm. per person minimum</td>
</tr>
<tr>
<td></td>
<td>In cold climates and urban areas more than 3.5 sqm. may be required (4.5 sqm. to 5.5 sqm. is more appropriate)</td>
</tr>
<tr>
<td></td>
<td>Minimum ceiling height of 2m at highest point</td>
</tr>
<tr>
<td>Camp settlement size</td>
<td>45 sqm. per person</td>
</tr>
<tr>
<td>Fire Safety</td>
<td>30 m of a firebreak every 300 m</td>
</tr>
<tr>
<td></td>
<td>Minimum of 2 m between structures – ideally 2 times the height of the structure</td>
</tr>
<tr>
<td>Gradient for camp site</td>
<td>As a guide 1 to 5 %, ideally 2 to 4%</td>
</tr>
<tr>
<td>Drainage</td>
<td>Appropriate drainage needs to be put in place, especially relevant in all locations that experience a rainy season.</td>
</tr>
</tbody>
</table>

*Table 1* - Minimum standard for planning camps

Refer to Entry on [Camp planning standards (planned settlements)](planned_settlements) for more information on site selection and site planning standards.
Sites for planned camps should be selected in consultation with a range of sectors, including protection and supply, as well as with technical specialists such as hydrologists, surveyors, planners, engineers, and environmental engineers. Developing an inappropriate site or failing to develop a site to standards can result in further displacement causing unnecessary further loss and distress to persons of concern and may put some people/groups at further risk. The chart below lists some of the key critical factors which must be considered:

Settlements and camps by their nature generate a number of specific risks as follows. Respect for planning standards can contribute to life with dignity in a safe and healthy environment for persons of concern.

- Prolonged stay can result in stress and tensions and can lead to social conflict and friction between families, clans or ethnic groups.
- High population density significantly increases health risks. Density is also proportionally related to increase in tensions and protection threats to vulnerable or marginalized individuals or groups.
- Environmental contamination may cause serious health problems for residents and those living in close proximity. Environmental damage especially related to water and sanitation is likely in the immediate vicinity of camps.
- High population concentrations and proximity to international borders may expose persons of concern to protection threats.
- Large camps may provide a hiding place and support base for persons other than refugees. It may be difficult to identify such people, who may continue to benefit from assistance.
- Camps can increase critical protection threats, including sexual and gender based violence (SGBV), threats to and abuse of children, and human trafficking.
- Living in camps can encourage dependency and reduce the ability of refugees to be independent and self-reliant.

Camps are rarely occupied for short-term. Planners should always expect that once put in place, camps are likely to exist over a long period of time -in many cases years or even decades. Service provision over that period of time is likely to remain as the responsibility of humanitarian actors, and integration with local existing services will be challenging. Camps can also distort local economies and in the long run adversely affect development planning.

Settlement planning should start at the very early stages of preparedness planning. Preparedness measures in this phase should address shelter solutions and settlements, carefully taking into account of the specific context of the affected area, the host population, and adverse effects and dynamics generated by a developing crisis.
In addition to providing security, host governments are ultimately responsible for allocating land for camp and settlements. An overall site plan or map should detail the configuration of a proposed population settlement, its surroundings and characteristics, and location, and should set out principles of modular planning. The plan or map should include natural features and contain topographical information outlining the physical features of the landscape (rivers, valleys, mountains) and general planimetric information describing locations and facilities in the settlement. The plan or map should ideally have a metric scale between 1:1,000 and 1:5,000. The plan/map should also provide social features including host communities, and the social organization of refugee populations.

Site planning should ensure that the spatial allocation of functions is such that refugees and displaced persons can reduce their dependence on aid, increase their independence, and potentially integrate fully with host communities. Whatever the circumstances, an overriding aim must be to avoid high density settlements. Ideally no camp should be larger than 20,000 people.

Coordination is a vital element of settlement planning, because it links land, shelter, services, infrastructure, livelihoods, environmental considerations, and governance. Many sectors need to cooperate to ensure that assistance gaps do not occur, and that the dignity of persons of concern is protected.

Local and International partners should be engaged whenever and soon as possible. UNHCR takes full operational responsibility only when circumstances require and it is in the interest of refugees.

A planned camp settlement response should be implemented by means of the following steps.
- In consultation with Government identify a suitable site and carry out thorough suitability assessments.
- Form and train the team who will manage the project, ensuring continuity with the planning phase.
- Work with relevant programmes to identify implementing partners. Project partnership agreements (PPA) may be appropriate.
- Determine the need for working groups and coordination mechanisms with key stakeholders and establish them as early in the process as possible. Consider local guidelines, regulations and practices. Ensure that adequate and effective liaison arrangements are in place with local and national Government offices and other sectors.
- Develop proposals and concepts into working drawings, with specifications, bill of quantities (BoQ), tender documents, etc.
- Commission and produce environmental impact assessments and incorporate their recommendations in implementation plans.
- Conduct soil tests, hydrological surveys, detailed topographical surveys, etc.
- Draft and establish project management techniques, checklists and operating procedures.
- Work with other programmes and supply on procurement and award processes.
- Establish monitoring and evaluation frameworks for continuous monitoring.
- Establish reporting criteria and project tracking mechanisms.
○ Develop and deliver completion and handover certification.
○ Develop and deliver maintenance and exit plans.
○ Refer to UNHCR’s Master Plan Approach Process Checklist

Ensure that shelter and settlement programming sets safeguards in place to prevent any action from inadvertently increasing marginalization, vulnerability, exclusion and stigmatization that may put some people/groups at further risk.

○ Camps can generate economies of scale relative to more dispersed settlements and services can be provided to a large population efficiently. Identification of and communication with persons of concern is easier in camps, as it is meeting immediate needs.

