



Congolese refugees arriving in Kyangwali settlement, Uganda.

Responding to Emergencies

Those displaced by conflict or persecution often have to flee their homes in a matter of minutes, taking only their loved ones and the few belongings they can carry. By the time they arrive at a place of refuge, many are not only destitute but barely clinging to life. At such moments, UNHCR's priority is to provide those basic goods that save and sustain life: a roof for shelter from the elements, a jerry can to fetch water and a blanket with which to stay warm. Such items can mean the difference between life and death. ●●●

The Global Supply Chain: a vital component of assistance and protection

Making sure that supplies get to where they are needed, when they are needed, is the responsibility of UNHCR's Supply Management Logistics Service, which dispatches relief items to both emergency and regular operations. The UNHCR team in Budapest, Hungary, that coordinates global stock management, makes sure that UNHCR responds to the needs of displaced people with speed and efficiency. To aid this effort, relief items are pre-positioned in seven hubs – in Accra, Amman, Copenhagen, Douala, Dubai, Isaka and Nairobi – covering those regions where the demand for such emergency supplies is most likely to arise today.

Despite the numerous crises it has faced in the past year, UNHCR has replenished its stocks so as to remain ready for the next emergency. This means it can supply up to 600,000 people with core relief items – with the first delivery made within 72 hours from receiving the request. Since the beginning of 2013, UNHCR's biggest consignments of relief supplies have gone to those affected by the crisis in the Syrian Arab Republic (Syria). Many of these supplies are delivered by road directly from the warehouse in Dubai. Inside Syria, in the first eight months of 2013 UNHCR distributed urgently-needed relief items to more than 1.6 million people.

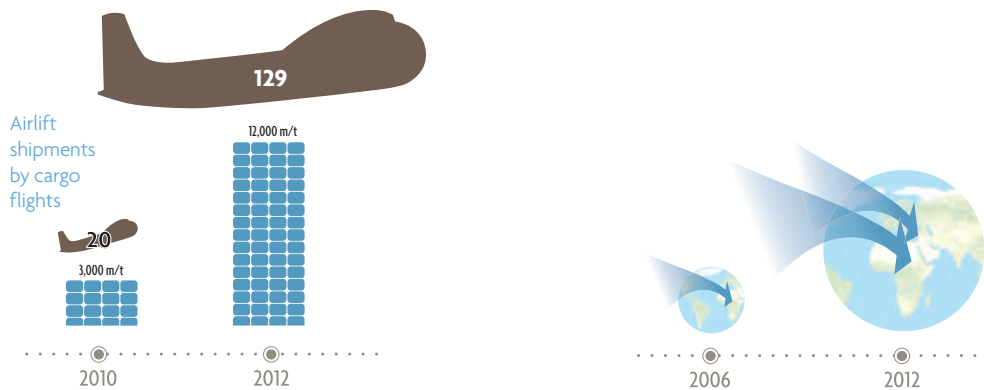
In addition to kitchen sets, tents and blankets, UNHCR systematically dis-

tributes plastic sheets, sleeping mats, buckets, jerry cans, mosquito nets and hygiene materials to displaced populations, according to the environment and needs of the displaced populations. Ensuring the continued availability of items like these will help thousands of people affected by the emergency in Syria, as well as elsewhere in the world – such as in the countries around Mali, in Myanmar and in South Sudan – to survive the terrible trauma of forced displacement.

“UNHCR’S IMPROVED RESPONSE TO EMERGENCIES EASES THE STRAIN THE UPROOTED PEOPLE WE SERVE. WE CAN DELIVER BY

Improved delivery

With a stronger emergency response capacity through new staff deployment mechanisms and improved global supply management, the organization is more efficient and effective in delivering relief items and life-sustaining services than before.



- Capacity to respond and deliver assistance within 72 hours to over 600,000 people.

- In 2012, UNHCR deployed over 460 emergency missions, more than double the number of deployments in 2006.

Emergency response: standing ready

All the relief supplies in the world would be useless unless there are people to get them to the right place at the right time, and distribute them fairly and efficiently. That means UNHCR needs to be able to deploy its own staff and those of standby partners rapidly where they are needed.

UNHCR's internal emergency standby capacity is designed to get qualified staff to an emergency operation within 72 hours. Staff working on regular posts sign up for the emergency response roster after undergoing intensive training. They are then on standby for a nine-month period, ready for deployment to an emergency, where they spearhead UNHCR's protection and assistance response.

An emergency response team supports the field operation for the first two to three months. This initial phase is followed by the deployment of new staff on temporary assignments of up to six months, if needed, and longer-term positions are then created as necessary. The first team on the ground provides the immediate emergency response, sets up systems and delivers supplies. The follow-up teams build on the initial emergency work to ensure ongoing protection and assistance and a proper handover as the situation normalizes.