○ Most refugee operations last longer than expected. Take this into account when selecting a site, planning the camp, and estimating resources and staffing. The footprint of early planning assumptions can endure for decades.

○ Decisions on camp location should involve national and local Governments as well as host and refugee communities. Because decisions on site selection are difficult to reverse, seek and make use of technical support from the beginning.

○ Adopt a ‘bottom up’ approach to planning, based on the characteristics and needs of individual families. Ensure that persons of concern have a voice in settlement planning and reflect their wishes as much as possible.

○ Develop a comprehensive approach (‘master plan’) to camp layout, which promotes community ownership and maintenance of water points, latrines, showers, facilities for washing clothes, and waste management.

○ An adequate supply of water throughout the year is vital. The settlement’s sanitation strategy should reflect the specific soil type at the site.

○ Bear in mind that natural features of the site will reduce or affect the amount of usable space.

○ Prepare an exit strategy and plans for decommissioning from the start.

○ UNHCR neither rents nor purchases land for refugees.

Staff

○ A variety of (technical and non-technical) support staff may be needed depending on the scale and complexity of the settlement planned.

○ It is important to liaise closely with other sectors, including WASH, health, protection, and education, and with relevant programmes.

Partners

○ Identify key partners, including Government, but also NGOs, other inter-governmental organisations and other humanitarian and private sector actors.

○ Establish links with and consult representatives of the refugee community and host communities. Take steps to enable them to participate in decisions that concern them.
Resources

- Drawings, specifications, bill of quantities and tender documents will need to be commissioned, made accessible and filed securely.

Annexes

UNHCR - Global strategy for settlement and shelter (2014-2018)

UNHCR - Policy on alternatives to camps (UNHCR HCP 2014 9)

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4. Main contacts

Shelter and Settlement Section, Division of Programme Support and Management: HQShelter@ unhcr.org

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**Safer homes, stronger communities. a handbook for reconstructing housing and communities after natural disasters**

**Strategies for transitional settlement and reconstruction, Shelter Centre, Geneva**

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4. Main contacts
HQShelter@unhcr.org

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UNHCR - Policy on alternatives to camps (UNHCR HCP 2014 9)

3. Main contacts

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The World Bank, Open Knowledge Repository, Safer homes, stronger communities, a handbook
Managing construction and rehabilitation projects (commercial contractors)

07/08/2023

**Key points**

- Set clear project goals, and define the project's size, value, and timeline. Map out possible constraints and make explicit the technical complexity of the works involved.

- Demonstrate how the proposed activities align with UNHCR's goals and objectives in the specific emergency operation.

- Examine Government regulations and complete a stakeholder analysis.

- Examine and take into account Government policies.

- Estimate the costs and assess sources of funding.

- Evaluate climatic conditions and environmental factors.

- Assess the local market and available capacity and expertise.

- Study UNHCR's management and control procedures.

- Develop a Quality Control and Quality Assurance Plan.

- Evaluate the socio-economic context (territorial issues, demography, socio-cultural factors, economic and institutional issues).

- Complete a risk analysis and consider how risks may be mitigated.

- Develop an operation and maintenance plan for the lifetime of the project.
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In emergencies that displace a large number of refugees, settlements (in or out of camps) often lack infrastructure and facilities, which can compromise refugees' quality of life and create protection risks. To resolve these problems, comprehensive construction or rehabilitation plans are established, in coordination with stakeholders, to repair and improve access to roads, drainage networks, schools, health centres, community centres and public spaces.

Successful construction and rehabilitation projects require good planning and project management, which in turn depend on knowledge of the local context, technical expertise, and sound assessment of resource requirements and risks. Failure to address such issues can lead to poor quality outcomes, cost overruns and delay. Therefore, before committing to rehabilitation and construction projects, UNHCR field operations should:

- Identify the need for the rehabilitation or construction of infrastructure.
- Demonstrate how the proposed activities align with UNHCR's goals and objectives.
- Commission a feasibility study. Assess environmental, economic, political and social impacts and deem the level of risk acceptable.
- Have access to and allocate the funds required.
- Agree that the UNHCR programme unit that supports the works will take responsibility for integrating specific tasks, including liaison with local authorities and coordination with Government, refugees, and the host community.
- Determine that the works and budget maximize return and achieve best value for money.
- Identify the parties who will be responsible for taking over the facilities, and for operating them (if required), and maintaining them.

2. Main guidance

Resource scarcity, rising energy costs, durability and sustainability, and environmentally responsible practices are all issues of great concern to UNHCR and cannot be ignored when planning and designing civil works. Sustainable development must meet human needs while preserving the natural environment for present and future generations. The keystone of sustainable design is providing buildings that are energy efficient, healthy, comfortable to occupy, low in maintenance, flexible in use, specified with environmentally responsible materials, and designed for long life.

Any rehabilitation or construction of infrastructure project must aim to develop facilities that are...
socially, economically and environmentally sustainable after completion, and are in accordance with UNHCR principles and international standards. This objective will be achieved by:

- Cooperating with local and national government authorities, United Nations agencies, non-governmental organizations and other partners.
- Consulting with refugees and host communities during the planning and design phases.
- Consulting environmental experts and ensuring compliance with all statutory environmental regulations applicable to the area of operation.
- Promoting environmentally sustainable construction materials.
- Ensuring that design and construction minimize maintenance requirements over the life cycle of the facility.

Good practices ensure that the most common pitfalls of rehabilitation and construction works are being avoided, such as:

- Lack of comprehensive procurement planning and control mechanisms.
- Lax application of procurement processes (for tendering, selection criteria, evaluation, contract signature)
- Rushed application of procurement processes. Procurement in accordance with good practice needs time and planning. It should contain the adequate level of detail to avoid additional costs or change orders. Procurement and programme staff do not communicate clearly and sufficiently and thus lack mutual understanding of the requirements of implementation. Similarly the complexity of building works and the resources needed to implement them are not fully understood.
- The scope of the project and its technical specifications are not defined in enough detail.
- Unclear or incomplete Bills of Quantity, incorrect cost estimates and unrealistic timelines.
- Insufficient expertise in managing, supervising and monitoring rehabilitation or construction works.
- Lack of financial and time contingency. Cost and time may increase with unforeseen circumstances such as administrative delays, for example in receiving local authority authorizations, or permission to access the site.

**SUMMARY APPRAISAL REPORT**

1. Purpose of the Civil Works
2. Eligibility
3. Scope of Works, Drawings, BoQ, specifications and Components
4. Budget, Financing and Cost Estimate
5. Site Investigation and Technical Feasibility Study
6. Implementation
   a) Implementation Plan and Schedule
   b) Design and Construction Works Supervision Mechanism
   c) Consulting Services (if applicable)
   d) Operations and Maintenance (if necessary)
   e) Monitoring and Quality Control
7. Procurement Methodology
8. Environment and Social Impacts
9. Risk and Mitigation Measures
11. Stakeholder Consultations and persons of concern Participation (if applicable)
To avoid delays, increased costs, and contractual breaches consider the following:

- Act only when you have completed planning. The design stage itself can be sub-divided into as many steps as necessary to resolve all design problems before construction begins.
- Consider the services of external firms or consultants with appropriate technical background to prepare complex designs. Technical expertise may exist in implementing partners or within UNHCR.
- In cases where design, scope of works (SOW) and Bill of Quantities (BoQ) come from the government. These documents should be reviewed and if needed modified, developed or completed. Aim for as much detail as possible, within time constraints, on SOW, BOQ, and specifications.
- Consult carefully with stakeholders at all stages, to avoid misunderstandings that can be costly.
- Work closely with government and local authorities and take account of their policies.
- Make sure projects meet the expectations of persons of concern, host communities, and authorities.
- The procuring goods processes shall be used for "Prefabricated Buildings" by a direct acquisition of buildings and according to the UNHCR Procurement.
- The civil works items in the Bill of Quantities can allow a variation of ±10% of actual quantities.
- The budget contingency for supervising and monitoring of civil works includes unforeseeable cost requirements typically range between 12% and 20% of the total civil works cost.
- In most cases, design services are contracted separately from construction contracts. Turnkey contracts, in which the contractor is responsible for both the design and construction, can be difficult when the performance of the contractor is unknown or when the extent of the external risks is uncertain (e.g. time required for allocation of sites, approval of drawings and specifications by the government, etc).
- Purchasing of goods for the facilities, such as generators, audio-visual equipment, IT equipment, furniture, etc should be completed separately by supply/procurement colleagues. Modular design can be considered to reduce the need for multiple designs for units of similar functionality. This can reduce cost and time during the design stage. (Modular design is an approach that subdivides a design into smaller parts (modules) that can be independently constructed and then used in different sites).
- The site condition (soil, access, boundaries, etc) is an important factor in the design and can affect cost and duration of the building, particularly for sites in remote areas. Therefore, site variances should be included in all the design elements (SOW, BoQ, cost estimation, etc) if similar civil work activities are to occur on multiple sites.
- On the other hand, when modular design is being implemented on multiple sites, an individual pricing should be included per site. This makes the site-specific variation to be included in the procurement and tender evaluation and not result in a series of variation orders.
- The key stakeholders (e.g. UNHCR, government, implementing partner, etc) shall endorse the complete set of design documents, drawings and specifications before tendering and procurement activities commence. This endorsed set of documents becomes the technical reference documentation for the civil and construction project.
- Ideally, no changes should be made to the final design documents once they have been
finalized and approved. Modification of design drawings comes at high cost. Modifications once construction has started are more costly and require change orders.

- Should significant changes occur to the design documents during the development of detailed design, drawings and specifications, the detailed implementation plan should be amended to include and reflect the new requirements.
- The final design shall meet the government norms, standards and specifications, and the local building regulations where applicable. It should also take into account the local climatic conditions and the risk of natural disasters.
- A comprehensive set of drawings, SOW and BoQ increases the probability of receiving strong, detailed offers. It also help to facilitate the evaluation process, contract management, and are more likely to results in fulfilment of contract and expectations of UNHCR and other stakeholders.
- Civil works need a clear SOW so that detailed work plans can be developed. Work plans milestones can be tied to BoQ to facilitate monitoring and payment procedures.

A project to construct or rehabilitate infrastructure is successful when it meets the expectation of the country programme and other stakeholders, matches the project's scope, meets specified quality standards, is delivered on time, and follows the budget. Commercial contracts are governed by the regular procurement procedures or the exceptional procedures for procurement during emergencies, as requested by the office and approved by the Headquarters Committee on Contract. For procurement by partners funded by UNHCR, the UNHCR Policy and Procedures on Procurement by Partners with UNHCR Funds apply (UNHCR/HCP/2014/11).