The number of deployments has grown considerably in recent years due to major emergencies in Africa and the Middle East. A total of 461 missions were

undertaken in 2012, 170 by UNHCR staff and the rest by partners. To train future deployees in emergency preparedness, UNHCR conducts a Workshop on Emergency Management (WEM) three times a year. This intensive 10-day course includes a three-day simulation which propels participants into a challenging emergency-like situation which they need to deal with while working as part of a team. The training is made possible by the German Federal Agency for Technical Relief (THW), the Norwegian Directorate for Civil Protection and Emergency Planning (DSB), and the Swedish Civil Contingency Agency (MSB), who provide the venues, accommodation and other support for the training.

ON THE LIVES OF LAND, AIR AND SEA, TO REMOTE AREAS, AT A MOMENT'S NOTICE"

—Terry Morel, Director of UNHCR's Division of Emergency, Security and Supply

UNHCR has standby agreements with a number of governmental and non-governmental organizations (NGOs) that make an important contribution to its overall emergency response capacity. The arrangements allow UNHCR to avail itself of invaluable technical and managerial expertise and increase the organization's flexibility.

The response capacity of UNHCR's 17 standby partners (see box) stretches across a broad range of functional areas, including protection, child protection, education, resettlement, refugee status determination (RSD), registration, public health, logistics, site planning, engineering, water/sanitation, shelter and construction. Some standby partners provide equipment or service modules for health, sanitation, office and accommodation facilities. ■

Standby partners

CANADEM	Swedish Civil Contingencies Agency
Centres for Disease Control	Norwegian Refugee Council
UK Department of International Development	RedR Australia
Danish Refugee Council	Save the Children Norway
Norwegian Directorate for Civil Protection and Emergency Planning	Swiss Agency for Development and Cooperation/Swiss Humanitarian Aid Unit
Emergency.lu/Luxembourg Ministry of Foreign Affairs	German Federal Agency for Technical Relief
International Humanitarian Partnership	Veolia Environment Foundation
Irish Aid	White Helmets Commission
	Turkish Red Crescent Society ■

UNHCR completes emergency relocation of Darfur refugees to Chad camp



Refugees in Tissi wait to board trucks that will take them to the Ab Gadam camp.

UNHCR / A. SCHREIFEL

This article is an adapted version of a UNHCR news story

14 JUNE 2013

The last convoy left Tissi three days ago. In total, UNHCR and its partners have moved over 7,000 people over the past month. Some 3,000 other refugees travelled to Ab Gadam on foot or by donkey-drawn carts. All have fled inter-communal conflict in Darfur. Tissi is prone to bad weather. The first storms and heavy winds of the wet season have hit the region, which is strewn with *wadis* that will flood in the coming months and make roads impassable. “Our main priority was to move refugees away from the border as long as roads are still usable,” said Djamal Zamoum, UNHCR’s emergency coordinator in Tissi. A UNHCR spokesman added: “We are now turning our attention to other Darfuri refugees scattered across 18 additional remote sites in the border area. A first convoy

departed from Haraza village yesterday with 270 refugees. Our aim is to complete all transfers before the *wadis* are flooded.”

In the new Ab Gadam camp, UNHCR and its partners are distributing food and non-food items and UNHCR is pre-positioning relief items. On arrival, the refugees receive jerry cans, hygiene kits, sleeping mats, blankets and mosquito nets, as well as materials to build shelters. The most vulnerable are helped by UNHCR’s partners.

Mariam fled to Tissi in mid-May with her two children and her father after their village in Darfur was torched. “I just took my kids and ran,” recalls the young woman, who has had no word from her husband or her mother.

UNHCR and its partners have moved offices from Tissi to Bir Nahal, just 12 km from the camp, allowing the agency to maintain delivery of aid to refugees throughout the rainy season.

Since January, it is estimated that some 30,000 Darfuris have crossed into south-eastern Chad. The first wave fled conflict over gold mines in northern Darfur between the Binheissin and Rizeigat tribes, while a later group crossed because of clashes between the Salamat and Misseriya tribes in Um Dukhun, an area just 7 km north of Tissi.

Mariam did not feel safe at the border, where she could hear the sound of artillery, and was happy to move to Ab Gadam. “This is a good place for my children,” she said. “They can drink clean water and play outside.” ○

TISSI, CHAD | *The UN refugee agency has relocated thousands of Darfuri refugees from the volatile border area of Tissi in south-eastern Chad to Ab Gadam, a new camp deeper inside the country.*

UNHCR’s emergency preparedness and response work includes the development of policies, guidelines, technical tools, inter-agency cooperation, emergency stockpiles and the timely deployment of qualified personnel to emergency operations. These will remain priority ar-

reas and every effort will be made to reinforce delivery capacity and staff training in 2014. Ensuring the safety of humanitarian personnel will also continue to be a priority; incorporating security into organizational culture will protect staff and displaced populations and reduce risks.