Most construction projects will follow similar steps. Adjustments will be made if the scope of the project so requires. The table below outlines the common stages of construction management:

<p>| Roles and Responsibilities of Rehabilitation or/and Construction Works |</p>
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<td>Implementation plan</td>
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<td>Design Documents (drawing, scope of works, etc)</td>
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* Management: the relevant project manager or coordinator

- Local or central government authorities.
- Community and religious leaders.
- The host community.
- National and international NGOs.
- IFRC and ICRC.
- Other UN and international organizations.
- Academic institutions
- Private sector

**Annexes**

- UNHCR, Global Strategy for Settlement and Shelter 2014-2018
- UNHCR Policy and Procedures on Procurement by Partners with UNHCR Funds
- Sphere Handbook (2018)
- UNHCR, Handbook for the Protection of Women and Girls
- Risk Management _ Fraud Prevention _ Toolkit
3. UNHCR, Coordination of camps and other collective settings UNHCR/OG/2016/1 Operational Guidelines on UNHCR Technical Specialists for Publicity, Fraud Prevention

4. Main contacts

Shelter and Settlement Section (SSS), Division of Programme Support and Management (DPSM).
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Sphere Handbook (2018)

3. Main contacts

HQShelter@unhcr.org
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Women’s Refugee Commission & IAWG, Minimum Initial Service Package for Sexual and Reproductive Health in Crisis Situations - A Distance Learning Module, 2019

Save the Children, UNICEF, Newborn Health in Humanitarian Settings - Field Guide, 2018

UNHCR, Adolescent Sexual and Reproductive Health in Refugee Situations- A Practical Guide to Launching Interventions for Public Health Programmes, 2019

3. Main contacts

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4. Main contacts

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https://www.who.int/water_sanitation_health/facilities/waste/hcwmtool/en/

4. Main contacts

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DPSM/PH HQPHN@unhcr.org.

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   * [UNHCR, TWINE and TWINE Basic Indicator Report](#)
   * [The Sphere Handbook](#)
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UNHCR, Principles and Guidance for Referral Health Care, 2009

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UNHCR PHS (DPSM). HQPHN@unhcr.org

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**Notes:**
- **Value 1** and **Value 2** are numerical values.
- **Value 3** indicates a percentage.
- **KAP / MRC** refers to a specific standard or criterion.
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AGD:
Annexes


Sphere Handbook (2018)

3. MSF, 1992

http://wash.unhcr.org/wash-technical-designs/
http://wash.unhcr.org/wash-guidelines-and-forms-for-refugee-settings/
http://wash.unhcr.org/download/unhcr-wash-equipment-specifications/
https://spherestandards.org/handbook-2018/

4. Main contacts

DRS, HQWASH@unhcr.org.
Key points

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- (www.ecop.unhcr.org)

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2. Main guidance
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UNHCR, Environmental Guidelines, 2005

UNHCR, Frame Toolkit. Framework for Assessing, Monitoring and Evaluating the environment in refugee-related operations, 2005

UNHCR Global Strategy for Sustainable Energy, 2019-2024

UNHCR, Refugee Operations and Environmental Management. Selected Lessons Learned, 1998

Norwegian Refugee Council, Camp Management Toolkit, 2014

3. Main contacts

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WASH in urban areas

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Annexes


WASH, Protection, and Accountability

Hygiene Promotion Guidelines

Urban WASH Planning Guidance and Case Studies

3. 目標

4. Main contacts

DPSM/PH HQWASH@unhcr.org

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4. Main contacts

CCCM hayo@unhcr.org
CCCM globalsupport@cccmcluster.org.

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Annexes

Camp Management Toolkit, Chapter 13, Food Distribution and Non-Food Items

IASC, Gender handbook

MSF, Non Food Items Distribution, Version 1.0, 2009

WFP, Emergency field operations pocketbook
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Annexes

UNHCR - Global strategy for settlement and shelter (2014-2018)

UNHCR - Policy on alternatives to camps

Sphere Handbook (2018)

Settlement Folio
Rental accommodation strategy considerations

07 March 2023

Key points

- Ensure rented accommodation meets standards.
- Support an increase and/or upgrade of rental stock.
- Support livelihood activities that will increase persons of concern's self-reliance. Minimize the impact of speculation on the rental market.
- Ensure that tenancy agreements protect tenants from discrimination, abuse and exploitation and forced eviction.
- Consider the protection situation in the area of displacement, including security conditions and specific needs and risks, such as child protection and SGBV.
- Consider the national and local economy and the opportunities for persons of concern to become self-reliant, build sustainable livelihoods and contribute to the community. Consider how the influx will impact the host populations' ability to access livelihoods or services.

1. Rental accommodation is a settlement option that is more commonly used in urban settings. It is most feasible when displaced populations have the necessary resources available (funds, in-kind, etc.), and the host community has appropriate accommodation to rent.

When possible, displaced people may seek refuge in familiar areas where friends or relatives may be established and can provide informal support. Others prioritize economic opportunity when they decide where to settle.

Enabling refugees to reside in communities lawfully, peacefully and without harassment, whether in urban or in rural areas, supports their ability to take responsibility for their lives and for their families and communities.

Humanitarian support for this settlement option usually focuses on ensuring that rented
accommodation is adequate and affordable. It needs to be affordable so that more households can obtain rented shelter; it should be adequate in terms of standards and quality. Strengthened protection outreach and monitoring will be required as with any alternative to camp approach.

2. Main guidance

To rent, an affected household needs to be able to acquire a short-term lease on a rural or urban property. Rent may be paid in cash or in-kind.

Conflicts and natural disaster often reduce the availability of land, housing or apartments to rent and households that are impoverished by conflicts and natural disasters are often unable to pay rent.

In a competitive market, persons of concern may be at risk of discrimination and exploitation by unscrupulous land lords. Frequently they do not have enough money for a deposit or lack necessary references. Regulations requiring proof of residence or citizenship may restrict their access to formal tenancy arrangements. Rental agreements may not be formal or enforced, leaving persons of concern lacking security of tenure and vulnerable to abuse.

Rent inflation and speculation may occur if the demand for rented property is high. Rental accommodation that is available and affordable is often substandard. It may take a long time to reach agreement with Government, local authorities, or property owners on the use of available land or property.

To provide safe and healthy living environment for persons of concern.
- To protect persons of concern from a range of risks, including eviction, exploitation and abuse, overcrowding, poor access to services, and unhygienic living conditions. To support self-reliance, allowing persons of concern to live constructive and dignified lives.

It is important to understand the opportunities and constraints for host populations who accommodate displaced populations in their dwellings or on their land. Income may be generated by renting a house or land to displaced people who want to settle. If the property rights of smallholders are protected, they are more likely to invest in the land and other productive assets.

Host governments may be reluctant to support rental accommodation as an alternative to camps for security reasons or concerns that refugees will compete with nationals for limited economic opportunities and scarce resources such as water or land. Host governments may also consider
that allowing refugees to settle in communities and participate in the economy makes it less likely that they will return home in the future. A thorough analysis of the national laws, policies and practices in relation to the protection of refugees, including restrictions on the exercise of rights and freedoms should be conducted.

Shelter and housing programmes should also analyse the socio economic environment of residential areas to determine affordability and availability of rental accommodation.

Adequate accommodation in sufficient numbers may not be available from the outset. Upgrades or repairs to rental units may be needed and this may not happen quickly enough to respond to shelter needs early in the response. Consult relevant authorities, partners and persons of concern in order to establish a fair and coherent level of rent and rent support that will not disrupt the local rental market.

From the start, collaborate closely with the technical offices of local authorities, and study local rules and regulations concerning land tenure, public works and housing, in order to reduce the risk of conflicts over land and ensure compliance with local building regulations.

- Explore cash support options to help refugees pay for rental accommodation.
- Technically assess the quality of rental accommodation to make sure it meets minimum standards.
- Facilitate access to basic services, including water, sanitation, health and education.
- When necessary and appropriate, support the upgrades of repairs to ensure that rental accommodation meets standards.
- Analyse the Housing, Land and Property (HLP) environment, laws and their enforcement, and identify practices that may render persons of concern in a position of vulnerability to discrimination, exploitation or abuse.
- Shelter assessments can include an analysis of the rental market, especially in urban displacements. This assessment should include and analysis of available rental stock, prices, conditions and needed rehabilitation, access to basic facilities, legal and protection issues, etc.

- Local or central Government authorities.
- Community and religious leaders.
- Host communities.
- National and international NGOs.
- IFRC and ICRC.
- Other UN and international organizations.
- National (particularly local language) and international news media.

Annexes
3. 

Shelter Cluster UNHABITAT - Housing policy The Sphere Handbook ALNAP Shelter Housing and reconstruction

4. Main contacts

Shelter and Settlement Section (SSS), Division of Programme Support and Management (DPSM).
At:

HQShelter@unhcr.org

Key points

- UNHCR, Global Strategy for Settlement and Shelter 2014-2018
- Sphere Project, the Humanitarian Charter and Minimum Standards in Disaster Response, (2011), Shelter Centre, Shelter after disaster
- UN Habitat, Rental Housing. An essential option for the urban poor in developing countries
- World Bank, Open Knowledge Repository, Safer homes, stronger communities
- UNHCR- Policy on alternatives to camps (UNHCR-HCP-2014-9)

07/01/2023
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2. Main guidance
Annexes

UNHCR, Handbook for the Protection of Internally Displaced Persons, Guidance Note 4

UNHCR, Global Strategy for Settlement and Shelter 2014-2018

UNHCR-IOM, Collective Centres Guidelines, 2010

Coordination and Management of camps and other collective settings- Guidance Note 12
3. Main contacts

HQ Shelter@unhcr.org

Relocating surplus stocks

Key points

- Calculations of excess stock should always be based on assessment of CRI needs and distribution forecasts.

- Sufficient stocks should be held to cover likely interruptions in the delivery schedule. As a rule of thumb, the reserve should cover one to three months of distributions. It should not exceed 50% of an operation's annual requirement.

- Keep in mind that surplus stocks can be relocated within an operation and within a region. Always consider the lead time required to relocate surplus stocks.

- Estimate lead times generously. Make allowance for export documentation, transport times, exemption from duty, along the whole route from the sourcing to receiving operation.

- Exporting surplus CRIs can be complicated because it may require special approval and the authorities may not be familiar with UNHCR practices with respect to surplus stock.

- Offices should ensure that stocks are in good condition and the receiving office should accept their condition before export.

1. A sound supply strategy requires proactive management of obsolescence, and stock levels should with needs. Stocks are expensive for any organization because they tie up capital. It is therefore important to rotate stocks and manage stock levels well, for example by applying a ‘first in first out’ (FIFO) first expired first out (FEFO) methodology.

Surplus stock is defined as stock exceeding one year distribution, which is set at the historical average demand of the previous three years, or the previous year, whichever is higher.

UNHCR manages stocks proactively. It periodically identifies and reports surplus stocks and finds ways to put them to use, in a cost-effective manner, by making them available to operations that need them. One sourcing option is therefore to draw down surplus stock within the region. The physical relocation of surplus stocks should be coordinated with DESS/SMS, releasing and
receiving operations, and the regional bureau(x) to ensure that stocks are released within an agreed timeframe and at agreed costs (to cover transportation, handling, etc.).

2. Main guidance

Surplus stocks can be used by another operation, either for emergencies or to procure core relief items (CRIs) for regular distributions. On receiving a request for CRIs, DESS/SMS, in coordination with the regional bureau(x), regional offices (as applicable) and country offices, reviews potential surplus stocks held by other operations and approves their relocation. The aims are to meet the operational needs of emergencies in the shortest possible time, and to reduce excess stocks held by any operation.