An overview of some of the main areas of intervention anticipated in the coming year, with examples, is provided in the matrix. These are extracted from UNHCR’s programme plans for the 2014-2015 biennium.

EMERGENCY RESPONSE, SECURITY AND SUPPLY

Capacities, skills and knowledge fostered and developed

Increase security awareness and skills of UNHCR and partner staff	<ul style="list-style-type: none"> 80 security staff will be trained on specific security issues worldwide through workshops. 75 staff deployed to high security-risk operations will undergo pre-deployment training. Security management learning programmes and exercises will be run in 10 countries, enabling 120 UNHCR personnel with security management functions to be appropriately prepared.
Regional Centre for Emergency Preparedness (“eCentre”), Tokyo, Japan	<ul style="list-style-type: none"> The eCentre will catalyse and implement technical support, capacity-building, information exchange and partnership initiatives to strengthen inter-agency preparedness in the Asia-Pacific region. Some 10-12 initiatives will be undertaken in 2014, including eCentre-driven events and wider partnership schemes in the context of the Asia-Pacific Emergency Management Platform.
Continue use of the <i>Manual on Security for Persons of Concern</i>	<ul style="list-style-type: none"> An updated version of the manual and an e-learning module will be available to all UNHCR staff and partners in March 2014.
Enhance contingency planning and use of the preparedness package for refugee emergencies (PPRE)	<ul style="list-style-type: none"> In 2014, training and targeted field interventions will support contingency planning and preparedness as required.
Support emergency operations with new or updated tools and handbooks	<ul style="list-style-type: none"> In 2014, the fourth edition of the UNHCR <i>Handbook for Emergencies</i>, emergency checklists and the emergency reporting toolbox will be made available to all country operations. Mobile applications on site planning and the <i>Core Relief Items</i> catalogue will be in use.
Thematic training for emergencies	<ul style="list-style-type: none"> For emergency standby purposes, more than 120 staff will be trained for emergencies through the senior emergency leadership programme and three workshops on emergency management. A training course on information management in emergencies and a situational emergency training programme focusing on specific countries/regions will also enhance emergency skills.

Emergency response capacity and effectiveness reinforced

Continue to strengthen the supply chain for shelter and core relief items in humanitarian emergencies	<ul style="list-style-type: none"> The capacity to provide core relief items to more than half a million people of concern within 72 hours in multiple emergencies will be further strengthened through enhanced supply planning and standard operating procedures.
Support emergencies through the deployment of staff and analyse deployment trends	<ul style="list-style-type: none"> Rapid deployment to emergencies will be assured through the emergency response team with 100 staff members, the senior corporate emergency roster with 20 UNHCR senior managers and the 17 standby partners. The emergency deployment database will facilitate the analysis of deployment trends for better planning.

Global supply management optimized for efficient delivery

Implement a global fleet management project	<ul style="list-style-type: none"> In 2014, through the introduction of an internal rental scheme for light vehicles in all country operations, UNHCR will ensure that a fleet of 800 roadworthy vehicles are maintained in good working condition.
Enhance supply chain through training of staff	<ul style="list-style-type: none"> A comprehensive e-learning programme on supply chain management will be introduced in 2014.

Inter-agency and strategic partnerships strengthened

Participate in the UN Security Management System	<ul style="list-style-type: none"> UNHCR will continue to engage in inter-agency security forums at country level and at UN Headquarters in New York to influence security policy decisions.
Implement the inter-agency Transformative Agenda	<ul style="list-style-type: none"> UNHCR will continue to internalize the Transformative Agenda and support implementation in the priority countries.
Strengthen partnerships for emergency preparedness	<ul style="list-style-type: none"> In 2014, the agreements with 17 standby partners will be continued and preparedness training developed together with WFP, UNICEF and OCHA. UNHCR will continue to work with IASC partner agencies on preparedness and early warning/early action.

Policy development strengthened

Strengthen policy development for supply chain management and procurement	<ul style="list-style-type: none"> In 2014, enhanced policy and guidelines on fleet, warehouse and stock management will be introduced.
Fully integrate revised UNHCR emergency policies and procedures into UNHCR operations	<ul style="list-style-type: none"> At least one review study on how policies have been applied in UNHCR emergency operations will be conducted in 2014.

Security management reinforced as an organizational culture

Implement the plan of action to strengthen a culture of security within UNHCR	<ul style="list-style-type: none"> In 2014, efforts will continue to strengthen a culture of security within UNHCR through risk assessment, contingency planning, technical assistance and a well-trained security workforce.
Approach 100% compliance with the Minimum Operational Security Standards (MOSS)	<ul style="list-style-type: none"> A review and analysis of MOSS status to improve on the current 90% MOSS compliance status will be carried out.