If surplus stocks are not managed or sensibly relocated, UNHCR would hold unnecessarily large stocks, which would increase its costs and the risks of obsolescence.

1. Every operation should identify the inventory items (focusing on A category) it needs, and their quantity.
2. Every operation should periodically review the level of stocks it is holding in the country.
3. DESS-SMS, in coordination with regional bureau(x), regional offices (as applicable) and operations, reviews the surplus stocks of operations on regular basis.
4. Country operations should transfer the confirmed quantities of surplus of the stock to the relevant stock area in the ERP
5. DESS-SMS shares a detailed plan of stocks that may be relocated, subject to approval by country office and regional bureau(x). Country operations and regional bureaux in coordination with DESS-SMS identify potential destinations and prices the cost of transportation, and the value of the CRIs relocated from surplus stock.

The acquiring operation may be required to perform a transfer of funds for the value of items agreed to be relocated and the associated logistical costs (transport, etc.) or provide budget and cost centers to which costs can be charged. The parties concerned may also reach an agreement between themselves: for example, an operation may agree to donate its excess stock, in which case the receiving operation is only required to pay for transport. Such arrangements must always be made in coordination with the regional bureau.

The sending operation should

- Confirm the surplus stock it holds.
- Prepare a load plan (including weight and volume) for calculating transport requirements
and cost.

- Prepare a gift certificate, packing list, and certificate of origin, and ensure that draft documents are cleared with the receiving operation. This is important to make sure that the goods can be received smoothly at reception, and that documentation complies with customs and tax requirements.
- Arrange a careful physical inspection of the goods to ensure that their condition and packing are suitable for transport and distribution.
- Consolidate scattered surplus stock in a suitable warehouse to facilitate its transport and export.

Ensure that ERP is updated accordingly, and items are transferred to the proper storage area in the system (Surplus).

**Annexes**

- UNHCR, Manual, Chapter 8
- UNHCR AI 2016 4 - Administrative Instruction on the 2016 Annual Physical Verification of Inventories
- UNHCR, Inventory Management Policy, IOM-081-FOM-82-2013
- Supply Assessment for Emergency Preparedness and Response
- UNHCR Committees on Contracts-Rules and Procedures
- Procurement in Emergency

3. Inventory Surplus of Stock Report - Power BI

4. Main contacts

UNHCR DESS SMS Inventory Unit at: HQSF03@unhcr.org
Emergency Supply Unit at: hqsmisesu@unhcr.org
# Sourcing strategy

## Key points

- Assess what items are held by the operation or readily available on the local market. Check if items are appropriate; make at least initial purchases locally. Ensure UNHCR procures by competitive tendering and that common items match standard UNHCR specifications.

- If certain emergency relief items are not immediately available, you may be able to procure them from global stockpiles of CRIs held at UNHCR's centrally managed strategic warehouses. Some suppliers hold stockpiles for UNHCR that can also be accessed quickly in an emergency.

## 1. A sourcing strategy is a plan for obtaining materials required by an emergency operation as promptly and efficiently as possible, on the most cost-efficient terms, to provide protection and assistance to persons of concern.

The first step is to identify, quantify, specify and plan the needs of persons of concern and the operational support required. Needs assessments are typically multi-sectoral and may involve a number of agencies, the host government, communities and persons of concern. Assessments should identify sourcing options, the types of goods and services that are available, quantities, cost, delivery options and timetables, and choices with respect to transportation and distribution. A methodical approach to sourcing assists supply staff and suppliers to understand the operation's requirements and avoids unnecessary delays.

Goods may be sourced:
1. From stocks held by the operation
2. By local, regional and international procurement. See entry "Sourcing from local suppliers"
3. From stocks held in the region (surplus stocks). See entry "Relocating Surplus Stocks"
4. From global stockpiles (GSM). See entries "Requesting CRIs from UNHCR global stockpiles"
5. By global procurement under frame agreements. See entry: "Sourcing directly from UNHCR global suppliers"

## 2. Relevance for emergency operations

A sound supply strategy will deliver the right supplies to the right place at the right time and in
the right quantities. This is a condition of efficiency for an emergency operation. While an operation able to determine its needs precisely will be better served by its supply chain; at the start of an emergency, it is frequently difficult to make more than a best estimate of future needs.

### 3. Main guidance

**Provision of material assistance is lifesaving in an emergency.**
- A poorly designed sourcing plan may deliver insufficient or sub-standard relief items to persons of concern or deliver items too late to meet critical needs.
- Poor procurement and supply practices may cause emergency responders to lack tools, supplies or facilities that they need to protect and assist persons of concern effectively.

**Goods may arrive too soon or too late.**
- Goods may be of better or worse quality than those available to the local population.
- The quantities supplied may be too small or too large.
- Specifications may be inaccurate or incomplete, causing goods to be unusable.
- Delivery schedules may be unrealistic.
- Inaccurate cost estimates may cause delays, overspending, or make time-consuming budget amendments necessary.
- Materials or their packaging and labelling may be inappropriate for local conditions or the intended beneficiaries.
- Storage and transportation capacity at the point of reception may be insufficient.
- Logistical support may be disrupted by unpredictable events and factors outside UNHCR's control (customs delays, breakdowns, looting, weather).

**Key decision should be coordinated; communication as well as planning is required.**
1. Obtain a clear understanding of overall needs and share the information with all concerned.
2. Establish an easily understood and comprehensive list of requirements.
3. Prepare carefully and act promptly. In emergencies, advance planning (including a sourcing plan) is critically important to optimize resources, while a fast response is equally vital because long lead times for delivery may be required.
4. Coordinate planning and implementation with other UN agencies/NGOs to avoid duplication; to the extent possible, create a single sourcing plan at operational, regional and global level.
5. Make sure that purchases are made competitively, in accordance with relevant UNHCR regulations and emergency procedures.
6. Understand delivery lead times and their implications, for each sourcing option.
When preparing a sourcing strategy, base your plan on the best available historical information, combined with a best-guess assessment of trends and needs and an estimate of expected funds. Second, look at the five sourcing options (see above). Third, decide what the best options are, in consultation with operations (Supply and Programme Officers), the Supply Management Service (SMS) planning officer and staff from the Procurement teams in SMS. The planning officer then issues appropriate requisitions in case of sourcing options 4 or 5.

UNHCR Manual, Chapter 8, Supply Chain Management
UN Sustainable Procurement Indicators

Annexes

UNHCR-HCP-2021-01 Policy on Procurement

UNHCR-AI-2021-05 AI on Procurement

AI-2018-5-Rev.1 - Rules and Procedures of UNHCR Committees on Contracts

1 Section_1-3_Supply_Management_in_Emergencies

Emergency Preparedness from a Procurement Perspective

Supply Assessment for Emergency Preparedness and Response

Risk Management _ Procurement - Toolkit

4. UNHCR intranet: Emergency Supply Unit SOP on SC Planning Risk Management - Procurement Toolkit

5. Main contacts

UNHCR DESS-SMLS. At: HQSCPlan@unhcr.org
Key points

- PoC

1. [2018] (IDP)

2. ""

Main guidance

- [2018] (GBV)

- PoC
Sphere (2019) 27

GBV (2015)
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Annexes
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4. Main contacts

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Key points
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2. Main guidance
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(WHO UNHCR, 2012)

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2. MHPSS

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5. YPDCDCCDCC MHPSS

6. YPDCDCCDCC MHPSS
Annexes

UNHCR, Operational guidance on mental health & psychosocial support programming for refugee operations

Child Protection Issue Brief
Community-Based Protection & Mental Health & Psychosocial Support

Understanding Community Based Protection, Policy Paper

Manual on UNHCR Community Based Approach

WHO and UNHCR, Assessing mental health and psychosocial needs and resources

Clinical management of mental, neurological and substance use conditions in humanitarian emergencies

IASC, Guidelines on Mental Health and Psychosocial Support in Emergency Settings

Mental Health and Psychosocial Support in Humanitarian Emergencies. What Should Camp Coordination and Camp Management Actors Know

Mental Health and Psychosocial Support in Humanitarian Emergencies. What Should Protection Managers Know

Mental Health and Psychosocial Support in Humanitarian Emergencies. What should Humanitarian Health actors know

Helping Survivors of Sexual Violence in Conflict

Faith Sensitive Approach in Humanitarian Response

Mental Health for People on the Move in Europe

Operational Guidelines - Community Based Mental Support in Humanitarian Settings

Including Children with Disabilities in Humanitarian Action

Individual Psychological Help for Adults

Group Interpersonal Therapy (IPT) for Depression
3. ""  

4. Main contacts

- DPSM, HQPHN@unhcr.org
- DIP, hqts00@unhcr.org
- DIP, hcchipro@unhcr.org
- DIP, hqsgbv@unhcr.org

Requesting Core Relief Items (CRIs) from UNHCR's global stockpiles

07/02/2023

Key points

- Complete the CRI request form correctly and ensure that all information is up to date
- Ensure the Inter Unit Charge (IUC) is completed with correct chart fields.
- Be proactive. Liaise closely with the Supply Management Service (SMS) team to coordinate CRI shipments.
- Ensure all ground arrangements are in place for custom clearance, tax exemption, transportation, storage, and distribution.
1. To meet core relief items (CRI) needs in emergency situations, UNHCR maintains a buffer stock of CRI in seven global stockpiles. These are located in Accra, Amman, Copenhagen, Douala, Dubai, Panama and Nairobi. (Emergency) country operations can request CRI from these stockpiles. The lead time for delivery of these items depends on the requesting location. In very urgent cases, CRI can be delivered rapidly by airlift, although this should be the last resort and comes at great cost and high carbon footprint for the environment.

UNHCR visibility logos in English must be used for global audiences. As CRI have global visibility, only the visibility logo in English can be used on them. The UNHCR logo application reference is available for each item in the CRI catalogue.

2. Main guidance

The following core relief items are held in UNHCR stockpiles. For detailed specifications, refer to the [UNHCR's Core Relief Items Catalogue 2021](https://intranet.unhcr.org/en/protection-programme/supply-management-lo... CRI Supply Catalogue on the intranet).

- MOSQUITO NET POLYESTER & POLYETHYLENE
- REINFORCED PLASTIC TARPALIN 4X5 M
- CANVAS ROLL MATERIAL FOR HOT AND DRY CLIMATIC CONDITIONS
- REFUGEE HOUSING UNIT 1.2
- MULTI-PURPOSE SLEEPING MAT
- REINFORCED PLASTIC TARPALIN 4X50 M
- CLOTH FOR SANITARY MATERIAL
- UNHCR FAMILY TENT
- SYNTHETIC SLEEPING MAT
- UNHCR HEAVY DUTY PLASTIC BUCKET 14L
- SELF-STANDING FAMILY TENT
- BLANKET, SYNTHETIC (Fleece) 1.5 x 2 M, Medium Thermal
- SEMI-COLLAPSIBLE JERRY CAN 10L
- BLANKET, SYNTHETIC (Fleece) 1.5 x 2 M, High Thermal
- KITCHEN SET - TYPE B
- UNHCR FAMILY TENT - FIRE RETARDANT

In addition, light and armoured vehicles can be requested through DFAM/ Global Fleet Management.

If CRI requests exceed available stocks, SMS will prioritize deliveries, based on the level and scale of emergencies, the date when requests were received, and overall operational needs.
In the longer term, operations are expected to procure their CRI requirements from local, regional or international suppliers. Longer running operations that continue to provide CRIs to persons of concern can also request CRIs from global stockpiles. However, SMS will only fulfil these requests if stocks are not committed for emergency operations.

If the security situation deteriorates, it may impede the delivery of CRIs. Delivery options should be reviewed carefully with the Emergency Supply Unit (ESU) in SMS Budapest. Distribution pipelines may be interrupted or obstructed. When planning, take care not to rely on a single source or route. Supplying CRIs at the last minute for emergency operations may be very expensive. Airlifts in particular are much more costly than land transport or local procurement and, due to greenhouse gas emissions, have a high carbon footprint on the environment.

To place an order, follow UNHCR SOPs for Release of CRIs from UNHCR Global Stockpiles, 2018:

1. Request CRIs by submitting the request form. Make sure you provide all the information requested.
2. Send the form to SMS/SLS/ESU, at: HQSMSSESU@unhcr.org, copying abdo@unhcr.org.
3. Respond quickly to ESU requests for additional information.
4. Review the transport options and the CRIs that ESU proposes and confirm the order so that the ESU can issue a Interunit Charges (IUC).
5. When a IUC is issued, check it, making sure to complete the correct chart fields for processing payments.
6. The ESU will make shipping arrangements.
7. Familiarize yourself with the procedures established with the host Government. Follow up customs clearance, import permits, tax exemptions and other requirements, to ensure that CRIs can be released promptly on arrival.
8. If the goods are being moved by air, you will need to:
   a. Arrange landing and overfly permits and secure exemption from royalties.
   b. Ask the local authorities to exempt the cargo from tax before it arrives at the airport.
   c. Ensure the airport has unloading equipment for the aircraft that will carry the cargo.
   d. Check with the local aviation authorities that the local airport can receive the type of aircraft you plan to use. Some airports are technically unable to land larger aircraft.
9. Arrange local transport to carry the CRIs to their destinations and make sure that an appropriate space is available to store them until distribution.
10. When the goods arrive, confirm receipt to the head of SOSS, with a copy to ESU, and send a "Goods Received Note" to the ESU.
Before requesting CRIs from global stockpiles, operations should plan their CRI needs with partners in the country. What is the standard CRI kit per family (type of item and quantity per family)? How much of each item is already available in the country? Which items can be procured locally? Before requesting CRIs, emergency operations must see whether they can meet their CRI needs by local, regional or international procurement under an existing frame agreement.

Emergency operations should plan for their CRIs requirements as early as possible to avoid gaps in the delivery pipeline. While immediate needs can be met by requesting CRIs from the global stockpiles, operations need to plan ahead and start to procure their long-term needs in a manner that avoids gaps and reduces dependence on the global stockpiles.

Make sure that you can finance the cost of CRIs you purchase (as set out in the CRI Release Request Form), including transport.

Requesting country operations should designate a staff member responsible for supply during an emergency and ensure that enough supply staff are available to ensure effective delivery.

The staff member responsible for supply is the SMS/ESU key contact on all matters associated with the release of CRIs from global stockpiles. He or she needs to make sure that the operation is in a position to receive CRI shipments.

To ensure smooth delivery and avoid storage charges (detention/demurrage), country operations should ensure that all the necessary waivers/tax exemptions are obtained in time, so that goods can be released from the port of entry immediately on arrival.

When goods are transported by air, make sure that all the arrangements for air lift (point 8 above) are made promptly, so that the ESU can arrange the airlift efficiently.

**Annexes**

[SOP for Release of CRIs from UNHCR Global Stockpiles](#)

3. **Main contacts**

Mailbox of the Emergency Supply Unit in the Supply Management Section (SMS):

[HQSMSESU@unhcr.org](mailto:HQSMSESU@unhcr.org)
07/01/2023

Key points

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2. Main guidance
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UNHCR Refugee Education 2030, A Strategy for Refugee Education

ISEEC Report on Improving Coordination, 2020

UNHCR COVID-19 Refugee Return to Schooling Guidelines, 2020

UNHCR Cash for Education, Direction and Key Considerations

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4. Main contacts

[Contact information]
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UNHCR, Principles and Guidance for Referral Health Care, 2009

UNHCR, Essential Medicines and Medical Supplies, 2013

UNHCR, Epidemic Preparedness and Response in Refugee Camp Settings, 2011 --

3. iRHIS SPHERE

4. Main contacts

(DPSM), HQPHN@unhcr.org

Key points

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## 2. Main guidance
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Shelter Design Catalogue January 2016

Family Tent

New Self Standing Tent

Refugee Housing Unit Fact Sheet

Shelter Strategy Standard Format

Shelter and Settlement Preparedness and Response Checklist

Sphere Handbook (2018)
3. 

4. **Main contacts**

   (DPSM) (SSS) HQShelter@unhcr.org

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**Key points**

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2. Main guidance
Annexes

UNHCR Global Strategy for Settlement and Shelter 2014-2018

UNHCR, UNHCR policy on alternatives to camps, 2014

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4. Main contacts

Key points

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Annexes

**UNHCR Refugee Education 2030, A Strategy for Refugee Education**

**ISEEC Report on Improving Coordination, 2020**

**UNHCR Cash for Education, Direction and Key Considerations**

**UNHCR COVID-19 Refugee Return to Schooling Guidelines, 2020**

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**Shelter in urban areas**

**Key points**

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Annexes

UNHCR, Policy on alternatives to camps, 2014

UNHCR, Global Strategy for Settlement and Shelter, 2014-2018

3. Main contacts

HQShelter@unhcr.org